

August 22, 2025

BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 Scrip Code: 543482 Scrip ID: EUREKAFORB Ref.: EFL/BSE/2025-26/31	National Stock Exchange of India Limited Exchange Plaza, C-1, Block - G, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 Symbol: EUREKAFORB Ref.: EFL/NSE/2025-26/31
---	--

Subject : Notice of the 16th (Sixteenth) Annual General Meeting (“AGM Notice”) and Integrated Annual Report for the Financial Year 2024-25 of Eureka Forbes Limited (“the Company”) pursuant to Regulation 30 and Regulation 34 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time (“SEBI Listing Regulations”)

Dear Sir/Madam,

Pursuant to Regulation 30 read with Paragraph A of Part A of Schedule III and Regulation 34 of the SEBI Listing Regulations and in continuation to our letter no. EFL/BSE/2025-26/28 and EFL/NSE/2025-26/28 dated August 19, 2025, we wish to inform that the 16th (Sixteenth) Annual General Meeting of the Company is scheduled to be held on **Friday, September 19, 2025 at 12:00 Noon IST** through Video Conferencing (“VC”)/Other Audio Visual Means (“OAVM”) in accordance with the relevant circulars issued by Ministry of Corporate Affairs and Securities and Exchange Board of India. In this regard, we wish to inform the following:

1. The Notice of 16th (Sixteenth) Annual General Meeting and Integrated Annual Report for Financial Year 2024-25 are being sent through electronic mode to all the Members whose email addresses are registered with the Company/Registrar and Transfer Agent (“RTA”)/Depository Participant (“DP”). The Integrated Annual Report together with the Notice of the AGM is being dispatched to the Members today, i.e. August 22, 2025.
2. Further, pursuant to Regulation 36(1)(b) of the SEBI Listing Regulations, a letter providing the web-link of the Annual Report, being sent to those members who have not registered their e-mail address.
3. In terms 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 the SEBI Listing Regulations, the Company has provided the facility to its Members to cast their vote electronically

through e-voting facility on all the resolutions as set out in the AGM Notice, who are holding shares on the cut-off date i.e. **Friday, September 12, 2025**.

4. The remote e-voting will commence on **Tuesday, September 16, 2025 at 09:00 AM IST and end on Thursday, September 18, 2025 at 05:00 PM IST**. The e-voting instructions and the process to join meeting through VC/OAVM is set out in the AGM Notice.
5. The AGM Notice together with the explanatory statement and Integrated Annual Report for Financial Year 2024-25 are enclosed herewith.

Thanking you,

For Eureka Forbes Limited

Pragya Kaul

Digitally signed by Pragya Kaul
Date: 2025.08.22 20:03:28
+05'30'

Pragya Kaul
Company Secretary & Compliance Officer

Encl: As above



EUREKA FORBES LIMITED

Corporate Identity Number: L27310MH2008PLC188478

Registered Office: B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg,

Lower Parel, Mumbai, Maharashtra - 400013, India.

Phone No.: +91 22 4882 1700 Fax No.: +91 22 4882 1701

Website: www.eurekaforbes.com; E-mail: compliance@eurekaforbes.com

Notice convening 16th Annual General Meeting

NOTICE is hereby given that the **16th (Sixteenth) Annual General Meeting** ("AGM/the Meeting") of the Members of Eureka Forbes Limited (CIN: L27310MH2008PLC188478) ("the Company") will be held on **Friday, September 19, 2025 at 12:00 Noon IST** through Video Conferencing ("VC")/ Other Audio Visual Means ("OAVM") in conformity with the regulatory provisions and the Circulars issued by the Ministry of Corporate Affairs ("MCA") and Securities and Exchange Board of India ("SEBI") to transact the following businesses.

The venue of the AGM shall be deemed to be the Registered Office of the Company at B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai, Maharashtra – 400 013.

ORDINARY BUSINESS

1. To receive, consider and adopt:
 - a. the Audited Standalone Financial Statements of the Company for the Financial Year ended March 31, 2025 together with the Report of the Board of Directors and the Auditors' thereon; and
 - b. the Audited Consolidated Financial Statements of the Company for the Financial Year ended March 31, 2025 together with the Report of the Auditors' thereon.
2. To appoint a Director in place of Mr. Arvind Uppal (DIN: 00104992) who retires by rotation and being eligible, offers his candidature for re-appointment.

SPECIAL BUSINESS

3. To ratify remuneration payable to Cost Auditors.

To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"Resolved that pursuant to the provisions of Section 148 of the Companies Act, 2013 read with Rule 14 of the Companies (Audit and Auditors) Rules, 2014, and other applicable provisions if any of the

Companies Act, 2013 and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment thereof) as amended from time to time, the remuneration of ₹ 7,00,000 (Rupees Seven Lakhs Only) plus applicable taxes and out of pocket expenses payable to M/s. J. Chandra & Associates (Firm Registration No.: 000384), Cost Accountants, the Cost Auditors appointed by the Board of Directors of the Company, to conduct the audit of the cost records of the Company for the Financial Year ending March 31, 2026 be and is hereby ratified and confirmed.

Resolved further that the Board or any duly constituted Committee(s) of the Board be and is hereby authorised to do all such acts, deeds, matters and things as, it may, in its absolute discretion consider necessary, expedient or desirable for giving effect to the foregoing resolution, and to settle any question, or doubt that may arise in relation thereto."

4. Appointment of Secretarial Auditors:

To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"Resolved that pursuant to the provisions of Section 204 of the Companies Act, 2013 ('the Act') read with Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any amendments and re-enactment thereto), and based on the recommendation of the Audit Committee and the approval of the Board of Directors of the Company, the consent of the Members of the Company be and is hereby accorded to appoint M/s. Mihen Halani & Associates, Practicing Company Secretaries, (Peer Review Certificate no. 6925/2025) (Proprietor Mr. Mihen Halani, FCS No.9926) as Secretarial Auditors of the Company for a term of five years commencing

from Financial Year 2025-26 to Financial Year 2029-30, to conduct Secretarial Audit of the Company and to furnish the Secretarial Audit Report at a remuneration as set out in the Statement pursuant to Section 102 of the Act annexed to the Notice convening this Meeting.

Resolved further that the Board or any duly constituted Committee(s) of the Board be and is hereby authorised to do all such acts, deeds, matters and things as, it may, in its absolute discretion consider necessary, expedient or desirable for giving effect to the foregoing resolution, and to settle any question, or doubt that may arise in relation thereto.”

By Order of the Board of Directors
For Eureka Forbes Limited

Pragya Kaul
Company Secretary & Compliance Officer
Membership No: 17167

Place: Mumbai
Date: August 11, 2025

Notes:

1. The Ministry of Corporate Affairs ("MCA") has vide its General Circular No. 14/2020 dated April 08, 2020, General Circular No.17/2020 dated April 13, 2020, General Circular No. 22/2020 dated June 15, 2020, General Circular No. 33/2020 dated September 28, 2020, General Circular No.39/2020 dated December 31, 2020, General Circular No. 10/2021 dated June 23, 2021, General Circular No.20/2021 dated December 08, 2021, General Circular No. 3/2022 dated May 05, 2022, General Circular No. 10/2022 dated December 28, 2022, General Circular No. 9/2023 dated September 25, 2023 and General Circular No. 09/2024 dated September 19, 2024 ("MCA Circulars") and SEBI Circular No. SEBI/HO/CFD/CMD1/CIR/P/2020/79 dated May 12, 2020, SEBI Circular No. SEBI/HO/CFD/ CMD2/CIR/P/2021/11 dated January 15, 2021, SEBI Circular No. SEBI/HO/CFD/CMD2/CIR/P/2022/62 dated May 13, 2022 SEBI Circular No. 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 07, 2023 and Circular SEBI/HO/CFD/CFD-PoD-2/P/CIR/2024/133 dated October 3, 2024 ("SEBI Circulars") and all other relevant circulars issued from time to time has permitted the holding of the AGM through VC/OAVM and has dispensed with the physical presence of the Members at a common venue. Hence, Members are requested to attend and participate at the ensuing AGM through VC/ OAVM facility being provided by the Company through National Securities Depository Limited ("NSDL").

The deemed venue for the AGM shall be the Registered Office of the Company.

2. The Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 ("the Act") with respect to the business set out in the Notice mentioning the material facts concerning the business Item No. 3 and 4 is also annexed hereto.

Further, the relevant details pursuant to Regulation 36(3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and Secretarial Standards - 2 on General Meetings issued by the Institute of Company Secretaries of India, in respect of Director seeking re-appointment at this AGM is also annexed.

3. Pursuant to the provisions of the Act, a Member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/her behalf and the proxy need not be a Member of the Company. Since this AGM is being held pursuant to the MCA Circulars and SEBI Circulars through VC/OAVM facility, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for the

AGM and hence the Proxy Form and Attendance Slip are not annexed to this Notice.

Since the Company will hold the AGM through VC/OAVM, without the physical presence of the Members in terms of MCA Circulars and SEBI Circulars, the route map for the Venue of the Meeting is not annexed to this Notice.

However, the Body Corporates are entitled to appoint authorised representatives to attend the AGM through VC/OAVM and participate there at and cast their votes through e-voting.

4. The Members can join the AGM in the VC/OAVM mode 30 minutes before the scheduled time of the commencement of the AGM. The Company may close the window for joining the VC/OAVM facility 15 minutes after the scheduled time to start the AGM. The facility of participation at the AGM through VC/OAVM will be made available for 1,000 Members on first come first serve basis.

This will not include large Members (Members holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairperson(s) of the Audit Committee, Nomination & Remuneration Committee, Stakeholders' Relationship Committee and Auditors, who are allowed to attend the AGM without restriction on account of first come first serve basis.

The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act.

5. In compliance with the provisions of Sections 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 ("Rules"), Regulation 44 of the SEBI Listing Regulations and Secretarial Standard – 2, the Company is providing remote e-voting facility to enable Members to cast their votes electronically on the matters included in this Notice. For this purpose, the Company has engaged the services of National Securities Depository Limited ("NSDL") to provide e-voting facility to enable the Members to cast their votes electronically. The facility of casting votes by a Member using remote e-voting system as well as e-voting at the AGM will be provided by NSDL.

Members are requested to follow the procedure as stated in the instructions of this Notice for casting of votes electronically.

The cut-off date for determining the Members eligible to vote on resolution proposed to be considered at the Meeting is Friday, September 12, 2025. The remote e-voting period will commence on

Tuesday, September 16, 2025 at 09:00 AM IST and ends on Thursday, September 18, 2025 at 05:00 PM IST. The remote e-voting will not be allowed beyond the aforesaid date and time. The remote e-voting module shall be disabled thereafter.

The Resolution will be deemed to have been passed on the date of the Meeting, if approved by the requisite majority.

Only those Members whose names are appearing on the Register of Members/List of Beneficial Owners as on the cut-off date, shall be entitled to cast their vote through remote e-voting or voting through VC/OAVM at the AGM, as the case may be. A person who is not a Member on the cut-off date should treat this notice for information purpose only.

The Members who have cast their vote by remote e-voting prior to the AGM may also attend and participate in the proceedings of the AGM through VC/OAVM but shall not be entitled to cast their votes again. The Members can opt for only one mode of voting i.e. remote e-voting or e-voting at the AGM.

6. The Board of Directors have appointed Mr. Miheh Halani, Proprietor of M/s. Miheh Halani & Associates, Practicing Company Secretaries (Membership No. FCS 9926 and CP No. 12015), as the Scrutinizer to scrutinize the remote e-voting and e-voting at the AGM in a fair and transparent manner. The Scrutinizer will submit his report to the Chairman/ Company Secretary of the Company after completion of the scrutiny of the remote e-voting and e-voting at the AGM. The results will be announced by the Chairman/Company Secretary of the Company within two working days from the conclusion of the AGM and will be posted on the Company's website at www.eurekaforbes.com and will also be posted on the website of NSDL at www.evoting.nsdl.com. The results shall also be intimated to the Stock Exchanges where the shares of the Company are listed i.e. BSE Limited at www.bseindia.com and National Stock Exchange of India Limited at www.nseindia.com.
7. Pursuant to the provisions of Section 113 of the Act, Body Corporate Members who intend their authorised representative(s) to attend the AGM are requested to send, to the Company, a certified copy of the Resolution of its Board of Directors or other governing body, authorizing such representative(s) along with the respective specimen signature(s) of those representative(s) authorised to attend the AGM through VC/OAVM facility and participate thereat and cast their votes through e-voting. The said resolution/ authorization shall be sent to the scrutinizer by an e-mail through its registered e-mail address to compliance@eurekaforbes.com / mihehhalani@mha-cs.com with a copy marked to evoting@nsdl.co.in. Such Members can also upload their Board Resolution/ Power of Attorney/Authority Letter etc. by clicking on "Upload Board Resolution/Authority Letter" displayed under "e-voting" tab in their login.
8. The Members may also note that the Notice of the AGM and Integrated Annual Report for the Financial Year 2024-25 is also available on the Company's website at www.eurekaforbes.com and on the website of Stock Exchanges where the shares of the Company are listed i.e. BSE Limited at www.bseindia.com, National Stock Exchange of India Limited at www.nseindia.com and also on the website of NSDL at www.evoting.nsdl.com for download. Members may note that relevant documents referred in the Notice shall be made available in accordance with applicable statutory requirement based on request received by the Company for inspection at compliance@eurekaforbes.com.
9. Voting rights shall be reckoned in proportion to the paid-up equity shares registered in the name of the Members as on the Cut-off date being Friday, September 12, 2025.
10. Members who would like to express their views/ have questions may send their questions in advance mentioning their name, demat account number/ folio number, e-mail address, mobile number at compliance@eurekaforbes.com. Questions/queries received by the Company during the period starting from Wednesday, September 10, 2025 to Sunday, September 14, 2025 shall only be considered and responded during the AGM. Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending an e-mail to compliance@eurekaforbes.com starting from Wednesday, September 10, 2025 to Sunday, September 14, 2025, mentioning their name, demat account number/folio number, e-mail id and mobile number. Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the Meeting. The Company reserves the right to restrict the number of questions and number of speakers, as appropriate for smooth conduct of the AGM, depending on availability of time. The queries may be raised precisely and in brief to enable the Company to answer the same suitably depending on the availability of time at the Meeting.
11. In terms of section 101 of the Act, read with the rules made thereunder, the listed companies may send the notice of AGM along with the Integrated Annual Report 2024-25 by electronic mode. Pursuant to the said provisions of the Act read with MCA Circulars and SEBI Circular, electronic copy of the Notice of the AGM of the Company are being sent to all the Members whose e-mail address are registered with the Company/Depository Participant(s).

For Members who have not received the notice due to change/non-registration of their e-mail address with the Company/RTA/Depository Participants, they may request, for the notice and Integrated Annual Report 2024-25 by sending an e-mail at rnt.helpdesk@in.mpms.mufg.com or compliance@eurekaforbes.com. Post receipt of such request and verification of records of the Member, the Member would be provided soft copy of the notice and Integrated Annual Report. It is clarified that for registration of e-mail address, the Members are however requested to follow due procedure for registering their e-mail address with the Company/Registrar & Share Transfer Agent ("RTA") in respect of physical holdings and with the Depository Participants in respect of electronic holdings. Those Members who have already registered their e-mail addresses are requested to keep their e-mail address validated with their Depository Participants/RTA/Company to enable servicing of notices/documents electronically to their e-mail address.

The Members who have not received any communication regarding this AGM for any reason whatsoever and are eligible for vote are also entitled to vote and may obtain the User ID and password or instructions for remote e-voting by contacting NSDL at evoting@nsdl.co.in.

Any person becoming the Member of the Company after the dispatch of Notice of the Meeting and holding shares as on the cut-off date for e-voting i.e. Friday, September 12, 2025 may obtain the User ID and password by referring to the e-voting instructions attached to this Notice and also available on the Company's website www.eurekaforbes.com and the website of NSDL www.evoting.nsdl.com. Alternatively, Members may send request providing the e-mail address, DP ID/Client ID, mobile number, number of shares held and self-attested PAN copy via e-mail to rnt.helpdesk@in.mpms.mufg.com for obtaining the Notice of AGM.

12. As per Regulation 40 of the SEBI Listing Regulations, securities of listed companies can be transferred only in dematerialized form with effect from April 01, 2019. Further, the transmission and transposition of securities shall also be effected in dematerialized form only as per SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022. In view of this and to eliminate all risks associated with physical shares and for ease of portfolio management, Members holding shares in physical form are requested to consider converting their holdings into dematerialized form. Members can

contact the Company or Company's Registrar and Transfer Agent – MUFG Intime India Private Limited (formerly known as Link Intime India Private Limited) for assistance in this regard.

13. Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated November 3, 2021 and SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated the listed Companies to issue securities in demat form only while processing service requests, viz. Issue of duplicate securities certificate, claim from Unclaimed Suspense Account, Renewal/Exchange of securities certificate, Endorsement, Sub-division/ Splitting of securities certificate, Consolidation of securities certificates/folios, Transmission and Transposition. And after verifying the same the RTA/ Company shall issue 'Letter of Confirmation' in lieu of physical securities certificate(s) within 30 days of its receipt after removing objections, if any, which shall be valid for a period of 120 days from the date of its issuance. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR – 4, the format of which is available on the Company's website.
14. Nomination: Members can avail the facility of nomination in respect of shares held by them in physical form pursuant to Section 72 of the Act read with relevant rules. Members desiring to avail of this facility may send their nomination in the prescribed Form SH – 13 duly filled in and signed to the Company or RTA.
15. Instructions for Members for remote e-voting and joining Annual General Meeting are as under:

The remote e-voting period begins on Tuesday, September 16, 2025 at 09:00 AM IST and ends on Thursday, September 18, 2025 at 05:00 PM IST. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members/Beneficial Owners as on the record date (cut-off date) i.e. Friday, September 12, 2025, may cast their vote electronically. The voting right of Members shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being Friday, September 12, 2025.

How do I vote electronically using NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of "Two Steps" which are mentioned below:

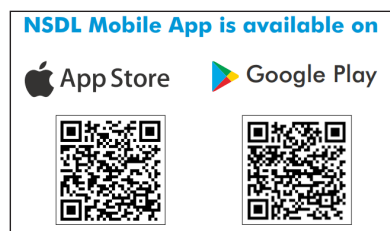
Step 1: Access to NSDL e-Voting system

A. Login method for e-Voting and joining virtual meeting for Individual Members holding securities in demat mode

In terms of SEBI circular 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.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	- 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 i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. - Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the “Beneficial Owner” icon under “Login” which is available under ‘IDeAS’ section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added 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 i.e. NSDL and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. - If you are 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 - 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 i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. - Shareholders/Members can also download NSDL Mobile App “NSDL Speede” facility by scanning the QR code mentioned below for seamless voting experience.



Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with CDSL	- 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 Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then user your existing my easi username & password. - 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 are also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. - If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN 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 e-voting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Upon logging in, you will be able to see e-Voting option. 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 i.e. NSDL and you will be redirected to e-Voting website of NSDL 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. NSDL and CDSL.

Login type	Helpdesk details
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.com or call at 022 - 4886 7000
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

B. Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

- 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, your Password/OTP and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12***** then your user ID is 12*****.
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the Company For example if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

5. Password details for shareholders other than Individual shareholders are given below:

- If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
- If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
- How to retrieve your 'initial password'?
 - If your email ID is registered in your demat account or with the company,

your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

- If your email ID is not registered, please follow steps mentioned below in **process for those shareholders whose email ids are not registered.**

6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:

- Click on "[Forgot User Details/Password?](#)" (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
- [Physical User Reset Password?](#) (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
- If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
- Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

7. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.

8. Now, you will have to click on "Login" button.

9. After you click on the "Login" button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

- After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.

2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.
5. Upon confirmation, the message "Vote cast successfully" will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional Members (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to mihenhalani@mha-cs.com with a copy marked to evoting@nsdl.co.in and the Company at compliance@eurekaforbes.com. Institutional Members (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution/ Power of Attorney/Authority Letter etc. by clicking on "Upload Board Resolution/ Authority Letter" displayed under "e-voting" tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "[Forgot User Details/Password?](#)" or "[Physical User Reset Password?](#)" option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on.: 022 - 4886 7000 or send a request to (Name of NSDL Official) at evoting@nsdl.com

Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of e-mail ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide 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 compliance@eurekaforbes.com or rnt.helpdesk@in.mpms.mufig.com.
2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) to compliance@eurekaforbes.com. If you are an Individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at **step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.**
3. Alternatively, shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.
4. In terms of SEBI circular 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 required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE EGM/AGM ARE AS UNDER:

1. The procedure for e-Voting on the day of the EGM/AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/ shareholders, who will be present in the EGM/AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the EGM/AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the EGM/AGM. However, they will not be eligible to vote at the EGM/AGM.

4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the EGM/AGM shall be the same person mentioned for Remote e-voting.
2. Members are encouraged to join the Meeting through Laptops for better experience.

INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE EGM/AGM THROUGH VC/OAVM ARE AS UNDER:

1. Member will be provided with a facility to attend the EGM/AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for **Access to NSDL e-Voting system**. After successful login, you can see link of "VC/OAVM" placed under "**Join meeting**" menu against company name. You are requested to click on VC/OAVM link placed under Join Meeting menu. The link for VC/OAVM will be available in Shareholder/ Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. 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.
5. All queries/ grievances connected with the NSDL e-voting system may be addressed to Ms. Pallavi Mhatre, Senior Manager, National Securities Depository Limited, Trade World, 'A' Wing, 4th Floor, Kamala Mills Compound, Senapati Bapat Marg, Lower Parel, Mumbai 400 013 or send an email to evoting@nsdl.com or call : 022-48867000 and 022-24997000.

EXPLANATORY STATEMENT

(Pursuant to Section 102 of the Companies Act, 2013)

Item No. 3:

As per the provisions of Section 148 of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Rules, 2014, as amended from time to time, the Company is required to have an audit of its cost records conducted by a cost accountant in practice for products covered under the said rules.

The Board, based on the recommendation of the Audit Committee, has approved the appointment of M/s. J. Chandra and Associates, Cost Accountants (Firm Registration No.: 000384), as the Cost Auditors to conduct the audit of the cost records of the Company, for the Financial Year ending March 31, 2026, at a remuneration of ₹ 7,00,000/- (Rupees Seven Lakhs Only) plus applicable taxes and reimbursement of reasonable out-of-pocket expenses.

In accordance with Section 148(3) of the Act, read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditors as recommended by the Audit Committee and approved by the Board of Directors has to be ratified by the Members of the Company.

Accordingly, the consent of the Members is sought for passing an Ordinary Resolution as set out in Item No. 3 of the Notice for ratification of the remuneration payable to the Cost Auditors, for the Financial Year ending March 31, 2026.

The Board recommends ratification of remuneration of Cost Auditors, as set out in Item No. 3 of the Notice for approval by the Members as an Ordinary Resolution.

None of the Directors or Key Managerial Personnel of the Company or their respective relatives are concerned or interested (financially or otherwise) in the Resolution at Item No. 3 of the accompanying Notice.

Item No. 4:

The Securities and Exchange Board of India (SEBI) vide its Notification dated December 12, 2024, has made several changes in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"). As per requirements of amended provisions of Regulation 24A of the SEBI Listing Regulations read with the provisions of Section 204 of the Companies Act, 2013 ('the Act') and related Rules, the Board of Directors of the Company, based on the recommendation of the Audit Committee, has recommended appointment of M/s. Mihen Halani & Associates, Practicing Company Secretaries, (Peer Review Certificate no. 6925/2025) (Proprietor Mr. Mihen Halani, FCS No.9926), as the Secretarial Auditors of the Company for a period of 5 years from Financial Year 2025-26 to Financial Year 2029-30. The recommendations are based on meeting eligibility criteria and qualifications under the Act, Rules, and Listing Regulations, considering audit count, technical skills, experience, audit team capability, independent assessment, experience with large listed entities, and past audit quality. The proposed fee to be paid to M/s. Mihen Halani & Associates is ₹ 1,65,000/-

(Rupees One Lakh Sixty-Five Thousand) per annum plus applicable taxes and other out-of-pocket expenses for Financial years 2025-26 and 2026-27 and for subsequent terms of their appointment at such remuneration as may be agreed between the Board of Directors of the Company and Secretarial Auditor from time to time, on recommendation of Audit Committee. There is no material change in the proposed fee payable to the Secretarial Auditor compared to the fees paid to them in the previous financial year.

Brief Profile of M/s. Mihen Halani & Associates is as follows:

Mihen Halani & Associates ("MHA"), was established in the year 2013. MHAs' versatile team has extensive company secretarial, governance and legal expertise spanning a wide range of specialisms, industries & sectors. The team closely works with the Board to provide a suitable governance framework in a wide range of organizations from unlisted/listed companies, start-ups to multinational companies. The team has been successful in planning and implementing innovative strategies to meet the dynamic nature of law and business. MHA adheres to the highest professional standards to provide quality and time bound services. MHA has established values and work ethics which have paved the way towards achieving governance standards in organizations at various levels. MHA looks forward for creating a path that shall create a brand value which is synonymous to trust and value addition.

M/s. Mihen Halani & Associates have consented to act as Secretarial Auditor and have furnished a certificate confirming that they are not disqualified to be appointed as Secretarial Auditor under the provisions of the Act and SEBI Listing Regulations read with SEBI Circular dated December 31, 2024.

Accordingly, the consent of the Members is sought for passing an Ordinary Resolution as set out in Item No. 4 of the Notice for Appointment of Secretarial Auditors from Financial Year 2025-26 to Financial Year 2029-30.

The Board recommends Appointment of Secretarial Auditors, as set out in Item No. 4 of the Notice for approval by the Members as an Ordinary Resolution.

None of the Directors or Key Managerial Personnel of the Company or their respective relatives are concerned or interested (financially or otherwise) in the Resolution at Item No. 4 of the accompanying Notice.

By Order of the Board of Directors
For Eureka Forbes Limited

Pragya Kaul
Company Secretary & Compliance Officer
Membership No: 17167

Place: Mumbai
Date: August 11, 2025

Details of Director seeking re-appointment at the 16th Annual General Meeting of the Company pursuant to Regulation 36 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard – 2 on General Meetings issued by the Institute of Company Secretaries of India

Name of the Director	Mr. Arvind Uppal
DIN	00104992
Nationality	Indian
Date of first appointment on the Board	April 26, 2022 as an Additional Director
Date of Birth and Age	June 19, 1962 (63 Years)
Qualifications	B. Tech, MBA
Capacity	Non-Executive and Non- Independent Director
Experience and expertise in Specific Functional Areas/Brief resume	Mr. Arvind Uppal holds a Masters in Business Administration from FMS Delhi and has completed an Executive Program at I.M.D. Switzerland. With over thirty-one years in the consumer industry, he first gained prominence at Nestlé, particularly for his work on the Maggi brand across multiple countries. Mr. Arvind Uppal served as President Asia Pacific for Whirlpool Corporation, leading a notable operational turnaround. Presently, Mr. Arvind Uppal is the Non-Executive Chairman of Whirlpool of India Ltd. and a Director at Gulf Oil Lubricants India Limited. He holds board positions at Amber Enterprises India Limited and acts as an Industry Advisor to Advent International.
List of Directorship held in other Companies	Listed Entities: • Whirlpool of India Limited • Gulf Oil Lubricants India Limited • Amber Enterprises India Limited Unlisted Companies: • Tirex Transmission Private Limited • Life Style International Private Limited • IL Jin Electronics (India) Private Limited • Tuscan Ventures Private Limited • One Degree Turn (OPC) Private Limited
Companies from which the Director has resigned in the past three years	Nil
Membership/Chairmanship in the Committees of the Boards of Companies in which he is a Director as on March 31, 2025	Whirlpool of India Limited: • Audit Committee – Member • Nomination and remuneration Committee – Member • Stakeholders Relationship Committee – Chairman • Risk Management Committee – Member • Corporate Social Responsibility Committee – Member Gulf Oil Lubricants India Limited: • Nomination and remuneration Committee – Chairman • Stakeholders Relationship Committee – Chairman • Risk Management Committee – Chairman

Amber Enterprises India Limited:

- Audit Committee – Member
- Nomination and Remuneration Committee – Chairman
- Stakeholders Relationship Committee – Chairman
- Corporate Social Responsibility Committee – Member

Eureka Forbes Limited:

- Stakeholders Relationship Committee – Chairman
- Risk Management Committee – Member

IL JIN Electronics (India) Private Limited:

- Audit Committee – Chairman
- Nomination and Remuneration – Member

Terms and Conditions of appointment/reappointment	In terms of Section 152(6) of the Companies Act, 2013, appointment as a Non-Executive Non- Independent Director subject to retirement by rotation
Details of remuneration sought to be paid	Entitled to sitting fees for attending meetings of the Board/Committees and annual commission
Last drawn remuneration	Kindly refer the section titled 'Report on Corporate Governance' of the 16 th Integrated Annual Report of the Company accompanying this Notice
Number of meetings of Board attended during the year	Attended all the 5 Board Meetings that were held during his tenure in the Financial Year 2024-25.
Number of shares held in the Company including shareholding as a beneficial owner	Nil
Justification for choosing the individual for appointment as an Independent Director	Not Applicable
Relationship with other Directors'/KMPs	Not related to any Director/Key Managerial Personnel

STEPPING UP DELIVERING IMPACT



Contents

1 Corporate Overview

- 2 About Eureka Forbes
- 10 Transformation Opportunity

14 Stepping Up. Delivering Impact.

22 Leadership Messages

- 22 Chairman's Message
- 24 MD & CEO's Message

28 Value Creation

- 28 Value Creation Model
- 30 Financial Capital
- 36 Intellectual Capital
- 44 Manufactured Capital
- 48 Human Capital
- 54 Natural Capital
- 58 Social and Relationship Capital

62 Our Governance Structure

- 62 Risk Management
- 66 Governance
- 72 Board of Directors
- 74 Key Managerial Personnel
- 74 Management Executive Committee
- 75 Awards
- 76 Corporate Information

77 Statutory Reports

- 77 Management Discussion & Analysis
- 86 Board's Report with Annexures

167 Financial Statements

- 167 Standalone
- 244 Consolidated

To view this report online and for further information, visit our website:
www.eurekaforbes.com



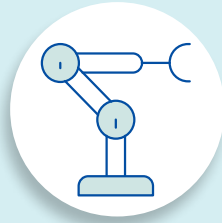
Building Our Capitals



Financial Capital



Intellectual Capital



Manufactured Capital



Human Capital



Natural Capital



Social and Relationship Capital



About This Integrated Annual Report

Our Integrated Annual Report for 2024-25 presents a comprehensive overview of performance and progress achieved in our transformation journey. It marks a significant step towards enhanced transparency and our commitment to positive change for all stakeholders of Eureka Forbes Limited.

Reporting Period

The Integrated Annual Report covers the period from April 1, 2024 to March 31, 2025, and includes an exhaustive analysis of historical data trends wherever applicable. It includes all aspects of our business operations and strategy. It also explains the Company's business model and overall performance, along with the outcomes of our actions and performance during the reporting period.

Reporting Boundary

This report extends beyond financial reporting, and includes non-financial performance, opportunities, risks and outcomes, which relate to our key stakeholders and significantly impact our ability to create value. All the information presented in this report pertains to the Standalone & Consolidated operations of Eureka Forbes Limited unless otherwise specified.

Feedback

We seek regular feedback from our stakeholders to enable us to address their queries and provide clarifications on material topics that capture their key concerns. Any feedback, suggestions, or stakeholder concerns can be communicated to us via email at compliance@eurekaforbes.com, or sent to Eureka Forbes Limited, B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai - 400013, India.

Agreed Standards (National & Global)

The non-statutory section of the report has been prepared based on the guiding principles and content elements of the International Integrated Reporting Council's (IIRC) Integrated Reporting <IR> framework, now part of the IFRS Foundation.

The statutory and financial section of the Report has been prepared in accordance with:

- ◆ Companies Act, 2013 (and the Rules made thereunder)
- ◆ Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
- ◆ Indian Accounting Standards (Ind AS)
- ◆ Business Responsibility and Sustainability Reporting (BRSR) based on the National Guidelines for Responsible Business Conduct (NGRBC)
- ◆ Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI)

Forward-Looking Statements

In this report, we have disclosed information to help investors and shareholders comprehend our prospects and take informed investment decisions. This report, and other statements – written and oral – that we periodically make, contain information that lists out anticipated results based on the Management's plans and assumptions. We have tried, wherever possible, to identify such statements by using words such as 'anticipate', 'estimate', 'expects', 'projects', 'intends', 'plans', 'believes', and words of similar substance, in connection with any discussion of future performance. We cannot guarantee that all projections will be realised, although we believe we have been prudent in our assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should any known or unknown risk or uncertainty materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should keep this in mind. We undertake no responsibility to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

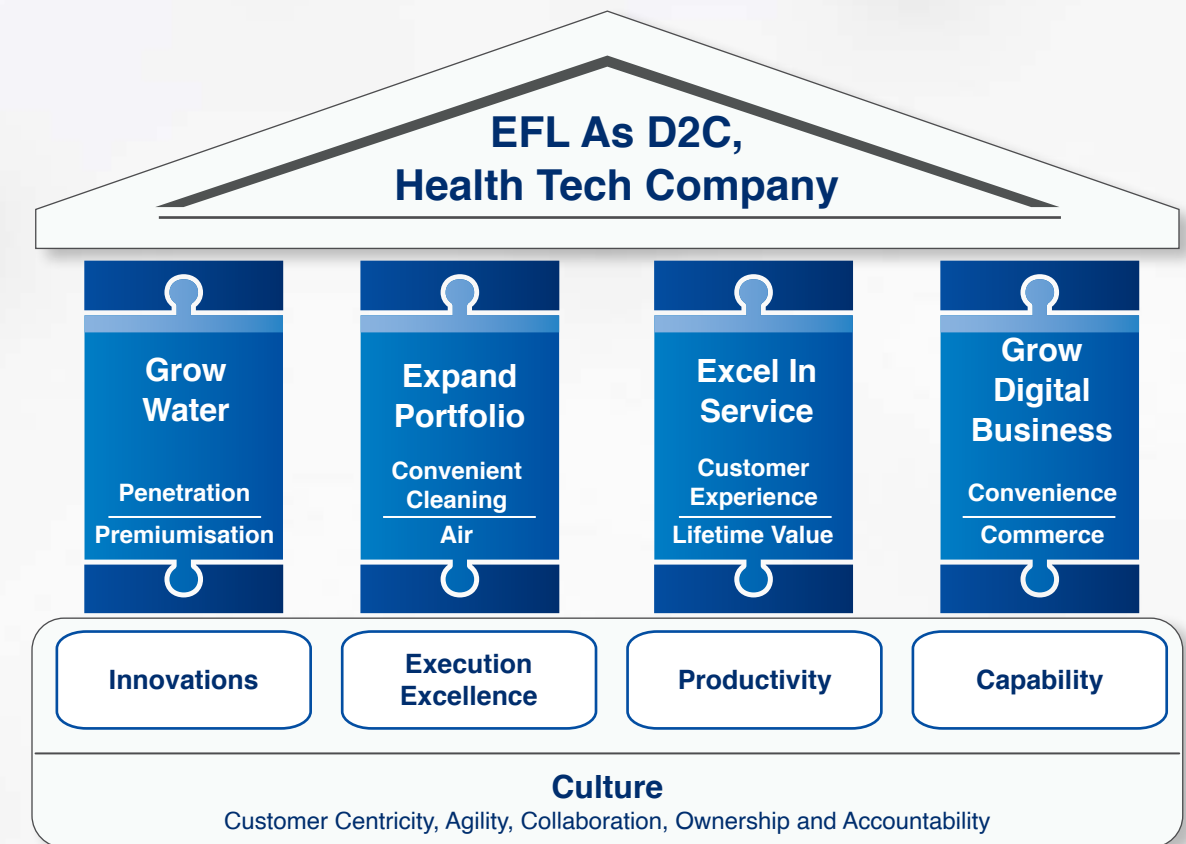
About Eureka Forbes

One of India's leading health and hygiene brands, Eureka Forbes Limited (EFL) has been serving the country's growing aspirational need for clean solutions for more than four decades. The Company shines in the country's consumer ecosystem as a multi-product and omni-channel organisation, which is on transformational path to deliver greater impact on the lives of Indians. It is driven by a strong brand visibility that resonates with a growing customer base, and is continually stepping up its efforts to enhance consumer experience and trust.

- + An Iconic Brand
- + Omnichannel Presence
- + Prioritising the Customer
- + Diversified Portfolio
- + Pan-India Service Network



OUR VISION AND TRANSFORMATION STRATEGY



OUR VALUES



Customer First



Leadership Through Ownership



Innovate Boldly & Lead Change



Mindset of Everyday Great Execution



Collaboration



Building People for Growth

An Iconic Brand

A pioneering presence in water purifiers, vacuum cleaners, air purifiers, softeners and services makes EFL the trusted choice of millions of Indians seeking affordable, healthy living.

Aquaguard

Market leaders
in water purifiers

+FORBES

Market leaders
in vacuum cleaners



Diversified Portfolio

Our innovation-led products are designed to deliver a lifetime of health and happiness to our customers. Our range of products address diverse consumer needs.

Water Purifiers

Delivering healthy, clean and safe drinking water



- ◆ Brand name Aquaguard
- ◆ Powered by RO & UV purification technologies
- ◆ Caters to 21+ water conditions

Vacuum Cleaners

Ensuring convenient cleaning



- ◆ Wide range: canister, handheld, upright & robotic
- ◆ Cleans diverse surfaces in wet & dry modes
- ◆ Powered by advanced, innovation-led tech

Air Purifiers

Purifying indoor air & protecting from airborne diseases



- ◆ Brand name Forbes
- ◆ Surround 360° Air Intake with True HEPA 13 filters
- ◆ 4-stage filtration removes 99.97% particulate matter

Filters

Nanopore 2X Filter with 2-Year Life



- ◆ Nanopore long-life filters
- ◆ 2 years' protection from pollutants & contaminants
- ◆ No annual filter replacement needed

Water Softeners

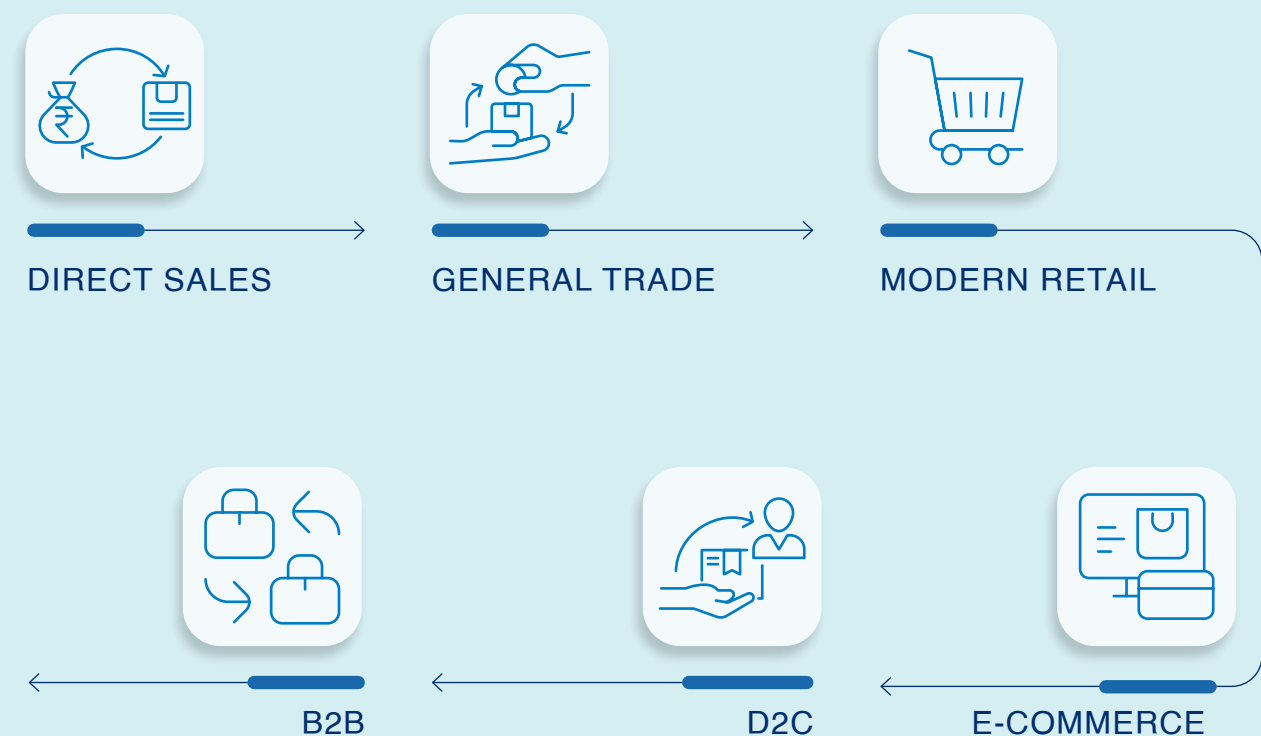
Makes hard water 100% soft



- ◆ Soft water for healthier hair, skin & cleaner bathrooms
- ◆ Range from bathroom to whole-home installations
- ◆ Fully automatic, high efficiency & lowest running cost

Omnichannel Presence

Eureka Forbes stands out as the sole omni-channel player within our operating categories, with a comprehensive presence across all trade formats and a balanced revenue profile.



4,500+
Frontline Teams

Partnerships with
70+
National and Regional
Modern Trade Accounts

Available in
21,000+
Outlets Across
2,700+ Towns

Pan-India Service Network

Long-lasting consumer
relationships built on trust

Continuous expansion into new
and underpenetrated regions

Robust team of partners and
service technicians

Data base of
customers

>14
million

In-home service in

19,500+
pin codes

8,000+
Service Technicians



Our unique service network brings us into the homes of our consumers, and close to their hearts. It also serves as a strong competitive moat.

Prioritising the Customer

At Eureka Forbes, we are deeply committed to fostering long-lasting customer relationships through exceptional service and innovations. By leveraging digital tools and a certified service workforce, we consistently elevate the customer experience — offering convenience, quality, and personalised care.

Convenience is embedded throughout the customer lifecycle — from ordering the product to its after-sales service

We continually strive to enhance our direct relationships with customers

Digital-based complaints and sales help strengthen our customer service touchpoints

We offer fast and convenient booking through the user-friendly Eureka Forbes Service App

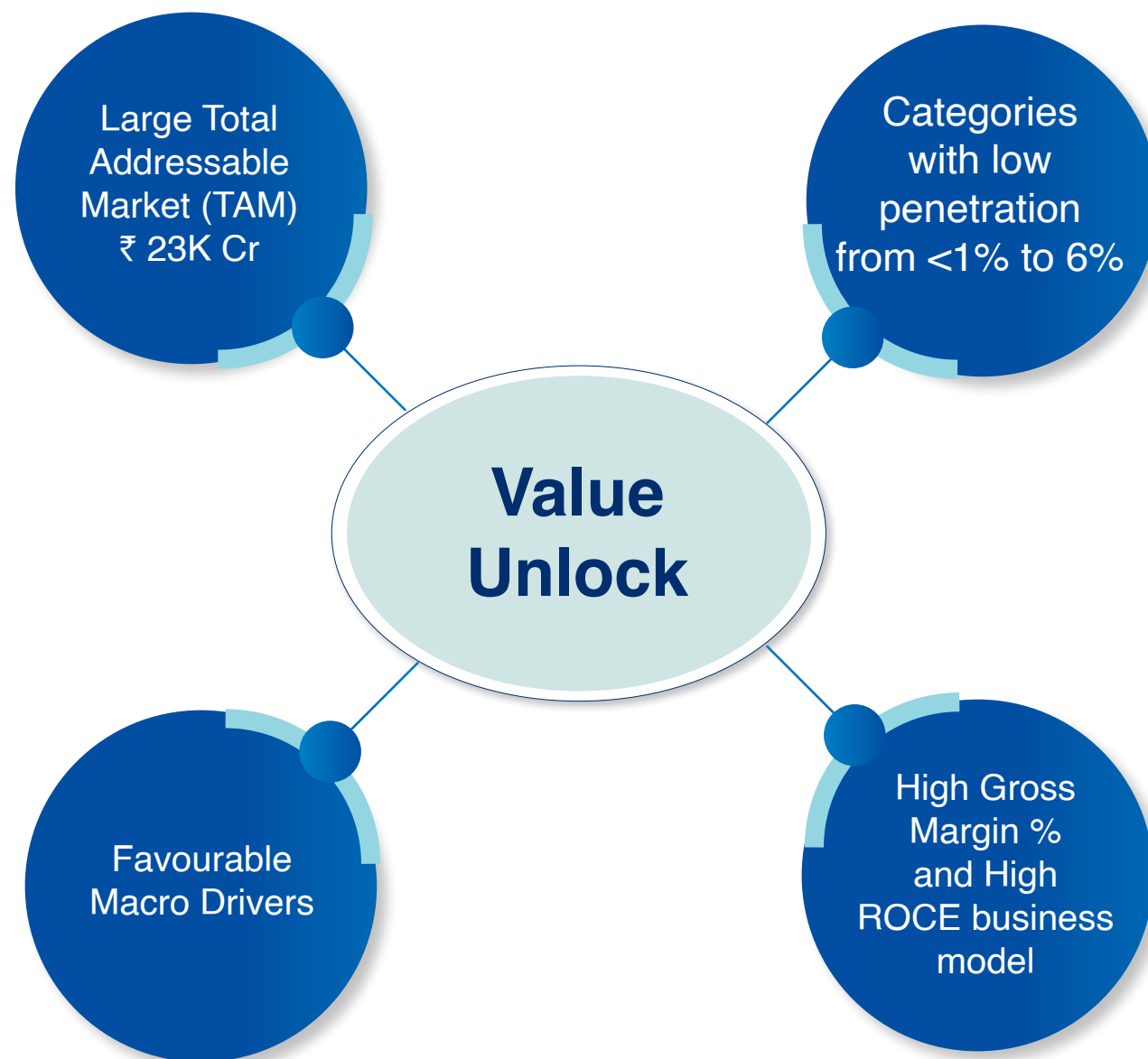
Our service technicians are certified experts, ensuring seamless and high quality assistance

We ensure seamless experience for our customers



Transformation Opportunity

Eureka Forbes' transformation journey is supported by favourable tailwinds, translating into enhanced potential for growth across categories. Demand for water purifiers, vacuum cleaners and air purifiers is witnessing a significant step-up in growth, as manifest in the continuous increase in the total addressable market for these categories.



ROCE - Return on Capital Employed

Large Total Addressable Market Low Penetration Categories Long Runway for Growth



Source: Consumer Market Purification Devices in India – A Whitepaper by Technopak (reproduced with permission)
* Projected combined market size as of FY30

Favourable Macro Drivers

Eureka Forbes aims to capitalise on multiple external factors such as rising income and rapid urbanisation which are reshaping India's demographic landscape. Increased female workforce, widespread electrification and greater access to piped water have further improved living standards. Alongside these shifts, growing emphasis on health, hygiene and convenience is driving consumer demand.



Increasing importance to Health & Hygiene

Growing importance for healthy water and increased frequency of cleaning homes post covid



Universal electrification

There is an increasing number of households gaining uninterrupted access to electricity, enabling wider adoption of electronic appliances, thereby contributing to the overall market growth.



Piped water availability

Since 2019, around 150 million+ households have been provided access to safe drinking water through piped connections. The aim is to increase functional piped water connections significantly in remote areas, thereby improving overall quality of life.



Unpredictable house help availability

This has significantly increased the need for convenient cleaning options.



Growing Incomes

The middle class is the fastest-growing segment of India's population, projected to reach 1 billion by 2047.



Urbanisation

By 2036, 40% of Indians will live in towns and cities, up from 31% in 2011, driving demand for home appliances.

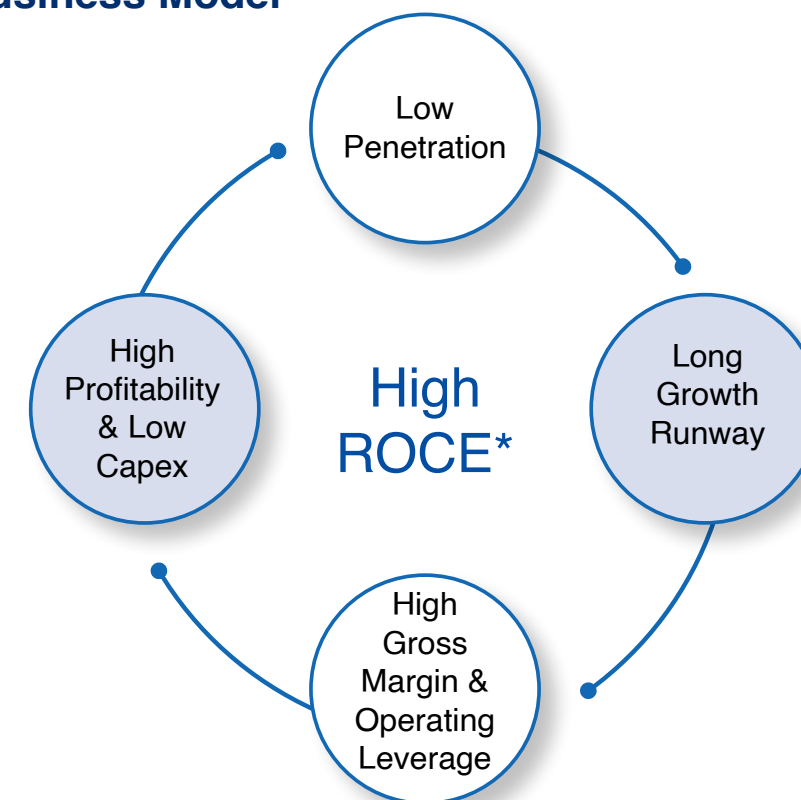


Working Women

Female Labour Force Participation increased from 33% in 2022 to 37% in 2023, leading to higher demand for convenient household solutions.

Source: PIB, NSO; India 2030: Middle class majority to fuel shift to experience-led spending, Campaign India, PLFS, MoSPI, World Bank, Access to electricity - Data for India

Robust Business Model



Our business model is designed to deliver the benefits of operating leverage to the Company. It is equipped to generate strong cash flows, translating into sustainable financial growth for the future. The model is structured around our diverse product and channel mix, robust service revenue stream, healthy gross margins, and low capex intensity, and we remain focussed on strengthening these growth enablers.

Healthy Revenue Mix

Product Service Split of 2:1

Straddling All Channels and Price Points

Balanced Revenue Profile

Annuity-Based Service Model

Consistent Revenue Stream with Upfront Cash

Healthy Gross Margin

Range Bound Between 58% - 60%

Operating Efficiency

640 bps Improvement in Opex in Last 2 Years

Low Capex, High ROCE* & FCF Conversion

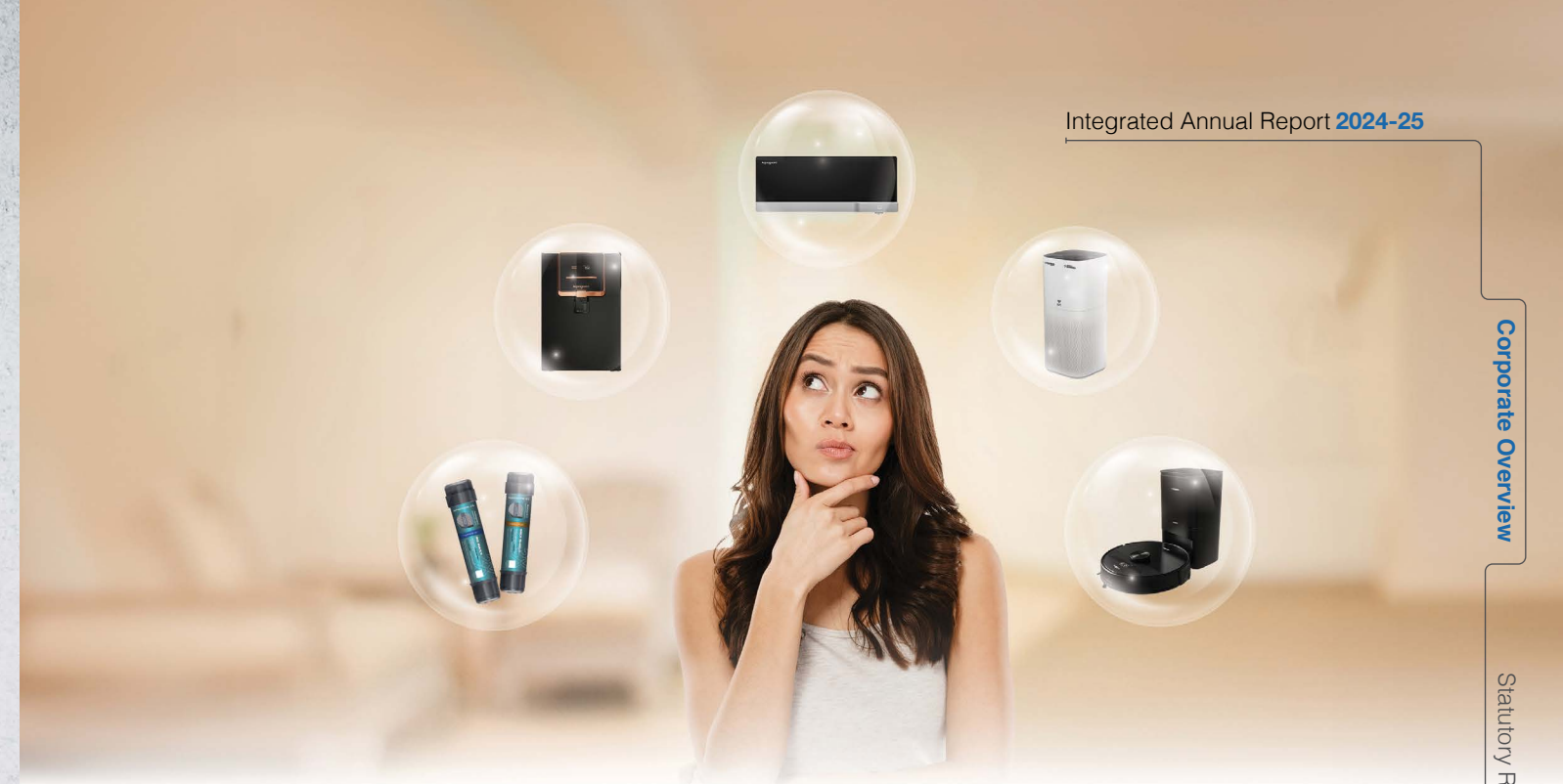
Capex of ₹ 50-60 crore annually, ROCE > 350%, FCF to PAT of 131%

*ROCE = EBIT / Capital employed, EBIT = EBITDA - Depreciation & Amortisation + Other Income
Capital employed = Tangible Net Worth + Total Debt + Deferred Tax Liabilities

STEPPING UP. DELIVERING IMPACT.

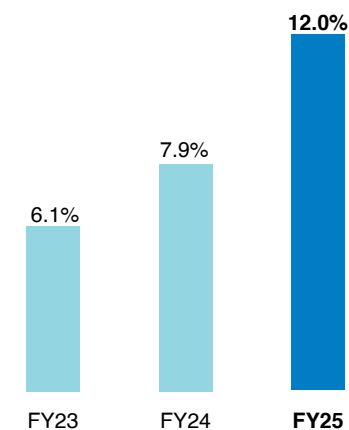
Our transformation efforts over the last two years have started to deliver significant on-ground impact in terms of both growth and profitability. They have also led to a notable step-up in the scale of our innovations and digitisation, enabling Eureka Forbes to reclaim its thought leadership and strengthen its market position. Our concerted initiatives and investments have enabled our categories to grow fast and be future ready to deliver long term success.

- + Stepping up Growth & Penetration
- + Stepping up Innovation Muscle
- + Stepping up Service Growth
- + Stepping up Cultural Transformation
- + Stepping up Investments
- + Stepping up Customer Experience
- + Stepping up Profitability

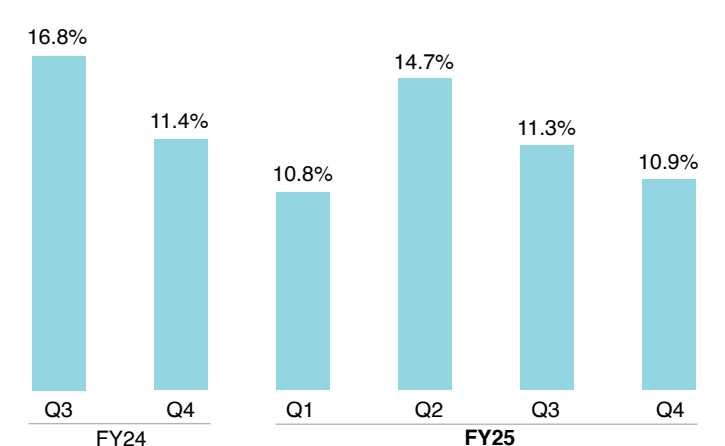


STEPPING UP Growth & Penetration

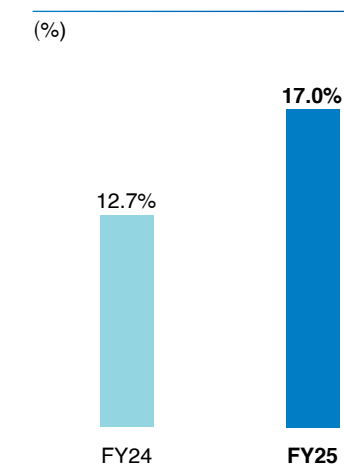
Overall Growth: Innovation & Volume Led (%)



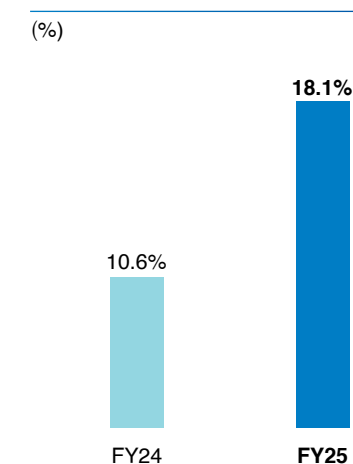
Sustained Growth: 6 straight quarters of double-digit growth (%)



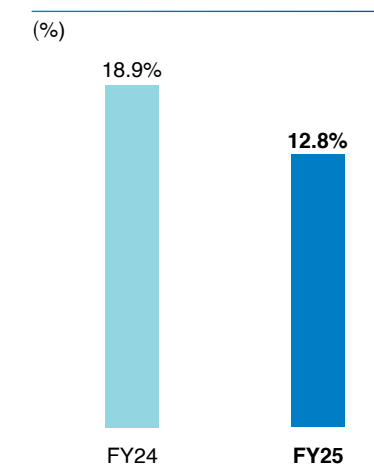
Product Business Growth (%)



Electric Water Purifier Growth (%)



Vacuum Cleaner Growth (%)



Growth for Continuing Business

Product Business Growth = (Water purifier+Vacuum cleaners+Air purifier+Softeners)

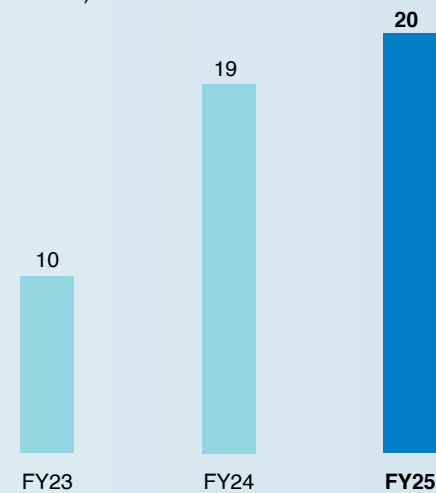
STEPPING UP Investments

2x

Scale-up in R&D annual spends to ~20 Cr

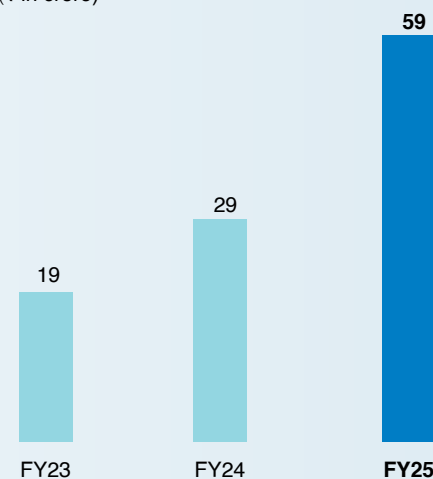
R&D Investment

(₹ in crore)



Capital Expenditure

(₹ in crore)

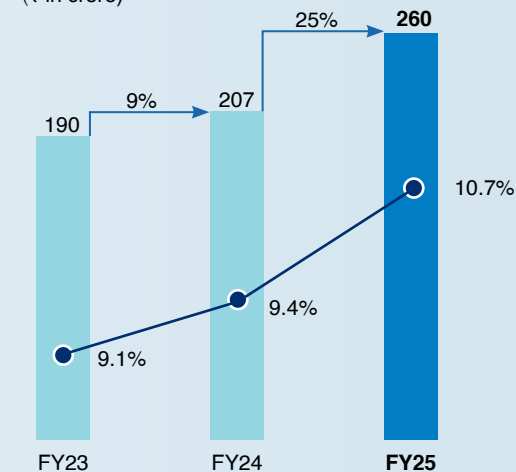


~3x

Capex spends at an average of ₹ 45 Cr per year since last 2 years

Growth investments

(₹ in crore)



~11%

of revenue invested in A&SP v/s ~9% in FY23

Gross Capital Expenditure

STEPPING UP Innovation Muscle

3x Increase in Range of Robotic Cleaners

India's First Truly Smart IoT Water Purifier

India's 1st Instant Hot Water Purifier

Widest Range of Long Life Filters

India's Slimmest Water Purifier

New Air Purifiers Launched

30+ New Innovative Products Launched



STEPPING UP Customer Experience



Tiered AMCs for different consumer cohorts (price ranging from ₹ 599 to ₹ 6,799)



Introduced call masking to address issues related to leakage



QR code-based filters introduced with new design to enable customers to authenticate genuine filters



Genuine service awareness campaigns



Actions against parallel market – legal actions, actions against counterfeiters



Incorporated a separate GTM strategy for filter sales

1.6M+
Active app users

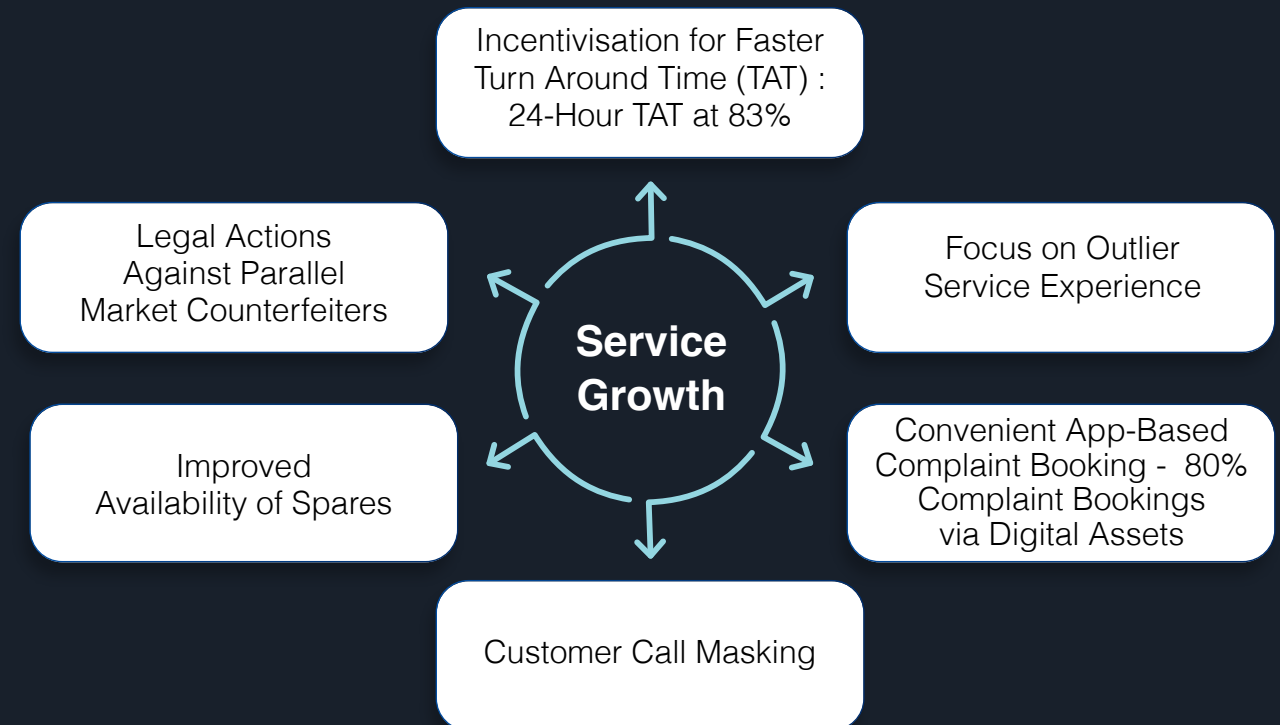
80%+
Digital bookings
for complaints

~100%
Digital collection

Highest Ever
Customer
NPS



STEPPING UP Service Growth



STEPPING UP Profitability



10-fold increase in PAT
between FY23 and FY25



Strong business
model with **high
gross margins and
cashflows**, leading to
exceptional ROCE



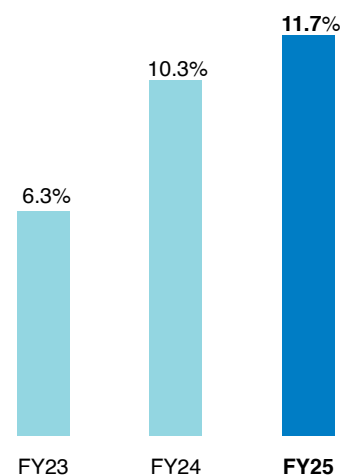
Achieved margin expansion
led by **structured cost
optimisation** program,
underscoring our commitment
to sustainable profitability



Transitioned from a
net debt company
to **achieving a net
surplus position**

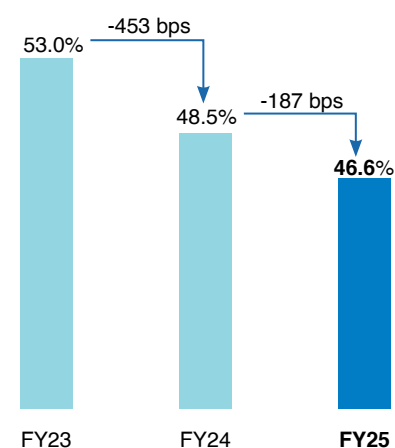
Adj. EBITDA Margin: Consistent Improvement

(%)



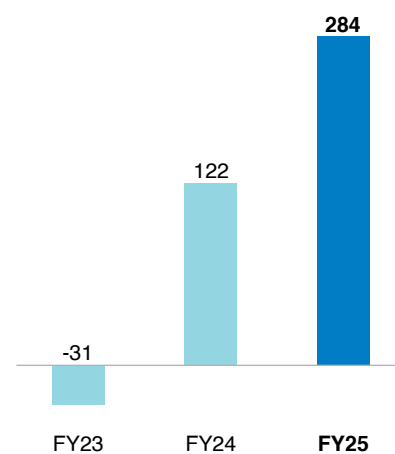
Opex: 640 bps Improvements 2 Years

(%)



Net Surplus

(₹ in crore)



Robust Cash Generation & High ROCE

Particulars (₹ in crore)

FY25

Free Cash Flows (FCF)	214
Profit after Tax	163
Free Cash Flow % to Profit after Tax	131%
Capex	55
Free Cash Flow / Capex	3.9x
Return on Capital Employed*	353%

*ROCE = EBIT / Capital employed, EBIT = EBITDA - Depreciation & Amortisation + Other Income
Capital employed = Tangible Net Worth + Total Debt + Deferred Tax Liabilities

STEPPING UP Cultural Transformation



Chairman's Message



Dear Shareholders,

I am happy to share with you our Integrated Annual Report for FY25 – a year marked by continued double-digit growth and lifetime high profitability. Stepping up our transformation efforts, we strengthened our initiatives to create sustainable, long-term value for the Company and the stakeholders.

MACRO ENVIRONMENT REMAINS VOLATILE

FY25 proved to be a challenging year for the global industry and the markets, as a tough macro-economic outlook and the US-triggered tariff environment continues to impact sentiment. The pressure catalysed by the geopolitical challenges continued to persist, and the mixed global signals on the economic front further depressed the market sentiment. While this impact has been felt in India as well, our macro indicators remain relatively healthy with a GDP growth of 6.5%.

Between FY23 and FY30, India's real GDP is expected to grow at a CAGR of 6.6%. It is also expected that the growth trajectory of the Indian economy will position India among the top 3 global economies by FY28. Key factors likely to contribute to the nation's long-term economic growth include favourable demographics, reducing dependency ratio, rapidly rising education levels, steady urbanisation, growing young & working population, IT revolution, increasing penetration of mobile & internet infrastructure, government policies, increasing aspirations and affordability, among others.

FY25 PERFORMANCE – A RECAP

In the above challenging environment, Eureka Forbes reported a steep jump in all its performance parameters on the back of a successful FY24.

FY24 was the year when we changed the earlier trajectory of low growth and low profitability. Building on that, FY25 was a year of a very visible "Stepping Up" in your Company's performance with impact visible on multiple fronts. As we exited the second full year

of transformation, the tangible impact of our change initiatives on the ground are visible in the outcomes.

Continuing businesses reported a higher growth at 12.0% YoY – up from 7.9% in FY24 and 6.1% in FY23. Notably, Q4 was the sixth successive quarter of double-digit growth for the Continuing business, underscoring the robustness of our transformation strategy.

The growth was broad-based across product categories and backed by both volumes and innovation-led premiumisation. It was also fairly balanced across channels, giving us the confidence that we are on the right strategic path for the future.

This holistic growth also translated into enhanced profitability, as manifest in the Adjusted EBITDA margins, which rose from 6.3% in FY23 to 10.3% in FY24, and to 11.7% in FY25. In the same period, we reported continued improvement in our operating leverage, with Opex as % of revenue improving from 53% in FY23 to 48.5% in FY24, and now to 46.6% in FY25.

STRUCTURAL LONG-TERM CAPABILITIES DRIVE "STEP UP" IN PERFORMANCE

An important dimension of the performance step up is that it has been underpinned by strategic interventions to build structural strengths for the long term. The investments made by the business over the last 2 years are leading to these outcomes.

Significant efforts to boost our capabilities in innovation and continued investments in R&D to enhance our innovation competency lead to over 30 product launches in water, cleaning and air in FY25. Several innovations were industry-first products and tailored to the needs of different consumer segments. We also became the first company to launch a truly smart IoT water purifier. I can confidently say that your Company has reclaimed its mantle of being an innovator and a pioneer – the 2 key traits which have built this iconic brand. This has led to our product categories growing sustainably and robust mid-high teens throughout the year.

As part of our customer-centric focus, we also stepped up our efforts to boost our service experience. Our performance levels on TATs and customer NPS are at an all-time high. On the Service revenue side, I am pleased to share the revenue green shoots are very clearly visible.

The institutionalisation of our cost programme has provided us a headroom for growth investments while also creating opportunities for margin expansion.

The programme and the processes are now well embedded and will continue to be a critical performance lever. Being a low capex business gives Eureka Forbes a strong competitive advantage and enables us to deliver a high ROCE to our investors. The Company's Capex for FY25 stood at ₹ 55 crore, in line with the average annual capex of ₹ 50-60 crore.

On the governance front, the listing of Eureka Forbes on the National Stock Exchange (NSE) marked another milestone moment in our transformation journey. Cognisant of our role as a responsible citizen focussed on inclusive, responsible and sustainable growth, we expanded the ambit of our CSR efforts to positively impact 1.72 times more beneficiaries than in the previous financial year.

UNLOCKING THE OPPORTUNITY

The clear Step Up in our performance of FY25 has laid a robust foundation for the Company to maximise the growth opportunities going forward. A combination of very favourable macro enablers and your Company's long-term investments will be critical to unlocking this.

On the macro side, with middle class the fastest growing segment of India's population, higher disposable incomes will be a key factor powering category expansion. Urbanisation, along with increasing participation of working women in the labour force, growing electrification, and an expanding piped water network, are other factors promising continued growth. The enhanced importance given to health and hygiene, coupled with the increasing popularity of premium lifestyle, will further contribute to our growth prospects. The current low penetration across categories in India offers significant headroom for growth in all our business segments.

Various government initiatives and programmes have pushed the momentum for growth in terms of category penetration, with the Jal Jeevan Mission playing a pivotal role in providing safe water access to over 120 million rural households through tap connections since the scheme's launch in 2019. Notably, the coverage of functional household piped water connections in rural areas has surged from a mere 17% to approximately 70% as of October 2023.

This and other similar programmes have driven our business segments out of the low-growth categories bracket, as manifest in our long-term strategic approach and investments, which are designed to maintain our growth momentum. As a high gross margin, low capex and high ROCE business, Eureka Forbes is well-positioned to capitalise on the emerging opportunities across categories.

Various government initiatives and programmes have pushed the momentum for growth in terms of category penetration, with the Jal Jeevan Mission playing a pivotal role in providing safe water access to over 150 million+ rural households through tap connections since the scheme's launch in 2019.

THE FUTURE BECKONS

I am happy to state that we are more than ready to capture the growth prospects we see emerging across the categories of our presence at the back of our brand salience, omni-channel approach and growing digital presence, along with industry-first product innovations. Our strategy to drive growth is centred around pushing category penetration, increasing innovations, stepping up our growth investments, digitising the business, and extracting cost efficiencies. At the same time, we shall focus concertedly on driving service revenue and enriching the customer experience.

Our robust operating model, governance structure, effective risk management, and ethical practices represent a strong and sustainable platform for long-term stakeholder value creation, and we shall continue to strengthen it further as we intensify our focus on sustained and profitable growth. We believe that our strategic approach and planning truly empowers us to drive such growth in the future. Having stepped up our efforts to drive an all-encompassing organisational transformation, we are now set to create a bigger and better Eureka Forbes – more connected with India's new-age consumers than ever before.

I am confident that, with your sustained trust and support, Eureka Forbes will continue to move decisively ahead to reclaim its historic glory and make a bigger difference to more lives.

Regards,

Arvind Uppal

Chairman

MD & CEO's Message



Dear Shareholders,

As we complete the second full year of transformation, I am happy to share with you our progress on this very exciting journey.

In a relatively muted demand environment, FY25 was a year of **Stepping Up of our performance** and in which we delivered visible business impact across all key dimensions of our business.

The transformation on which we had embarked two years ago has picked up momentum, driving a significant scale-up in growth and profitability, and translating into several notable on-ground achievements.

FY25 was a year in which we continued to drive category penetration and established our thought leadership on innovations. We also significantly strengthened our broader portfolio play. As a result, our Product business grew in high teens through the year.

In Service, we set new standards in Customer experience and our service revenues began showing clear green shoots on the back of our several transformation initiatives.

Disciplined control on costs and a focus on improving productivity ensured that there was also a significant improvement in our profitability.

In summary, FY25 was all about strengthening the foundations of your company for long-term sustainable growth and profitability, and it has set us well for the future that will follow.

Growth in continuing business has stepped up from 6.1% in FY23 and 7.9% in FY24 to 12.0% in FY25.

Let us look at where all your Company has seen a **Stepping Up** in its performance.

Stepping Up – Growth

FY25 was the year in which the business and both our categories inflected decisively and stepped up into a long-term, double-digit growth trajectory.

Our initiatives have spanned several fronts, and the tangible outcomes of our transformation focus are clearly visible in the Company's growth numbers of the past three years.

Growth in continuing business has stepped up from 6.1% in FY23 and 7.9% in FY24 to 12.0% in FY25.

The growth has been led by our product portfolio which grew in high teens. The profile of our growth was balanced and healthy. We saw encouraging growth in all our categories and channels. Most importantly, the growth was driven both on increase in volumes - in line with our penetration focus - as also by an increase in average selling prices, on the back of our strategy of premiumisation.

Stepping Up – Penetration

All the categories that we operate in have very low penetration levels, much lower than in comparable neighbouring markets, and despite the near universal need of some of the categories. To illustrate, the penetration of Water Purifiers is only 6% and that of Vacuum Cleaners is only 2%.

We therefore brought concerted effort in FY25 to drive category penetrations. We continued to invest behind the communication campaign on Aquaguard Sure which was aimed at creating awareness around the importance of Water Purifiers and the inadequacy of cloth filters.

Towards the second half of FY25, we scaled up our portfolio of Water Purifiers offering an extended 2-year filter life. Long-life filters address a fundamental barrier to category adoption of the total cost of ownership, and we believe that our proactive, insights-based and category-building strategy will help in driving penetration and strong category growth in the periods ahead. Given that many Indians live in areas with severely poor water quality with contaminants like nitrates, arsenic, heavy metals etc. prevalent in their ground water, driving affordability of and access to Water Purifiers not only makes for sound business strategy but is also almost a moral and ethical imperative.

In Vacuum cleaners, we increased the investments and the focus on the segment of Convenient Cleaning, especially Robotics and we saw a very encouraging response to these initiatives. We believe that Robotics will emerge as key engine for growth for your company, and the leadership

position that we enjoy in this category will allow us to harness a disproportionate share of the growth.

Stepping Up – Investments

We are a company with a four-decade-old rich legacy and our role is to make it futureproof for the next several decades. It is hence essential that we build structural capabilities that create sustainable and long-term value for our stakeholders.

Over the last two years, we have consciously increased investments across diverse areas of the business – ranging from capital expenditure to R&D to growth spends.

To strengthen our long-term capabilities, we increased Capex by 3-fold and will consistently invest more than ₹ 50 crore. Innovation has been a key area of focus and consequently, we doubled our R&D strength and spends. We believe that this has been critical to us being able to reclaim our mantle of innovators and pioneers. I am pleased to report that we have a robust future-ready innovation pipeline in place.

Similarly, our role as category creators requires us to be at the forefront of consumer communication and accordingly, we increased our A&SP spends by 25% in FY25.

Business is always about balancing the short-term and the long-term and we intend to pursue the path going ahead as well.

Stepping Up – Innovation Muscle

Over the last two years, we have consciously dialled up our focus on innovation and new product development in all our categories.

The success of our innovations has been a key driver of our growth in the products business. Our new products in these categories have resonated well with the aspirations and expectations of new-age consumers seeking smart, effective, relevant and convenient solutions for their homes.

The launch of India's first true IoT-enabled smart purifier – Aquaguard Ritz Pro X, is an example of this.

In Vacuum Cleaners too, we launched a number of new products. One of our more successful innovations was the Forbes Smart Clean Auto Bin, a product that provides both dry vacuuming and wet mopping and which empties the dust automatically in a bin without the need for customer involvement for 45 days.

More broadly, as a result of our deliberate, strategic and agile approach to innovations, we have now begun launching a slew of industry-first innovations that exceed expectations and delight our customers.

Our performance step-up was also visible in our profitability improvement during the year.

Stepping Up – Customer Experience

One clear area of focus was on elevating our customer experience. Towards that, we took several initiatives through the year, both on the front customer-facing end and at the back end involving our service network.

In order to provide convenience and improve customer access, we strengthened our mobile App with a personalised and enhanced user interface. During FY25, 80% complaints were booked digitally (vs 33% in May 2023), while the active app installed base stood at 1.6 Mn+ (as against 140k in May 2023).

We rolled out and scaled up our new Service Technician App. This has several new features that are more intuitive and user-friendly and enable a much better quality of service for our customers, while enhancing operational efficiency for our technicians.

The success of these measures is evident in the fact that our customer metrics were at an all-time high in FY25. Our customer experience is set to improve even further as we expand and improve our infrastructure, embrace and scale more digital interventions and provide our customers with unmatched convenience and service.

Stepping Up – Service Revenue Growth

Early in our transformation, we had improved the affordability of our services by launching tiered AMCs and provided our customers with many choices. We continued on that journey in FY25.

During the year, we stepped up our efforts in driving D2C service revenues by offering personalised recommendations for AMCs based on their profile and usage behaviour. We also mounted a conscious campaign at targeting the customer base who had lapsed from our AMCs in prior periods. As a result of this campaign, I am pleased to share that 64% AMCs in FY25 were booked digitally (vs 28% in May 2023), with a dominant share of these coming from erstwhile churned customers.

During the year, we scaled up our new design filters with QR codes which enables customers to authenticate and ensure that they are getting only genuine filters. We also mounted a new advertising campaign to increase customer awareness about our genuine service and filters that was extremely well received. In addition, we created and scaled a dedicated GTM for filters. All these efforts began to bear fruit and we saw clear green shoots in service revenues which will gain momentum in the periods ahead.

Stepping Up – Profitability

Our performance step-up was also visible in our profitability improvement during the year. Adjusted EBITDA expanded by 25.9% YoY and Adjusted EBITDA margins went up from 6.3% in FY23 and 10.3% in FY24 to 11.7% in FY25.

The improvement in profitability came despite a very deliberate increase in our growth investments which went up by 25% YoY.

Our improving operating leverage (with Opex at 46.6% of revenue v/s 53% in FY23 and 48.5% in FY24) is a key factor driving our enhanced profitability, and it will be our endeavour to optimise it further as the business grows.

The above improved profitability and operational efficiencies are evident in our improving cash position, with the Company exiting FY25 with a net surplus of ₹ 284 crore as against the ₹ 31 crore debt just two years back. I am pleased to share that as of March 31, 2025, the RoCE was an impressive 353%, as our Free Cash Flow to Profit After Tax stood at 131%.

Our business model is fundamentally designed for a very high Return on Capital. The virtuous cycle of high gross margins, improving EBITDA margin and consistent negative working capital cycle, is enhancing our ability to invest in the business, thereby giving us the confidence of sustained growth and profitability going ahead.

Stepping Up – Cultural Transformation

The successful Stepping up of our performance illustrates the power of what a determined and inspired team can accomplish when they work towards a shared and exciting goal.

As part of our transformation, we underlined a few culture codes that needed to be strengthened across the organisation.

Keeping the Customer at the front and centre of everything we do is critical, and we drove a number of initiatives to drive this behaviour. Regular customer contacts and market visits along with the ensuring rewards and recognition for the right behaviours helped highlight the importance of this key cultural tenet.

It was also important for our people to bring a sense of ownership and joint accountability to the outcomes and the fact that every single manager across Eureka Forbes has stock options was one of the ways of enabling this. This shared mission and ownership also helped drive and enhance collaboration across the organisation.

Finally, we live in a world that is transforming at a never-before pace and it is therefore critical that we respond to these changes with agility and urgency. Towards that, we have strived to build a culture of innovation and experimentation, of trying multiple initiatives and pilots, of being unafraid of failures and drawing the right lessons therefrom. This agility and speed have reflected in the way we have been able to roll out multiple new initiatives in a record span of time - across

new products, new service features, new digital solutions and new ways of working.

That said, we know that cultural transformation is and will always remain work in progress, and we will continue to drive the right behaviours and culture codes in times ahead.

Our people have been and will always remain our biggest source of our strength and the driving force of our transformation. We will continue to invest actively in promoting their welfare and well-being, and in augmenting their skills and capabilities to prepare them for the future.

Looking Ahead

The last two years have been about defining the vision for the new Eureka Forbes, putting together our new strategy and building the right enabling capabilities. Having now strengthened the foundations of the company, we are extremely excited at what lies ahead.

We operate in categories with very low penetrations but with near universal need and relevance, and we will double down on our efforts in driving affordability, relevance and access to our categories.

Innovation will remain one of the prime levers of our future growth strategy, and we shall continue to develop new products that resonate deeply with the changing desires and aspirations of the consumers. AI and digitisation will play a vital role in this journey, and we shall accelerate our digital transformation to match the pace of the external transformation.

We believe that sustained investments in innovations and product growth, improving the customer experience and growing our service revenue, and in more impactful market execution will be the key enablers of our future success.

The energy, enthusiasm, dynamism and capabilities of our teams that are palpable across the organisation will serve as the stepping stone for the next phase of our transformational trajectory.

I believe that these - together with the trust of our customers and support of our partners, investors and shareholders - will propel Eureka Forbes into the next, bigger phase of growth and profitability.

We are absolutely and unambiguously optimistic about the future, and fully geared to take Eureka Forbes to even greater heights and cross new frontiers of growth and profitability in the years ahead.

So come, join us as we step on the transformation accelerator to step up our growth journey and seize the future - more forcefully than ever before!

Carpe Diem!

Regards,
Pratik Pota
Managing Director & CEO

Creating Value Across Six Capitals



FINANCIAL CAPITAL

Focussing on Sustained Value Creation



Eureka Forbes' robust financial foundations are a key pillar of its long-term profitable growth strategy. Our strategic approach is aligned towards strengthening these foundations, and is driven by our efforts to ensure optimal funds allocation and utilisation. Our focus on long-term growth and value creation is steered by our judicious investments in our Financial Capital. As we continue to step up our investments in both revenue growth and profitability, sustained double-digit growth along with YoY margin expansion underlines the robustness of our financial strategy. It demonstrates the tangible, on-ground impact of our transformation efforts.

12%

Revenue growth
in continuing
business

540 bps

Improvement in Adj.
EBITDA margin
in 2 years

~10x

PAT increase
over 2 years

>350%

Return on Capital
Employed (ROCE)*

>100%

Cash Conversion

Focussing on Sustainable Value Creation

Our comprehensive and holistic value creation strategy is rooted in operational excellence, which we continue to boost through our strategic initiatives. Our efforts are focussed on strengthening our financial performance, which saw a major step-up in FY25, with margins expanding despite a 25% YoY increase in growth investments. The momentum of continued double-digit growth and the lifetime high margins we reported in the last quarter of FY25 give us the confidence and the energy to drive sustained profitable growth in the year ahead.

As of March 31, 2025, the Company remains net surplus and generated sufficient cash flows from its operations as a result of consistent growth in operating revenue and cost optimisation initiatives. This has resulted in a robust and liquid balance sheet, reflecting the Company's sound financial position. These funds are consistently reinvested into the business to support ongoing growth and development.

Led by our transformational strategy, we remain firmly on the path of realising our growth target in the next few years, which will further strengthen our market leadership position. Category expansion is a key lever of this approach, and we continue to make targeted investments to deliver enhanced growth, value and returns.

3rd CARE credit rating
upgrade in 2 years

AA– (Stable)

CARE & CRISIL

*ROCE = EBIT / Capital employed, EBIT = EBITDA - Depreciation & Amortisation + Other Income
Capital employed = Tangible Net Worth + Total Debt + Deferred Tax Liabilities

Reinforcing our Business Model

Our business model is designed to deliver the benefits of operating leverage to the Company. It is equipped to generate strong cash flows, translating into sustainable financial growth for the future. The model is structured around our diverse product and channel mix, robust service revenue stream, healthy gross margins, and low capex intensity, and we remain focussed on strengthening these growth enablers.

Healthy Revenue Mix

Product Service Split of 2:1

Straddling All Channels and Price Points

Balanced Revenue Profile

Annuity-Based Service Model

Consistent Revenue Stream with Upfront Cash

Healthy Gross Margin

Range Bound Between 58% - 60%

Operating Efficiency

640 bps Improvement in Opex in Last 2 Years

Low Capex, High ROCE & FCF Conversion

Capex of ₹ 50-60 crore annually, ROCE > 350%, FCF to PAT of 131%



Enhancing Capital Efficiency

FY25 was a year of further strengthening the capital efficiency at Eureka Forbes. Our structural business model advantages steered robust cash generation and high ROCE. The core structural advantages that led to this step-up in capital efficiency included:

- 1 **CASH GENERATION AHEAD OF PROFITS**
- 2 **NEGATIVE WORKING CAPITAL BUSINESS**
- 3 **LOW CAPEX BUSINESS (~₹50-60 Cr ANNUALLY)**
- 4 **ROCE >350%**

Key Drivers of our Efficiencies

The operational and cost efficiencies at Eureka Forbes are driven by a series of enablers, which equip us to continually reinforce our business model. They empower us with multiple margin expansion drivers while we focus on enhancing our growth investments.

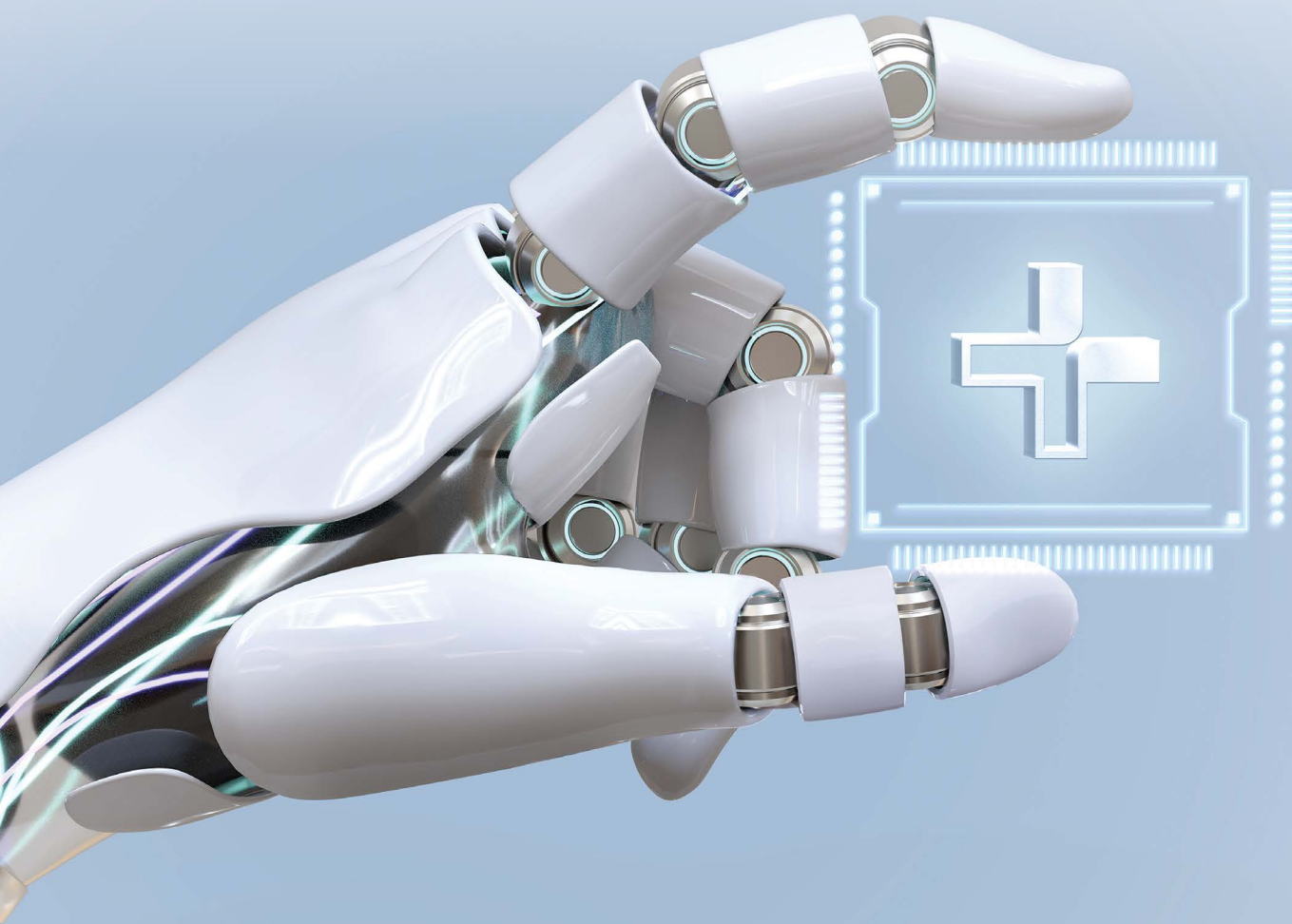
- ◆ Our diversified Portfolio spread across various price points and also between product and service businesses, constitutes the foundation for healthy gross margins.
- ◆ Scale and standardisation are the catalysts of Product Value Engineering and Vendor Price Negotiations.
- ◆ Shared Services and Process Automation equip us to streamline operations, making them more efficient.
- ◆ People, Logistics and IT Cost lend us the opportunity to boost operating leverage with scale.

Driving Efficiency Through Digitisation

Digitisation of financial operations is an important driver for improving accuracy, efficiency, transparency, and compliance.

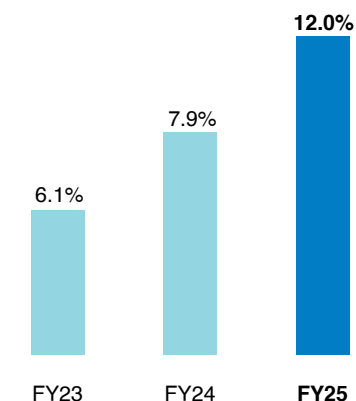
64%
of AMC Booked Digitally

~100%
Digital Collection



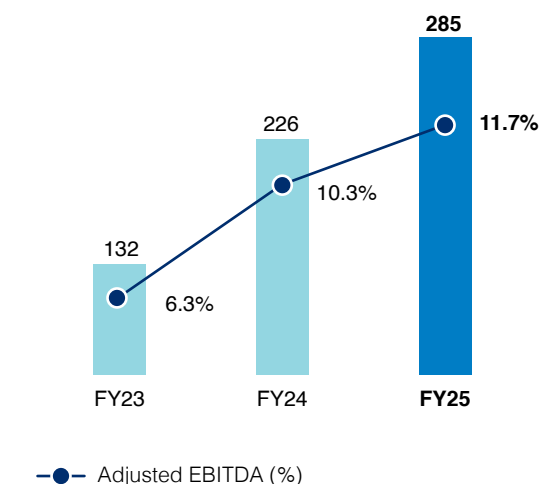
Revenue Growth

(%)



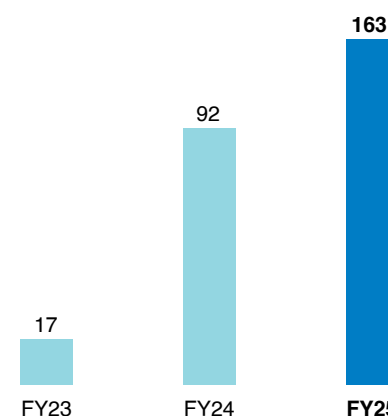
Adjusted EBITDA and Adjusted EBITDA %

(₹ in Crore)



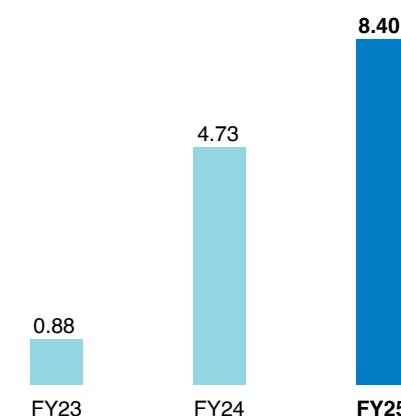
PAT

(₹ in Crore)



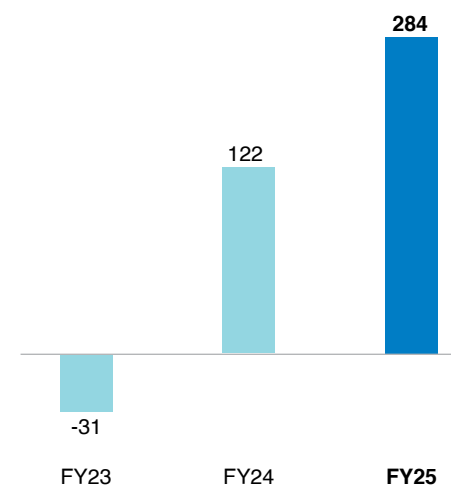
Basic EPS

(₹)



Net Surplus

(₹ in Crore)



ROCE

(%)

>350%
ROCE

NEGATIVE
WORKING CAPITAL

Growth for Continuing Business

ROCE = EBIT / Capital employed, EBIT = EBITDA - Depreciation & Amortisation + Other Income
Capital employed = Tangible Net Worth + Total Debt + Deferred Tax Liabilities

Several Industry First Innovations

6
New Technologies Introduced

30+
New Products Launched

2x
R&D Annual Spends Scaled up

Key R&D Initiatives in FY25

Strategic Investments

- Strengthened R&D and Digital teams to accelerate the development of Smart Devices with IoT integration and advanced features
- Mould developments for new range of products and building Smart Technology
- New platform for Automated Water Softeners to build category adjacencies

Product Enhancements

- Rolled out new range of high efficiency water purifiers with water saver technology, to significantly reduce the water wastage during purification process
- New Water Saver Auto-Flush feature for commercial water purification systems for improved water recovery
- Introduced upgraded Cordless Upright Vacuum Cleaner, combining portability with best-in-class suction power

Platform and Technology Development

- Introduced eco-friendly, advanced disinfection technology with mercury-free UV LED modules
- Integrated Heavy Metal Remover Cartridge with UV Water Purifiers to provide wholistic purification solution in UV markets
- New product designs to build pipeline of features & technologies for enhanced product performance and consumer convenience

Smart Home Appliances

- Introduced IoT-enabled Smart Water Purifiers, with enhanced user controls and connectivity
- Launched the Smart Clean Auto Bin Robotics Vacuum Cleaner, featuring Hands-free dust disposal technology, elevating hygiene & user convenience
- Added Smart Air Purifiers to the portfolio with auto mode, enabling automatic adjustment to the clean air delivery based on the level of pollutants

INTELLECTUAL CAPITAL

Strengthening Innovation and Marketing Capabilities



Intellectual capital forms the cornerstone of our long-term growth and success. It not only drives value creation for our stakeholders but also empowers us to remain at the forefront of a rapidly evolving market and consumer landscape.

We continue to make investments in bolstering our Intellectual Capital, particularly R&D, Product Innovation, Digital Transformation, and Consumer Insights, to respond to the dynamic consumer aspirations and maintain our competitive edge. These efforts also fortify our brand positioning and product development capabilities, enabling us to create impactful consumer-centric solutions.



Change to the New Aquaguard Campaign

During the year, we introduced a range of cutting-edge products in the premium EWP (Electric Water Purifier) category, reinforcing our commitment to innovation and customer-centric design..

To celebrate the new product launch, we launched a dynamic campaign showcasing the transformation of Aquaguard. With the tagline “CHANGE TO THE NEW AQUAGUARD”, the campaign highlights Aquaguard’s innovation, offering both advanced purification and modern designs. It encourages consumers to evolve with the times. The multimedia campaign ran across TV, digital, radio, social media, and print.

One of the creatives focusses on a pivotal moment for many families – the arrival of a newborn. During this life-changing event, the need for a reliable water purifier becomes even more crucial. Emphasising the safety of a stainless steel tank, it reassures new parents that Aquaguard is dedicated to safeguarding their family’s health.

Another creative focusses on convenience of a Hot & Ambient water purifier, while having the assurance of purity from Aquaguard.



The campaign has had a significant impact on brand awareness and consumer preference. Top-of-mind awareness has reached 62%, while consumer preference for Aquaguard has improved by 600 basis points, with 68% of users now considering Aquaguard as their first choice.



1-2-3 Robotic Vacuum Cleaner Campaign

Vacuum cleaners have a very low penetration in India (<2%), but the Company has always focussed on category building, resulting in a dominant market share. With innovations like the robotic vacuum cleaner, consumers can enjoy deep cleaning at the touch of a button. The “Cleaning as easy as 1-2-3” campaign highlights this simplicity and targets first-time users of the category. Launched across digital and print media, this campaign generated awareness and supported the expansion of the robotic vacuum cleaner portfolio.

The “Cleaning as Easy as 1-2-3” campaign promoted the Robotic vacuum cleaner for its ease of use in handling wet, dry, and solid messes. It highlighted the product’s ability to simplify cleaning tasks with a simple, three-step process.



Portfolio Highlights



+ Smart Clean with Home Mapping

Designed for Indian homes, it cleans tiles, wood, marble, and carpets with ease. Smart app control and 5-hour runtime ensure effortless, uninterrupted cleaning.

+ Smart Clean with Auto Bin

A robotic vacuum cleaner which takes convenience to the next level by automatically emptying the dust collected into a bin, ensuring no need to handle dust for up to 65 days.



+ Blaze Insta

A first-of-its-kind water purifier offering a temperature proposition, Blaze Insta is the only purifier capable of delivering 80-degree hot water at the press of a button.



+ Designo NXT

This unique under-the-counter water purifier boasts several industry-first features, including a large storage tank with continuous flow rate and wheels at the back and a front handle for easy manoeuvrability.



+ Glass Series

This series is uniquely designed to complement ultra-modern kitchens.



+ Stainless Steel Tank Range

Expanding our product range with hygienic, durable stainless steel tanks.



Social Influencer Programme

This year, we launched a targeted social media influencer programme to boost awareness and engagement across Instagram and YouTube. We partnered with 10 influencers from both Mega and Macro categories, creating content across Reels, Shorts, and Stories, covering a wide range of genres, including Lifestyle, Parenting, Interior Design, Tech, and Couple creators.

The programme achieved remarkable results, delivering 34.27 million views, surpassing our target of 4.65 million views, and generated over 5,00,000 engagements.



itsallaboutaclick
(Ishan Khatter)



Tanvi Thakker and
Aditya Kapadia



Rachel Maaney

This initiative leveraged the power of digital influencers to enhance visibility, educate consumers, and drive engagement among both new and returning buyers. Influencers from lifestyle, parenting, and wellness categories promoted flagship offerings such as the Hot & Ambient water purifier and Stainless Steel tank range, amplifying consumer trust and brand credibility.



Debina Bonnerjee



Karishma Tanna



Ishita Dutta Sheth

We are excited to onboard Shraddha Kapoor as the brand ambassador for Eureka Forbes Vacuum Cleaners. Her popularity, mindful lifestyle, and strong connection with the youth align with our mission to build a cleaner and healthier India.



Filter Innovation: Nanopore Long Life Filters

Our expertise in water science and deep understanding of Indian water conditions have been at the core of our product innovations. We endeavour to enhance water purifier penetration across India, safeguarding the health and safety of every household.

One of the key challenges to category expansion has been the high cost of changing filters annually. To address this, we have introduced our breakthrough Nanopore Long Life Filters, offering 'Long Life Filters with Lifelong Protection'. Unlike other brands, we have maintained the highest safety standards while extending the filter life.



Launch of Aquaguard with 2-Year Filter Life

We launched a new range of Aquaguard Water Purifiers featuring Nanopore Long-Life Filters. These filters provide 2 years of protection against harmful pollutants like pesticides, microplastics, lead, mercury, arsenic, and microbial contaminants. This breakthrough innovation eliminates the need for annual filter changes, offering consumers significant cost savings.

Aquaguard Genuine Filter

To ensure authenticity and safeguard consumers from counterfeit filters, Aquaguard filters were upgraded to a unique grey colour. This distinctive design helps consumers differentiate authentic Aquaguard filters. Each filter features a QR code for easy verification of authenticity. We also conducted a comprehensive print and TV campaign to raise awareness and drive adoption, reaching millions of households in key markets.

Technology & Consumer-Centric Innovations in FY25

Smart Water Purifiers

- Provides real-time display of TDS (Total Dissolved Solids) levels for better user awareness on water quality
- Filter Life monitoring for smart tracking & alerts via the mobile app for timely filter replacement
- Daily hydration tracking with past trends, encouraging better health awareness and water consumption
- Device Health Check, enabling consumer awareness, proactive servicing and troubleshooting via app diagnosis.
- Powered by new Electronics architecture with smart features & remote diagnostics

Robotics Vacuum Cleaners

- Introduced Rapid Room Mapping technology with 5-minute quick mapping function, for faster and more efficient cleaning cycles.

Upright Vacuum Cleaners

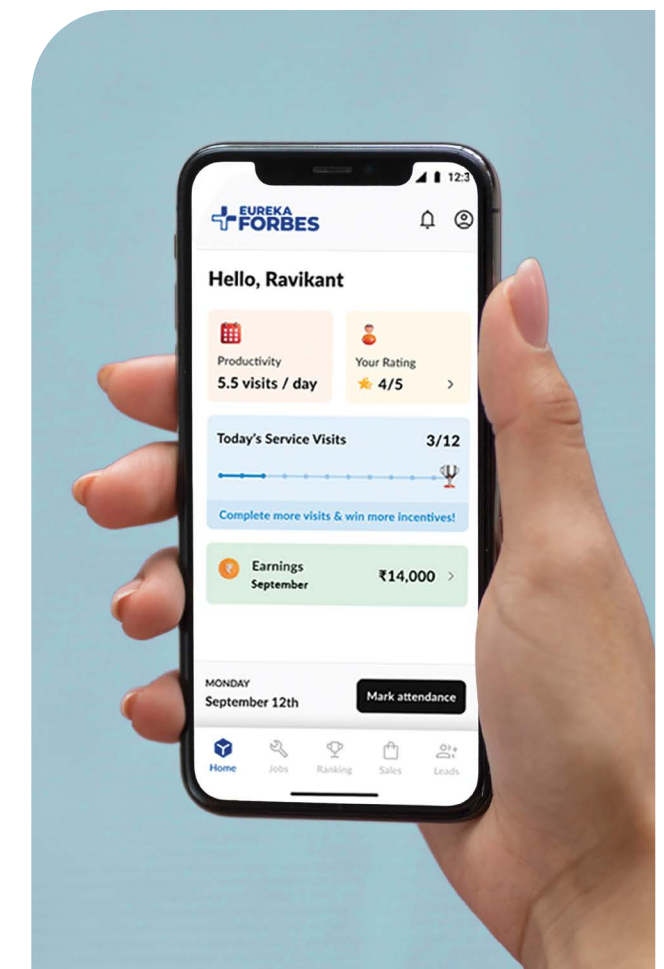
- Upgraded with Cyclonic Dust Separation technology with high suction efficiency with efficient cost management for wider market penetration

Other Digital Initiatives

- During the year, we revamped our customer app with a completely redesigned UI/UX, enhancing the self-service experience for our users. We have continued to introduce new features, growing our active app installed base to over 1.6 million+ customers. We have also expanded our website commerce by more than 4X owing to our customised offerings such as exchanges, bank offers, and coupons for our loyal customers.
- We relaunched our WhatsApp bot and IVR, offering an enhanced self-service experience. These channels have been widely adopted, with over 80% of customer interactions now happening through these self-serve platforms.

Relaunch of Field Technician App

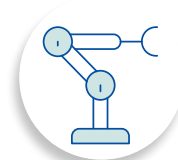
We relaunched the Field Technician App for our 8,000+ technicians, featuring a new, intuitive UI/UX. It allows technicians to easily onboard, navigate their tasks with location guidance, and seamlessly sell AMC's and devices to customers. These enhancements have streamlined operations and improved governance at EFL.





MANUFACTURED CAPITAL

Driving Process Excellence



For us, at EFL, quality excellence is not a mere goal but an overarching ethos that drives all our systems and processes. We deploy rigorous manufacturing systems and methods at our state-of-the-art facilities to ensure stringent compliance with the highest Indian and global quality standards. Our investments in automation and digitisation steer the seamless optimisation of processes across our production value chain. Enhanced safety and operational efficiency equip us to craft products designed to enrich customer experience and satisfaction, while strengthening the market competitiveness of our brands.

2

Manufacturing Facilities

India's largest Manufacturing Set-up for Water Purifiers

20%
Productivity Improvement

Zero Liquid Discharge
at both Manufacturing facilities

Zero
LTIFR* reported

*Lost Time Injury Frequency Rate

Boosting Manufacturing Capacity & Capability

During FY25, Eureka Forbes launched several initiatives to enhance its manufacturing capacity, capability and efficiency. Among the key interventions were:

Flexible & Quick Changeovers

Installing energy-free spiral gravity conveyors

Data loggers for real-time membrane test data

Upgrading Processes for Enhanced Productivity

Increasing uptime with optimising roll sizes

Installing L-sealer machines

These initiatives are designed to help scale manufacturing excellence across our product lines, going forward.

Benchmarked to Highest Safety Standards

Our state-of-the-art manufacturing facilities, located strategically in Bengaluru (Karnataka) and Dehradun (Uttarakhand), are certified to the highest safety benchmarks, demonstrating their powerful excellence edge. Both the facilities received the ISO 45001:2018 certification during FY25, endorsing our efforts to continually boost our production safety and quality focus.

Our facilities are certified to several standards, including ISO 14001:2015 (Environmental Management System), ISO 9001:2015 (Quality Management System), and ISO 45001:2018 (Occupational Health and Safety Management System). Additionally, we hold BIS certifications under IS 14724:1999 and IS 16240:2023.

Our commitment to excellence is further reflected in being awarded the prestigious GC Mark Certification. Moreover, the Dehradun plant is an active member of the Indian Green Building Council (IGBC) Certificate.

Focussed on Quality Process Optimisation

Quality process optimisation plays a pivotal role in driving Eureka Forbes' commitment to excellence and customer satisfaction. As a leading player in water purifiers, vacuum cleaners and air purifiers, the Company emphasises strongly on continuous refinement of its quality processes. This focus ensures high product reliability, enhanced operational efficiency, and sustained market leadership. Robust quality control systems, lean methodologies, and continuous improvement initiatives enable us to not only meet but exceed customer expectations, reinforcing our reputation for innovation and trust

Green / Sustainable Manufacturing

As part of our continued commitment to sustainability and environmental stewardship, Eureka Forbes Limited (EFL) has initiated the transition to eco-friendly honeycomb packaging for its water purifiers, replacing conventional thermocol-based materials. In the initial phase, we have implemented this sustainable packaging across 5% of our product portfolio, with a clear roadmap to expand coverage in the coming years. This shift represents a significant step toward reducing our environmental footprint through innovative and greener alternatives.

In parallel, we remain actively engaged with the Extended Producer Responsibility (EPR) framework, ensuring the responsible collection, recycling, and disposal of plastic, electronic, and battery waste in full compliance with applicable environmental regulations and industry best practices.

Other sustainable packaging projects included reducing plastic usage through weight and thickness optimisation, transitioning from coloured to brown cartons, and replacing multipage coloured user manuals with Z-card and Digital User Manual. These initiatives collectively reflect our drive to reduce environmental impact across the product lifecycle while maintaining packaging integrity and customer experience.

Key features of our quality process optimisation journey



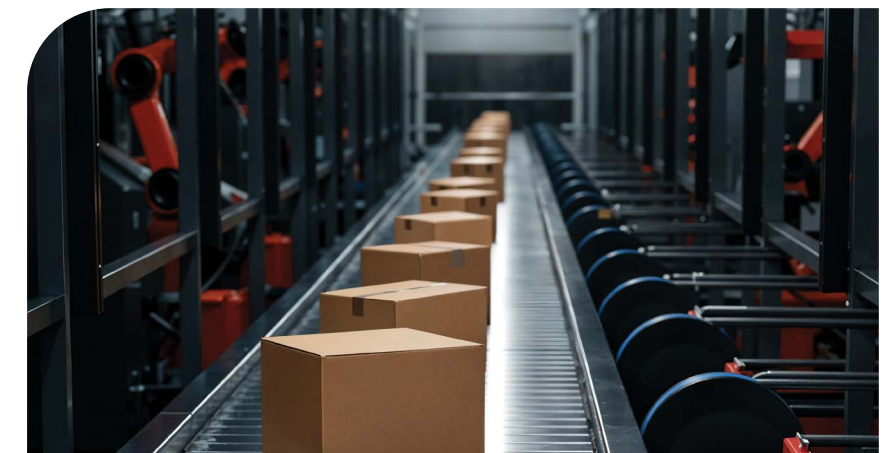
These initiatives have had a strong positive impact on the organisation's performance in terms of enhanced customer satisfaction, operational efficiency, market competitiveness and compliance & risk management. Improved product reliability and after-sales support have led to higher customer trust and loyalty. Streamlined processes are reducing production costs, waste and turnaround times.

The Company's reputation as a trusted brand has received a major boost as a result of the superior quality standards maintained across its operations. This, in turn, is helping maintain and grow market share. Adherence to international quality standards is also helping to minimise risks and ensure compliance with regulatory requirements.

Quality Assurance for Enhancing Product Quality

We are deeply committed to creating best-in-class products to meet the evolving consumer preferences. In line with this commitment, we undertook a series of measures in FY25 to boost quality control and enhance product quality.

- ◆ **Standard Operating Procedures (SOPs):** Documented instructions ensure consistent production and quality standards.
- ◆ **Incoming Material Inspection:** Raw materials and components are tested and validated before use.
- ◆ **In-Process Inspection:** Continuous monitoring is undertaken during production for early detection of defects.
- ◆ **Final Product Testing:** Comprehensive testing of finished goods against quality criteria is ensured.
- ◆ **Statistical Process Control (SPC):** Statistical methods are used to monitor and control production processes.
- ◆ **Calibration of Equipment:** Regular calibration of tools and machines ensures accurate measurements.
- ◆ **Employee Training:** Ongoing training on quality standards and procedures is an essential component of quality control.
- ◆ **Use of Quality Management Systems (QMS):** Implementation of systems such as ISO 9001 helps standardise quality practices.
- ◆ **Audit and Review:** Internal and external audits are carried out to ensure compliance and identify improvement areas.
- ◆ **Defect Tracking and Root Cause Analysis:** Systematic investigation and correction of product failures or defects is an essential part of the quality control process.



Automating Sourcing Excellence

We are digitising our sourcing process through automated POs, online vendor onboarding, and capex approvals via True Copy. MRP runs are shared with our supplier partners to enhance efficiency.

At the NPD stage, a 'make vs buy' analysis helps determine whether manufacturing and assembly should be in-house or outsourced. Assemblies and sub-assemblies are evaluated based on requirements, process complexity, and sequencing. (e.g., 2x2 projects).

We also leverage innovation and technology to build prototypes, conduct stage-gate reviews, and develop golden samples before mass production, enabling smooth product launches and efficient series production.

Scaling Sustainable Manufacturing

Eureka Forbes continues to invest proactively in building on its sustainable production ecosystem. As a responsible organisation, we initiated a series of initiatives in FY25 to scale our sustainable manufacturing proposition.

Elimination of Transparent Stickers

Removed transparent stickers from products to reduce non-recyclable waste.

Water-Saving Innovation

Implemented advanced membrane auto-flushing systems in institutional RO units, resulting in up to 60% water savings compared to conventional designs.

Sustainable Packaging

Other sustainable packaging projects include reducing plastic usage through weight and thickness optimisation, transitioning from coloured to brown cartons, and replacing multipage coloured user manuals with Z- Card and Digital User Manual.

We continue to engage with the Extended Producer Responsibility (EPR) framework ensuring responsible management of plastic, electronic and battery waste in line with environmental regulations and best practices.

Augmenting Safety at Facilities

As a people-centric organisation, we prioritise safety at our workplace, and implemented various safety training programmes during FY25. These included: Machine Safety, Fire Safety, Behaviour Based Safety, Work at Height, Emergency Evacuation Plan, etc. We also conducted internal safety audits at both the manufacturing facilities during the year.



HUMAN CAPITAL

Nurturing A Thriving Workforce



Our employees are the backbone of our organisation, driving continued growth and success. We aim to build an ecosystem that fosters clear alignment, ownership, and employee connection, with a sharp focus on attracting and empowering the best-in-class talent.

This is achieved through meaningful initiatives that promote frequent, transparent communication, bring employees together to create a sense of belonging, upgrade their capabilities, and recognise behaviours and results that align with our vision.

2,721
Total Number
of Employees

Owners' Mindset -
100%
Managers with ESOPs

55,000+
Total training hours

84%
participation rate
in Voice of EFL

8.8
Score in Voice of EFL

Employee Engagement

Our state-of-the-art manufacturing facilities, located strategically in Bengaluru. We firmly believe that communication is the key to our transformation. Our annual SMART Conferences bring employees together to celebrate achievements and co-create the business agenda for the coming year. Complementing this, quarterly townhalls led by the Executive Committee (ExCom) reflect on the quarter's wins & improvement areas, recognise employee contributions, and align with coming quarters business priorities.

Our bi-annual leadership meeting foster collaborative leadership, driving alignment and shaping a unified, one-team approach. In January 2025, the entire TLT (Transformation Leadership Team) met to deliberate on aspects like the Must-Win-Battles for the coming year, key projects and aspects like cross-functional collaboration that will unlock exponential growth opportunities.

Employee Listening Framework

Launched in September 2023, the Voice of EFL survey serves as a key tool to actively seek employee feedback and drive organisational improvements. The second edition in May 2024 saw an impressive 85% participation rate, with an overall high engagement score and best-in-class NPS. Based on the feedback, significant improvements were made in engagement initiatives, infrastructure, policies and the rewards and recognition process; all of which were communicated back to employees acknowledging their feedback and sharing actions.

Shaabash Awards

Our recognition and rewards (R&R) framework is built around quarterly Shaabash Awards and the MD Achievers Club. The Shaabash Awards celebrate exceptional contributions across four categories – Growth Enablers, Profitability Champions, Innovators, and Customer Champions, and are presented quarterly and annually. Over the past year, 33% of employees were recognised across the quarters and yearly award.

Other employee engagement activities include sports tournaments like the Eureka Premier League (EPL), along with team outings, festival celebrations (Holi, Diwali, Christmas), and wellness activities (yoga camps, health check-ups, blood donation drives).

Name of training

Coverage %

Prevention of Sexual Harassment (PoSH)

99.4%

Code of Ethical Conduct (CoEC)

99.2%

Promoting a High-Performance Culture

We have significantly strengthened our leadership culture to meet the growing needs of our business. We partnered with Mercer, a global consulting leader, to launch a 360-degree feedback survey for the ExCom during the year. This feedback focussed on six global leadership competencies, enabling us to design targeted development programmes. We are also rolling out the programme to the next levels of leadership, ensuring we build awareness in teams about their impact.

Our Performance Management process ensures that every employee's performance is measured against clearly defined goals, which are reviewed periodically, allowing us to provide disproportionate rewards for disproportionate contributions.

Employee Stock Option Plan (ESOP)

Launched in 2022, our Employee Stock Option Plan (ESOP) fosters a deeper sense of ownership among employees, empowering them to become trusted partners in the company's long-term success. The plan is extended to all managerial grades, making it inclusive and aligning individual aspirations with the company's growth ambitions.

Communication Forums for Employees

We continue to strengthen employee engagement by promoting open and transparent communication. Our annual SMART conference is conducted across all regions and have all our employees-frontline and managerial travel across locations for this annual event. In addition to quarterly townhalls,

our employees benefit from regional and departmental meets, where leadership connects with the workforce.

36.7 years
Average age of employees

Frontline Incentive Programme

Our Frontline Incentive Programme links performance directly with compensation, motivating employees to deliver exceptional results. This programme is structured on both a monthly and quarterly basis and drives continuous engagement and recognises top performers through prestigious clubs such as the MD Achievers Club and the High Flier Club, with international trips and high value awards.



Skill Development and Upgradation

Our people are the cornerstone of our ability to create long-term value for all stakeholders. We continue to invest in developing a high-performing workforce that thrives in a performance-driven culture. We have a large inhouse training team that trains all our frontline Eurochamps across channels both in our new launches & to turnaround performance. Our training initiatives are designed to build capabilities, sharpen key behaviours, and align employees with the company's strategic goals.

People Management Excellence Programmes

We launched a three-tiered people management excellence programme framework, consisting of Managerial Excellence (ME), Driving Excellence (DE), and Team Excellence (TE). These programmes are tailored to different organisational levels to address specific leadership needs:

Managerial Excellence (ME) and Driving Excellence (DE)

Aimed at mid to senior regional and functional leaders, boosting situational leadership, change management, emotional intelligence, data-driven decision-making, and comprehensive business simulations.

Team Excellence (TE)

Targets junior to mid-level managers, focussing on emotional intelligence, collaboration, influence, trust-building, and execution skills.

250+
Employees participated



Functional and Behavioural Skill-Building Initiatives

We also rolled out functional and behavioural skill-building interventions as under:

Service Teams

Over 290 employees in our regional service leadership teams underwent training to improve the management of business partners, service technicians, and customer relationship officers.

Direct Sales Teams

More than 190 employees in our Direct Sales regional teams were trained in hiring, onboarding, engaging, and retaining business partners.

Learning Management System (LMS): The Eureka School of Learning (ESL) and Eureka Forbes Academy

To complement in-person training, we introduced the Learning Management System (LMS) in FY25, called "The Eureka School of Learning" (ESL). This platform empowers employees by giving them access to self-paced learning opportunities, focussing on both behavioural and functional competencies. In FY25, we expanded the LMS platform, achieving a 55% learner adoption rate. Employees actively engaged with courses to build future-ready

skills to help them stay competitive in the evolving business landscape.

In January 2024, we launched the Eureka Forbes Academy for all frontline teams to encourage continuous learning. The content is organised into pre-designed learning journeys tailored to specific roles. We offer a variety of learning formats, including e-learning courses, videos, PDFs, and URLs, providing flexibility for employees to learn at their own pace. Further, weekly channel-specific bite-size modules are assigned to all frontline employees.

Service Technician Training

In addition to our leadership development initiatives, we also upskilled our service technicians, who play a critical role in driving customer satisfaction. During the year, more than 8,000 technicians underwent induction, refresher training, and field visits, enabling them to enhance their functional and behavioural skills.



8,000+
Technicians Covered

Ensuring Ethical Conduct

We remain committed to fostering a culture rooted in ethics, integrity, and accountability. Our governance philosophy extends beyond mere compliance; it empowers employees to act responsibly, respect human rights, and maintain the highest standards of professionalism. In FY25, we strengthened our governance framework by scaling up our training and awareness initiatives. We rolled out multi-channel campaigns aimed at embedding a culture of ethical conduct and compliance throughout the organisation.

As part of our commitment to a safe and inclusive workplace, we refreshed our Prevention of Sexual Harassment (PoSH) policy

and launched structured training programmes. These ensured 100% employee coverage, fostering greater awareness among our teams. Virtual training sessions were also conducted to educate employees on both PoSH and our Code of Ethics and Conduct (CoEC). We also held a focussed training for our Internal Committee (IC) members, facilitated by an external PoSH expert, to deepen their understanding of the enquiry process.

Our Whistle Blower Policy is an integral part of our governance framework, designed to uphold the values of professionalism, honesty, integrity, and transparency. This policy provides a secure channel for employees, partners, vendors, and customers to report any irregularities, unethical conduct, malpractices, or violations of company policies without fear of retaliation.



Supporting Diversity & Inclusion

Our commitment to Diversity & Inclusion reflects our core values of dignity, respect, and equality. We strive to create a workplace where every individual, regardless of gender, age, role, or life stage, is empowered to thrive.

Inclusion of Transgender Persons

Through our Policy on Protection of Rights of Transgender Persons, we aim to create an inclusive and equitable environment for transgender individuals. This policy supports their right to privacy, use of chosen names and pronouns, and access to gender-neutral facilities. In line with the Transgender Persons (Protection of Rights) Act, 2019, it prohibits discrimination and promotes awareness through training. Employees undergoing transition are offered tailored support, ensuring that gender identity or expression is not a barrier to opportunity or growth.

Enabling Working Mothers: Creche Reimbursement Policy

To support working mothers, we introduced a Creche Reimbursement Policy, offering financial assistance for childcare expenses (up to two children per mother). Under this policy, mothers can claim up to ₹ 6,000 per child per month for certified daycare services. This initiative not only promotes gender equity but also empowers women professionals.

These policies are part of our broader culture of inclusion, where every individual feels supported and valued. By supporting transgender rights and caregiving needs, we are fostering a workplace that celebrates all identities and roles, ensuring no one is left behind.



Campus Programme: Shaping the Future Leaders

During the year, we launched the Campus Programme, aimed at building a strong pipeline of passionate, future-ready leaders equipped with the skills, agility, and vision to drive transformation. We visited premier campuses for summer placements, hiring interns across key functions like Digital, Marketing, Sales, HR, and Supply Chain. Additionally, we onboarded Management Trainees across the Marketing, Sales, and Digital functions.

Performance-Oriented Remuneration

All managerial-grade employees are part of our Performance-Linked Incentive (PLI) scheme, which links individual and company performance to growth and profitability goals. This programme is designed to encourage employees to boost their performance while aligning with the organisation's objectives. By directly linking performance

to rewards, the PLI scheme not only recognises consistent high performers but also plays a critical role in advancing our journey to build a performance-driven culture.

Health & Safety

We strive to ensure the highest standards of health and safety across our workplace and facilities. Our safety training and compliance policy is in line with industry best

practices. Most of our safety training is delivered through on-the-job sessions, with regular periodic refresher courses, ensuring that our employees are updated with the latest safety protocols. These trainings encompass all our manufacturing units, covering all employees (including both permanent and contractual workers). Key topics covered are First Aid Training, Fire Fighting Training, ESG, and similar subjects.

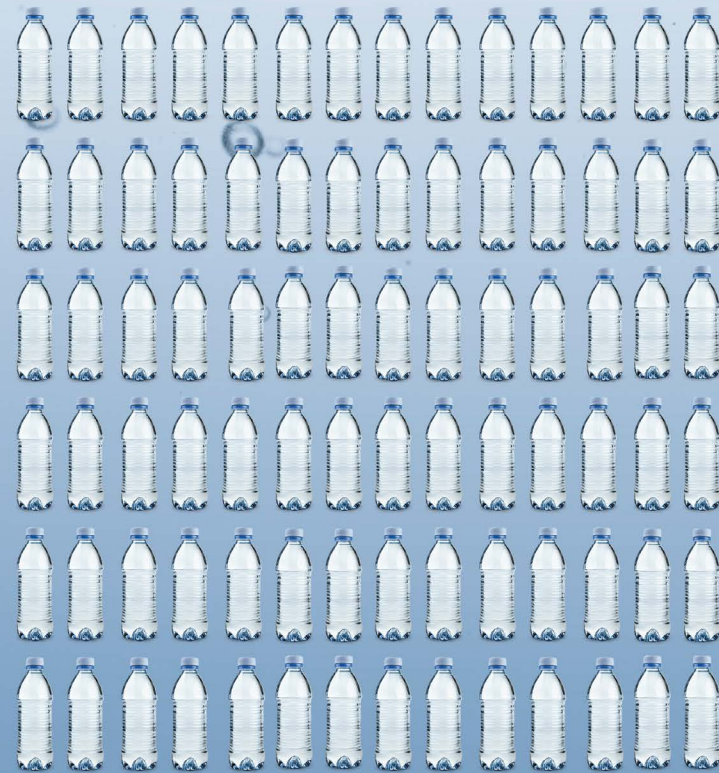
Our commitment to safety has been recognised by industry leaders. We were honoured with the Safety Award in the "Large Enterprises Electrical Consumer Durable Sector" by the Global Safety Summit (GSS) in Uttarakhand. Additionally, we received the "Safety Excellence of the Year" Award for the Manufacturing Sector from UPES University, Dehradun.

99%
Safety Training Coverage
in Manufacturing Units





One
Water Purifier



12,000⁺
Bottled Water

500ml bottle each

NATURAL CAPITAL

Fostering Sustainable Growth



At Eureka Forbes, sustainability is not an option but an imperative that underlines all our strategic decisions and actions. Our approach to business growth is driven by our unwavering focus on nurturing the natural environment in which we live and operate. It is guided by our commitment to create an empowered future for the coming generations to thrive. We have accordingly integrated environmental responsibility into our business strategy, with focus on biodiversity conservation and effective management of energy, water and waste.

100%

Wastewater Treated
and Recycled

9%

Reduction
in Water Consumption

2.1%

Reduction
in Electricity Usage

7.5%

Reduction
in GHG Emissions
(Over the period of
last 2 years)

Supporting Water Sustainability

A series of new initiatives boosted our water conservation efforts during FY25. We initiated the use of RO reject water for toilet flushing to reduce freshwater consumption. Treated water from our Sewage Treatment Plants (STPs) and Effluent Treatment Plants (ETPs) used for gardening and road cleaning purposes, while the rainwater collected through Rainwater Harvesting (RWH) pits supported groundwater recharge across our

premises. We installed dedicated Electromagnetic Flow Meters within the plants to monitor water usage in real-time and identify potential leakages, enabling effective water conservation.

In a water-saving innovation, we designed and implemented advanced membrane auto-flushing systems in institutional RO units, resulting in up to 60% water savings compared to conventional designs. The initiative helped enhance efficiency and support sustainable water management at EFL.

Boosting Energy Conservation

HVLS (High Volume Low Speed) fans have been installed at both the Bengaluru and Dehradun plants to enhance energy-efficient ventilation. The fans are helping to improve air circulation and reduce energy consumption. We have also initiated efforts to minimise carbon intensity by introducing electric scooters at our manufacturing facilities.



Promoting Responsible Waste Management

Eureka Forbes holds EPR registrations for both plastic and e-waste management, and collaborates with authorised partners for recycling and safe disposal. Sewage and effluent treatment plants have been installed at both the manufacturing facilities, with the treated water reused for gardening and other non-potable applications. Additionally, we have partnered with certified vendors for effective handling of all waste streams, including biomedical waste, demonstrating our commitment to sustainable operations and regulatory compliance. We have removed transparent stickers from our products to reduce non-recyclable waste.

Enhancing Supply Chain Sustainability

Eureka Forbes recommends and ensures that its suppliers adhere to the highest social and ethical standards throughout the supply chain. We seek declaration and restrict hazardous material as per ROHS wherever required. We also check material composition and take material test certificates of the parts where required, as in the case of stainless steel tanks. We adhere to all mandatory BIS requirements.

We also recommend and prioritise the use of sustainable practices with our supply chain partners by promoting the use of re-usable PP boxes for plastic parts. We recommend the use of honeycomb for internal packaging as per product requirement.

Transitioning to Sustainable Packaging

Our decision to transition to eco-friendly honeycomb packaging for water purifiers in place of thermocol is a significant step towards promoting sustainable packaging. We have already adopted such packaging for 5% of our product portfolio, and are actively working towards a similar transition for our other products.

Other Initiatives in FY 2024-25:

To promote low-emission mobility, we have deployed electric scooters at our Dehradun facility and introduced an electric tempo for intra-plant material movement at our Bengaluru facility.

We achieved ISO 45001 certification, reinforcing our commitment to occupational health and safety standards.

Finalised agreements for the installation of solar energy systems at both manufacturing locations, with commissioning planned for FY26.

Going Paperless with Boardvantage

We conduct paperless Board and Committee meetings through Boardvantage – a secure, Cloud based digital platform designed for efficient board governance. All meeting agendas, presentations, and supporting documents are uploaded to the portal, ensuring timely and secure dissemination of information to the Directors.

Boardvantage allows Directors to access documents from any location, and navigate seamlessly through the various meeting materials. This promotes transparency, sustainability, and ease of access while significantly reducing reliance on physical documents. The platform also maintains an audit trail and ensures version control, enhancing governance and compliance.

Through the adoption of such digital solutions, aimed at reducing paper usage and promoting environmentally responsible operations, the Company has not only streamlined the Board's functioning but also aligned its practices with ESG goals.





SOCIAL AND RELATIONSHIP CAPITAL

Building Stronger Relationships for Inclusive Growth



We are driven by a steadfast commitment to strengthening the relationships we have built with our customers, retailer and dealer partners, and the communities where we operate. We firmly believe that these bonds are crucial for enhancing our reputation as a trusted partner.

Our efforts are focussed on nurturing these relationships to foster trust and create inclusive value through key initiatives, helping them secure a sustainable future and contribute positively to society.

4,500+
Students benefited

+264%
Tripled our
CSR spend

6.3x
Increase in Institutional
Shareholding since
Listing (25 to 157)

Shareholder Engagement

The Company places strong emphasis on transparent, timely, and meaningful communication with its shareholders. Engagement is fostered through regular disclosures to stock exchanges, detailed quarterly and annual reports, investor presentations, and dedicated investor relations channels. Annual General Meetings and earnings calls provide platforms for direct interaction, enabling shareholders to voice queries and receive management's perspectives on performance, strategy, and governance. These efforts ensure that shareholders remain well-informed and confident in the Company's vision, fostering long-term trust and sustained market participation.

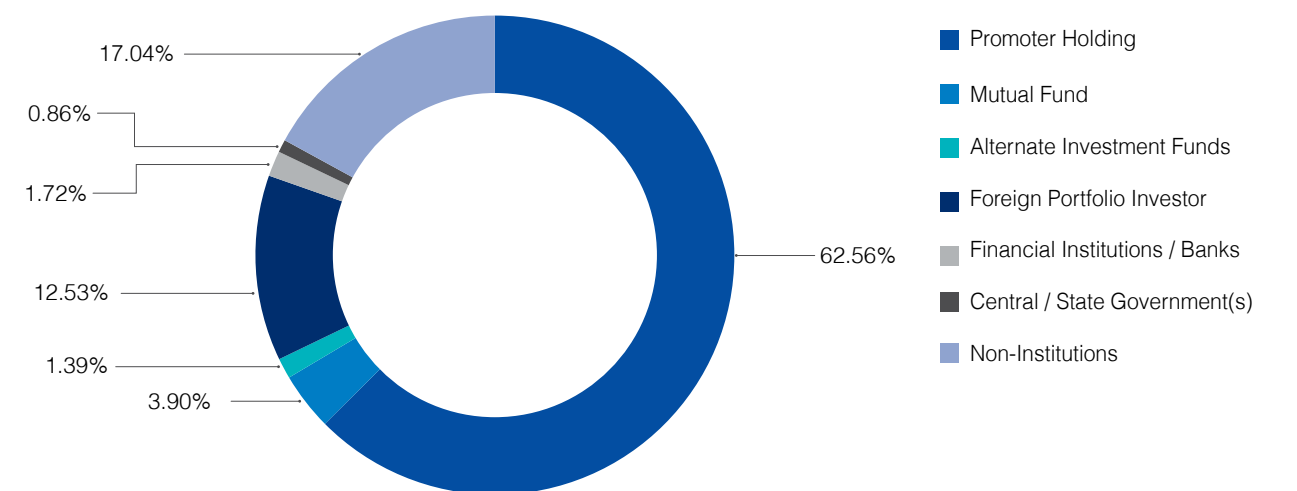
Expanding Shareholder Base

Since listing, the Company has witnessed a significant expansion in its shareholder base, with institutional shareholders increasing 6.3 times from 25 to 157, and non-institutional shareholders growing 2.3 times from 13.5k to 30.6k. This growth underscores the confidence of both institutional and retail investors in the Company's performance and long-term strategy.

Progress in Dematerialisation

The Company's sustained focus on dematerialisation has led to a consistent reduction in physical shareholding — from 41,51,475 shares (2.15%) in FY 2021-22 to 31,88,055 shares (1.65%) in FY 2024-25. These initiatives reflect the Company's commitment to simplifying shareholding, promoting digital adoption, and enhancing the security and efficiency of trading.

Shareholding Pattern



Promoting Partnerships with Dealers and Retailers

We recognise that our dealers and retailers play a pivotal role in driving our sustained growth and maintaining our market leadership. Channel management is a key priority, as our success is built on the strong, long-lasting relationships with our extensive network of dealers and retailers.

We are dedicated to supporting our retail partners across every stage of their business journey, ensuring a seamless onboarding process and actively collaborating to drive growth in their respective markets. Our comprehensive engagement model includes:

- ◆ **Joint Business Planning:** Collaborating closely on strategic and operational goals.
- ◆ **Business Health Checks:** Conducting regular reviews to ensure robust performance.
- ◆ **Operational Co-Working:** Providing hands-on support to address challenges and seize opportunities.
- ◆ **Technological Enablement:** Deploying advanced tools to streamline day-to-day operations.

Enhancing Customer Experience

In FY25, we made significant strides in enhancing customer service and experience. We significantly improved our Turnaround Time (TAT) and Net Promoter Score (NPS) for service requests. By strengthening the teams managing customer escalations, we were able to resolve issues faster.

We have several digital interventions planned to strengthen customer experience, including auto-scheduling of calls centrally, leveraging AI/ML to predict escalations, developing a Field Supervisor App for better governance and service network. These initiatives will enable seamless and efficient service to our customers.



Corporate Social Responsibility

Our social outreach extends beyond our immediate stakeholders to the community at large. Through our Pragati by Prakriti initiative, we create eco-friendly schools that integrate sustainability, health, and education.

In partnership with communities, we focus on water purification and sanitation to create a lasting impact. Last year, in Satara, Maharashtra, we had transformed 10 municipal schools by installing advanced RO and UV purification systems, providing 2,525 students and staff with reliable access to clean drinking water and significantly reducing waterborne diseases. This year active quality check of the water available to the students was done through water testing and maintenance work.

In FY25, we also expanded our CSR agenda to Eco Schools, moving beyond clean water to include health and hygiene by providing adequate sanitation facilities and promoting WASH awareness. Our efforts reached over 4,500 children and staff from 12 schools across Dehradun, Bengaluru, and Mumbai. These schools faced significant challenges such as water scarcity, contamination, and inadequate sanitation facilities.

In Dehradun, 2,175 students and staff across 5 schools we focussed to provide improved sanitation facilities, by refurbishing 11 existing crumbling toilets and newly constructing 12 more toilets and urinal sets, for boys and girls. We also provided them clean drinking water, owing to the installation of 8 water purifier units. In Bengaluru and Mumbai, nearly 2,300 students and staff across 7

schools got upgraded sanitation facilities, with 26 toilets refurbished and 2 new ones constructed, along with access to safe drinking water through the installation of 10 water purification units.

To complement these infrastructure upgrades, extensive WASH training programmes were conducted for all children and staff, to encourage critical hygiene practices, extending their impact to families and communities.

Each school handover ceremony was attended by EFL senior leaders, to convey our commitment to the larger societal cause, and our leaders not only personally visited the schools, but also met the school management committees to hand over the newly installed facilities, and garner their commitment to maintaining the same as best as possible.



RISK MANAGEMENT

Enabling a Risk-Smart, Future-Ready Organisation

Efficient risk management is embedded in EFL's transformation strategy, enabling us to achieve long-term goals and create sustainable value. We are committed to nurturing a risk-aware culture across the organisation.

Our risk philosophy focusses on early identification, assessment, and mitigation of strategic and operational risks. This is supported by a well-structured Enterprise Risk Management (ERM) framework that blends robust governance practices with agile decision-making, technology adoption, and real-time monitoring. By continuously strengthening our risk capabilities and aligning them with strategic objectives, we are equipped to navigate disruptions and address emerging challenges in an evolving business landscape.

Enterprise Risk Management Framework

Eureka Forbes has established a robust Enterprise Risk Management (ERM) framework that aligns with the requirements of SEBI (LODR) Regulations and supports informed and risk-adjusted decision-making. This framework is designed to proactively safeguard the Company's strategic and operational objectives by embedding risk awareness into key business functions.

Risk management at EFL is a shared responsibility, with the Risk Management Committee overseeing governance and risk appetite, while individual business units actively assess and manage risks within their domains. The ERM framework integrates risk considerations into strategic planning, operations, and performance monitoring, fostering agility, accountability, and resilience.

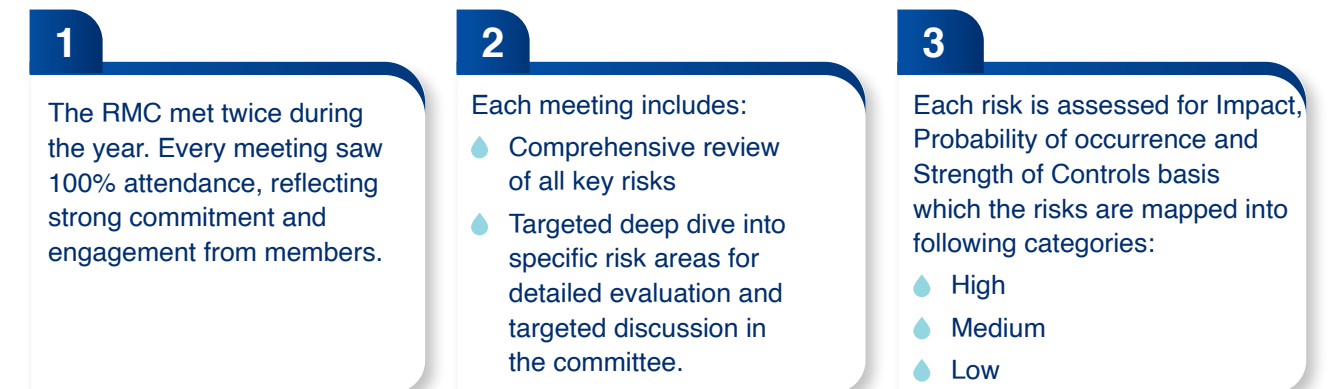
By continuously evolving the framework to reflect emerging risks, EFL ensures its risk approach remains future-ready, responsive, and aligned with long-term value creation.

Link to our Enterprise Risk Management Policy: https://www.eurekaforbes.com/cms/assets/prod/Enterprise_Risk_Management_Policy_a26f80ec8f.pdf



Risk Governance

All members of the Audit Committee are also part of the Risk Management Committee (RMC), ensuring seamless integration between risk oversight and financial governance



All meetings of the Risk Management Committee are attended by senior management personnel, who provide detailed insights and context on key risks.



The major risks identified by the Company are mapped below, along with the mitigation measures:

					
MARKET RISK	CONSUMER / REPUTATION RISK	SUPPLY CHAIN RISK	INFORMATION / CYBERSECURITY RISK	PEOPLE RISK	PRODUCT/ ENVIRONMENT RISK
Inability to drive category growth and market share.	Risk associated with poor customer experience potential impact on our reputation.	Risk arising from unexpected disruptions in the supply chain due to geopolitical or other external factors.	Risk associated with cybersecurity, including cyberattacks, ransomware, data breaches, inadequate disaster recovery, and non-compliance with evolving data privacy laws such as DPDP Rules.	Risk associated with people and cultural factors that may hinder our transformation initiatives.	Risk associated with inability to enhance product quality, meet evolving customer needs, adapt to rapid technological shifts and market trends, and comply with environmental regulations.
MITIGATION MEASURES - Significant investments are made in R&D and marketing capabilities - Our offerings encompass multiple price points – from entry level to premium. The diverse price points are available for both products and services accross categories - We have an innovation roadmap to ensure a steady pipeline of unique innovations - Our omnichannel approach, including strong go-to-market presence and access to consumer homes provides extensive market reach	MITIGATION MEASURES - Our extensive service network is being fortified with infrastructure upgrades and expansion - Continuous onboarding of service technicians and Partners with training helps in improving the NPS score - Significant investments in digital capabilities empower customers by giving them greater control over their experience. Initiatives like “Customer Day” and extensive engagement with business partners foster a strong customer-centric mindset across the organisation	MITIGATION MEASURES - Our supply network is de-risked through a detailed vendor development roadmap - Robust strategic partnerships are in place and are continuously enhanced - Inhouse and Domestic manufacturing partnerships in key categories helps in maintaining healthy supply of products	MITIGATION MEASURES - Detailed disaster recovery process is in place, ensuring business continuity - We have implemented several data security measures in areas like customer data, call masking, etc. to safeguard sensitive information - Cybersecurity awareness trainings have been rolled out across the organisation - We maintain in-house capabilities and access to external cybersecurity experts	MITIGATION MEASURES - We have conducted strategy alignment sessions and cascaded them across all employees. The first-ever ESOP programme covering all managers was rolled out - Sustained employee engagement and recognition programmes across levels are in place to drive the transformation agenda - We have built new people capabilities and scaled up in areas like R&D, Technology, D2C, and Sales organisation ‘Voice of EFL’ engagement survey with a high participation rate helped reinforce employee centricity while identifying collaboration gaps	MITIGATION MEASURES - Design improvements, including new flow restrictors and flushing mechanisms, are underway, along with regular review of performance metrics - Our R&D and marketing pipelines are aligned with a multi-year portfolio plan, while new technologies and product variants have been launched - Both factories are EMS certified with EPR compliance in place. Annual filings and waste management ensure regulatory adherence. CO₂ emissions are monitored, with a decarbonisation roadmap targeting measurable reductions by FY26

Note: The mitigation measures are only illustrative and not exhaustive. While our Company, as part of its risk management strategy, tries to put in place mitigation measures to the extent possible, residual risks cannot be wished away.

GOVERNANCE

Upholding Highest Governance Standards

At Eureka Forbes, corporate governance is the foundation upon which we build our reputation, ensuring ethical conduct, integrity, and transparency in our operations.

Our governance practices ensure robust oversight, stakeholder value-creation, and long-term business growth. We are committed to continually enhancing our governance framework to meet evolving regulatory standards and uphold the highest standards of fairness and professional conduct.

A Balanced Governance Structure:



Role of the Board

The Board of Directors plays a pivotal role in guiding the Company toward its long-term strategic goals while safeguarding the interests of all stakeholders. The Board's oversight and accountability are structured through several mechanisms that contribute to sound governance and strategic alignment. It monitors the development and execution of business plans, capital expenditures, risk management policies, and performance targets to ensure alignment with the Company's goals. The Board receives regular updates on strategic priorities, financial performance, regulatory changes, risk assessments, and CSR progress, ensuring they are well-equipped to make informed decisions.

Role of Board Committees

The Board has constituted five statutory committees, including the Audit Committee, Nomination & Remuneration Committee, Risk Management Committee, Corporate Social Responsibility (CSR) Committee, and Stakeholders' Relationship Committee. These committees provide oversight on crucial areas such as financial reporting, executive performance, governance, and stakeholder grievances, ensuring alignment with the Board's vision and strategic directions.

Role of Executive Management

The Executive Management plays a critical role in translating the Board's strategic vision into actionable outcomes. By fostering cross-functional coordination and a culture of accountability, the Management ensures operational excellence and aligns execution with the Company's long-term objectives.

Additionally, Risk Management Committee meetings are attended by Executive committee to provide detailed insights and context on key risks.

Board Composition in FY25

As of March 31, 2025, our Board comprises seven Directors, with an optimal mix of Executive and Non-Executive Directors, including one woman Director. The composition of the Board conforms with Regulation 17 of the SEBI Listing Regulations, read with Section 149 of the Companies Act, 2013. The Board comprises members from diverse professional backgrounds with expertise across strategy, finance, legal, governance, technical, and operational domains, ensuring robust governance and decision-making.

WITH ITS LISTING ON THE NATIONAL STOCK EXCHANGE (NSE) IN SEPTEMBER 2024, EFL HAS EXPANDED THE AMBIT OF ITS INVESTOR AND SHAREHOLDER TRUST.



4 out of 5

Committees chaired by Independent Director

57%

Independent Directors as on March 31, 2025

100%

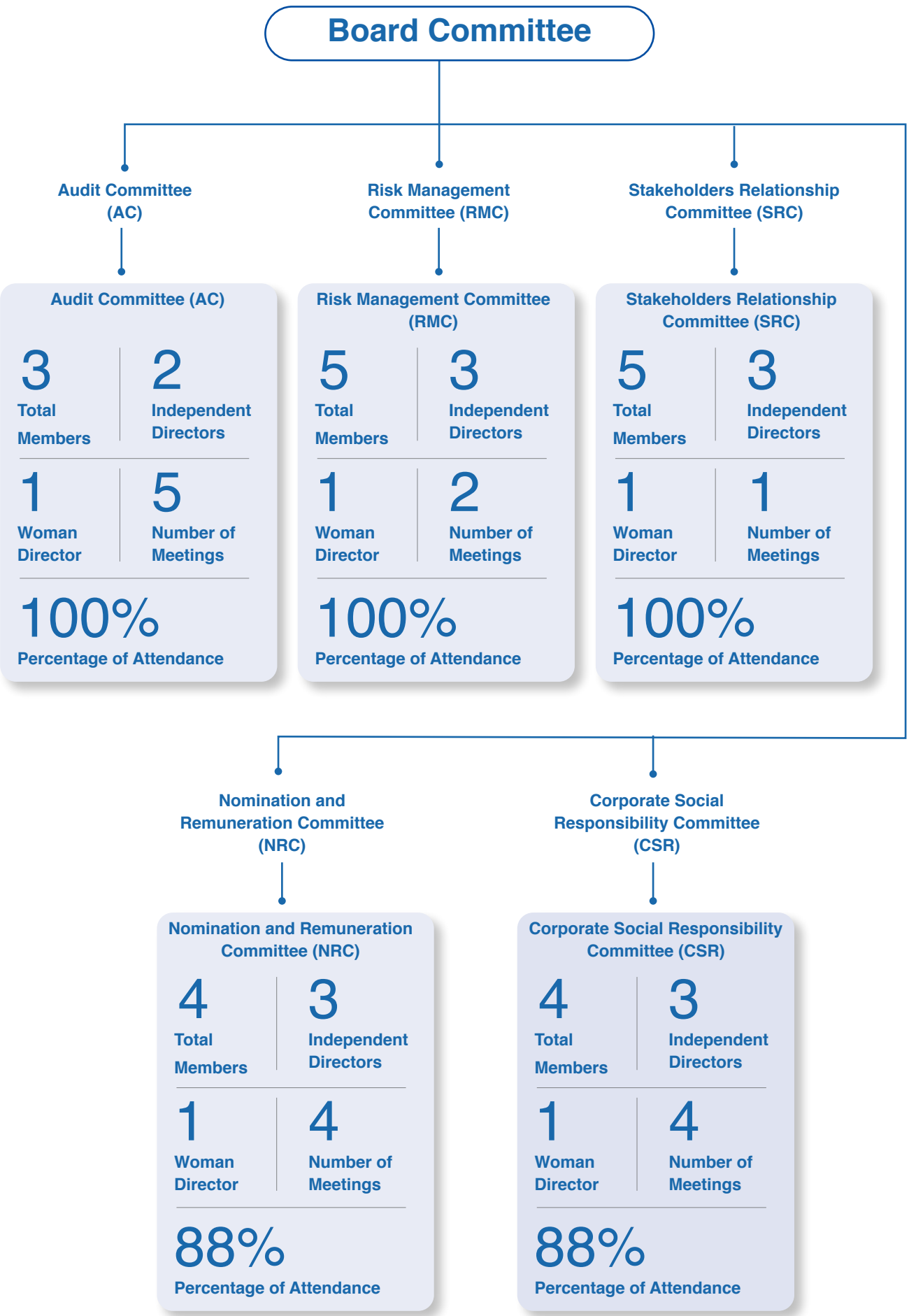
Directors affirmed compliance with the code of conduct

100%

Designated Persons completed the Digital Insider Trading training

95%

Overall Board Committee Attendance



COLLABORATIVE GOVERNANCE: EMPOWERING STRATEGY THROUGH COMMITTEE SYNERGY:

Name of Committees	Shared members with other Committees	Name of the overlapping Committees
 Audit Committee (AC)	✓	NRC, RMC, CSR, SRC
 Risk Management Committee (RMC)	✓	AC, NRC, CSR, SRC
 Stakeholders Relationship Committee (SRC)	✓	CSR, AC, NRC, RMC
 Nomination and Remuneration Committee (NRC)	✓	AC, RMC, CSR, SRC
 Corporate Social Responsibility Committee (CSR)	✓	SRC, AC, RMC, NRC,

Seamless Risk–Control
Convergence

Audit Committee



RMC (100% Overlap)

The entire Audit Committee is part of the Risk Management Committee, ensuring an unbroken link between financial reporting, internal controls, and risk oversight. This unified structure enhances transparency, strengthens compliance, and enables sharper, data-driven mitigation strategies.

Enterprise Risk Leadership
through Collective Insights

Risk Management Committee



AC | NRC | CSR | SRC

With shared members from all major committees, the Risk Management Committee acts as a strategic bridge – integrating financial, social, and stakeholder insights into enterprise-level risk oversight. This promotes holistic risk visibility and agile response to emerging uncertainties.

Aligned Talent and
Governance Strategy

Nomination & Remuneration Committee



AC | RMC | CSR | SRC

Shared members between the Nomination & Remuneration Committee and other key committees help align leadership appointments and remuneration with broader governance, compliance, and stakeholder expectations. This fosters consistency in decision-making across risk, audit, and social responsibility domains.

Stepping Up Compliance Through Digital Transformation



Paperless Governance

- Adoption of a secure, cloud-based digital platform, to enable efficient Board governance
- Aimed at leveraging technology, maintaining confidentiality, and eliminating paper usage
- All Board and Committee documents – including notices, agenda papers, presentations, and explanatory notes are circulated digitally via the platform
- Documents are uploaded in advance, ensuring timely access and preparedness
- Platform is accessible across handheld devices, laptops, iPads, and web browsers, enabling Directors to review materials from any location
- Enhances transparency, sustainability, and accessibility, while maintaining version control and audit trails to strengthen governance and compliance



Digital Compliance Management System

- The Company has implemented an internal compliance portal
- Designed to manage and automate end-to-end compliance activities across all functional areas
- Enables tracking, updating, and monitoring of all applicable regulatory obligations
- Ensures timely adherence to compliance requirements through an efficient, centralised system



Automated Contract Management

- The Company has adopted, an automated Contract Management Tool, to streamline contract governance
- Facilitates end-to-end contract lifecycle management, from drafting to execution
- Supports enforcement and execution of contracts with improved accuracy and speed
- Maintains a secure, online repository of enforceable contracts, while preserving historical records for reference and compliance tracking



Insider Trading Compliance Automation

- In line with SEBI (Prohibition of Insider Trading) Regulations, the Company employs an automated Insider Trading Monitoring Tool to track the trading activities of designated persons
- Conducts regular sensitisation sessions for designated employees to reinforce awareness of their duties and ensure strict adherence to the Insider Trading framework

Policy Commitments

Our Board upholds the highest governance standards and remains committed to ethical practices. This commitment is underpinned by our comprehensive policies, including the Whistleblower Policy, the Code of Conduct, and an active grievance redressal mechanism, ensuring responsible and transparent operations.

POLICY MATRIX

Statutory Policies

 Dividend Distribution Policy	 Code of Conduct for Non-Executive Director	 Policy for Determination of Materiality for disclosures
 Anti-Bribery Policy	 Code for Prevention of Insider Trading	 Policy on Material Subsidiary
 Business Responsibility Policy	 Enterprise Risk Management Policy	 Policy on Preservation of Documents
 Archival Policy	 Familiarisation Programme for Independent Directors	 Whistle Blower Policy
 Code of Conduct for Board of Directors Senior Management	 Nomination and Remuneration Policy	 Policy on Materiality of Related Party Transactions and on dealing with Related Party Transactions

Non-Statutory Policies

 Short-Term Treasury Policy	 Creche Policy	 Transgender Policy
 Audit Trail Policy for EFL – Financial System	 IT Policy	

Other Practices

Related party transactions

All transactions with related parties are conducted in strict adherence to applicable laws and governance standards, ensuring both transparency and equitable treatment. Decisions regarding these transactions are made by the Audit Committee, who actively engage in deliberations.

Strictures and penalties

During the year under review, Directors and Key Management Personnel maintained full compliance, with no regulatory actions or penalties imposed by stock exchanges, the Securities and Exchange Board of India (SEBI), or any other capital market regulatory authorities.

Donations and political contributions

In alignment with the Code of Conduct's commitment to political neutrality, EFL maintains a strict policy against political donations and involvement in political campaigns.

Familiarisation programme for Directors

The Company maintains a comprehensive induction and familiarisation programme for its Directors. They are regularly informed about business matters and new initiatives. Regular presentations and updates on relevant statutory changes, encompassing the economic outlook, market trends,

peer trends, and changes in laws where the Company operates, are made to the Directors at regular Board Meetings of the Company. The Managing Director & Chief Executive Officer and the Leadership Team provide updates on the Company's performance and strategic initiatives.

All Committee meetings are attended by every Board member, regardless of their specific Committee membership, ensuring collective awareness and participation. Additionally, Risk Management Committee meetings are attended by senior management to provide detailed insights and context on key risks.

Board of Directors



Mr. Arvind Uppal

Chairman of the Board,
Non-Executive
Non-Independent Director



Mr. Uppal is a BTech from IIT Delhi and holds a Masters in Business Administration from FMS, Delhi. He has also completed an Executive Program at I.M.D Switzerland. With over thirty-two years in the consumer industry, he first gained prominence at Nestlé, particularly for his work on the Maggi brand across multiple countries. He then served as President Asia Pacific for Whirlpool Corporation, leading a notable operational turnaround. Presently, Mr. Arvind Uppal is the Non-Executive Chairman of Whirlpool of India Ltd. and a Director at Gulf Oil Lubricants India Limited. He holds board positions at Amber Enterprises India Limited, Lifestyle International Pvt. Ltd. (Landmark Group) and acts as an Industry Advisor to Advent International.



Mr. Pratik Pota

Executive Director
Managing Director &
Chief Executive Officer



Pratik Pota is the Managing Director & CEO at Eureka Forbes Ltd., one of India's leading consumer durables companies. In a career spanning more than three decades, Pratik has held leadership positions at some of India's leading companies including Hindustan Unilever, PepsiCo and Bharti Airtel. In his last role as CEO of Jubilant Foodworks Ltd., the master franchisee for Domino's, Dunkin' Donuts and Popeyes in South Asia, Pratik led the turnaround of the business. He implemented a new strategy for growth for the company, drove digital transformation for Domino's and made it ready to compete in a post-aggregator world, launched new cuisines and entered new international markets such as Turkey, Russia and Bangladesh. Top-line growth surged, and EBITDA margins doubled, leading to JFL's market capitalisation growing almost ten-fold in the five years of his leadership. In his earlier stint, Pratik was the COO, Beverages and Foods at PepsiCo India. He was also the CEO of NourishCo Beverages, which was then a 50-50 JV between PepsiCo and Tata Global Beverages; Pratik turned around the fledgling business and put it on the path to grow and scale. Earlier in his career, Pratik has held several leadership positions at Hindustan Unilever Ltd. and Bharti Airtel. As part of this, one of his memorable stints at HUL included the conceptualisation, design and launch of Project Shakti, India's pioneering micro-finance based rural initiative which involved partnering with Government, MFIs & NGOs to create and empower women entrepreneurs in Self Help Groups to distribute HUL's products in small, remote villages. This was widely recognised as an innovative and pioneering business model which was then scaled up by Unilever globally. An entrepreneur leader at heart, Pratik is a distinguished Alumnus of BITS Pilani and an MBA from IIM Calcutta.



Mr. Sahil Dalal

Non-Executive
Non-Independent Director



Mr. Sahil Dalal joined Advent in 2009 and leads Advent India's investing efforts in the Retail, Consumer & Leisure sector, and the Technology / Technology Services sector. Prior to Advent, Mr. Sahil was an associate with JLL Partners, a New York-based private equity firm where he focussed on buyout and growth equity transactions. Prior to JLL Partners, Mr. Sahil spent three years with Bear Stearns in New York as an analyst in its Investment Banking Division. Sahil has 18 years of experience in Private Equity and 21 years of experience in financial services. Sahil has a BBA with High Distinction from The Ross School of Business at the University of Michigan and an MBA from The Wharton School at the University of Pennsylvania. He has led, co-led, and supported on 12 investments at Advent. He is also a director in Advent India PE Advisors Private Limited, DFM Foods Limited and Modenik Lifestyle Private Limited and was previously a Director at Crompton Greaves Consumer Electricals Limited.

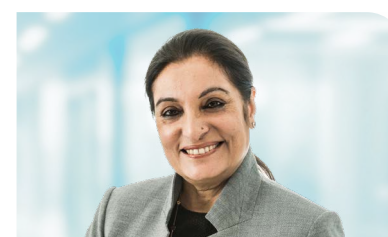


Mr. Vinod Rao

Non-Executive –
Independent Director



Mr. Vinod Rao holds a Bachelor of Commerce from Madras University and is a member of the Institute of Chartered Accountants of India. He attended a Senior Executive Programme at London Business School. With over 35 years in finance roles, Mr. Vinod Rao has worked with global giants such as Diageo, PepsiCo, and ICI, spanning industries like FMCG and consumer durables. His last executive role was Group Treasurer and Head of Investor Relations at Diageo Plc, London. He possesses expertise in both developed and developing markets, including India and Europe. Additionally, he serves as a Director in Cohance Lifesciences Limited and acts as a Trustee for the UK-based Isha Foundation.

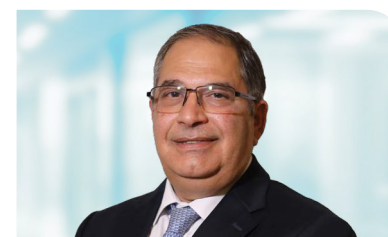


Mrs. Gurveen Singh

Non-Executive –
Independent Director



Mrs. Gurveen Singh earned her Bachelor's in Philosophy Honours from Lady Sri Ram College, Delhi University, and further honed her skills with a Post Graduate degree in 'Personnel Management and Industrial Relations' from Xavier Labour Relations Institute, Jamshedpur. She is a seasoned specialist in Human Resource Management with a 42-year career span. She retired as the Chief Human Resources Officer of Reckitt Benckiser PLC, a FTSE 20 Company, in 2020. She holds board positions with Viyash Life Sciences Private Limited and VLCC Health Care Limited. Her career also includes key HR roles in the hospitality, manufacturing and FMCG industry. She also had a global career with Reckitt Benckiser both in developing and developed markets. Mrs. Gurveen Singh has been instrumental in establishing foundational HR functions in prominent companies, thereby facilitating their growth.



Mr. Homi Katgara

Non-Executive –
Independent Director



Mr. Homi Katgara, Partner, is the youngest of the fourth generation of the founding family which established Jeena & Company 125 years ago, making them the pioneers of Freight Forwarding in India. During his tenure of nearly forty three years in the forwarding industry, Mr. Katgara has been actively involved in the day-to-day management of Jeena & Company. He is also a Partner and a Director in various Jeena Group Companies and with his demanding schedule also finds the time to be the Managing Trustee at Masina Hospital which is one of the oldest and most venerated institutions of Bombay. Mr. Katgara has been the Past President of the Air Cargo Club of Bombay and has also served on the committee at the Rotary Club of Bombay and the Balloting & Disciplinary Committee of The Willingdon Sports Club – one of the Premier Sporting Clubs in Bombay. He was also a Committee Member of the Indo Canadian Business Chamber. Apart from the above, he is also into real estate and on the philanthropic side, strongly believes in "giving back to society what we have received from it" which he does through Charitable Trusts & Foundations set up by the family.



Mr. Shashank Samant

Non-Executive –
Independent Director

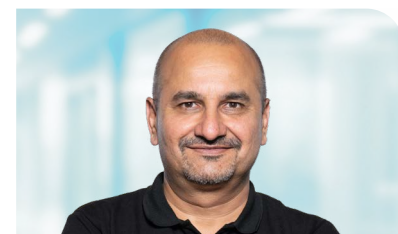


Mr. Shashank Samant is an alumnus of Pune University. He currently serves as Executive Chairman of Hitachi Americas, after retiring as its President & CEO in 2022. Before GlobalLogic, he was President of Ness Technologies, leading the Company to a NASDAQ IPO in 2004. He has also made significant contributions to Hewlett-Packard's Verifone division and was instrumental in establishing IBM's first India-based software engineering lab. At the onset of his career, he was part of Citicorp's team that developed FlexCube banking technology. Additionally, Mr. Shashank Samant serves on the Boards of Office Depot, Rackspace Technology, and Cyderes.

■ Audit Committee
■ Nomination and Remuneration Committee
■ Stakeholders' Relationship Committee

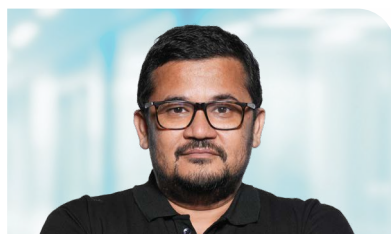
■ Corporate Social Responsibility Committee
■ Risk Management Committee
C - Chairperson/Chairman M - Member

Key Managerial Personnel



Mr. Pratik Pota

Managing Director &
Chief Executive Officer



Mr. Gaurav Khandelwal

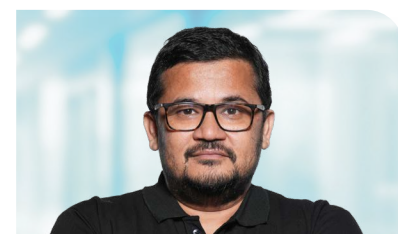
Chief Financial Officer



Ms. Pragya Kaul

Company Secretary &
Compliance Officer

Management Executive Committee



Mr. Gaurav Khandelwal

Chief Financial Officer



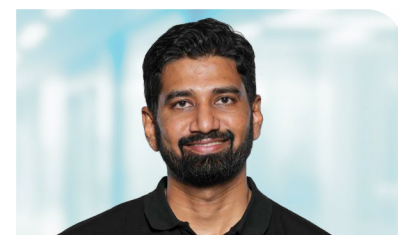
Mr. Anurag Kumar

Chief Growth Officer



Ms. Mahnaz Shaikh

Chief Human Resources Officer



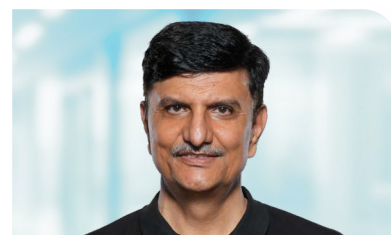
Mr. Nithyanand Shankar

Chief Business Officer



Mr. Rakesh Moza

Chief Sales Officer



Mr. Suresh Redhu

Chief Technical Officer



Mr. Vivek Kumar Sharma

Chief Quality & Regulatory Officer



Mr. Aviral Chopra

Chief Supply Chain Officer



Mr. Satish Satyarthi

Chief Innovation & R&D Officer

Awards



ET's Awards for Outstanding Innovation.



Eureka Forbes Limited - Dehradun Plant was honoured with the prestigious Safety Award in the Large Enterprise (Consumer Durables) category by the Global Safety Summit.

Corporate Information

BOARD OF DIRECTORS

Mr. Arvind Uppal
Chairman, Non-Executive, Non-Independent Director

Mr. Pratik Pota
Managing Director & CEO

Mr. Sahil Dalal
Non-Executive, Non-Independent Director

Mr. Vinod Rao
Independent Director

Mrs. Gurveen Singh
Independent Director

Mr. Homi Katgara
Independent Director

Mr. Shashank Samant
Independent Director

KEY MANAGERIAL PERSONNEL

Mr. Pratik Pota
Managing Director & CEO

Mr. Gaurav Khandelwal
Chief Financial Officer

Ms. Pragya Kaul
Company Secretary and Compliance Officer

BANKERS

Axis Bank Ltd.
ICICI Bank Ltd.
Kotak Mahindra Bank Ltd.
State Bank of India
HDFC Bank Ltd.
Citi Bank Ltd.

AUDITORS

M/s. Deloitte Haskins & Sells LLP
Statutory Auditors

M/s. PricewaterhouseCoopers
Internal Auditors

M/s. Mihen Halani & Associates
Secretarial Auditors

M/s. J Chandra & Associates
Cost Auditors

CORPORATE AND REGISTERED OFFICE

B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai – 400 013

REGISTRAR AND SHARE TRANSFER AGENT

MUFG Intime India Private Limited
(Formerly Known as Link Intime India Private Limited)
C 101, 247 Park, L.B.S. Marg, Vikhroli (West),
Mumbai – 400 083
Phone: +91 22 4918 6000
E-mail: info@mufgintime.co.in.
Contact Person: Mr. Ishwar Suvarna
CIN: U67190MH1999PTC118368

PLANT LOCATIONS

Dehradun
Khasra Number 3946, 3961 & 3962, Lal Tappar Industrial Area, Majri Grant, Dehradun-Haridwar Highway, Tehsil – Rishikesh, Dist. – Dehradun, Uttarakhand- 248140

Bengaluru
Plot No.143, C-4, Bommasandra Industrial Area, Hosur Road, Bengaluru – 560 099

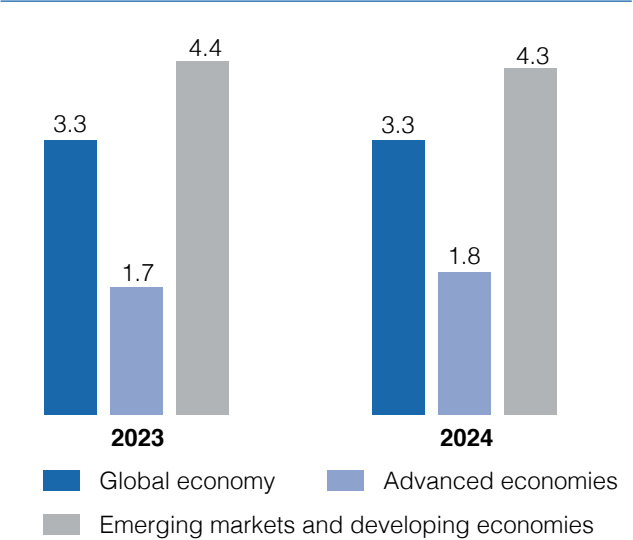
Management Discussion and Analysis

ECONOMIC OVERVIEW

Global Economy

The global economy exhibited resilience in 2024 despite continued macroeconomic and geopolitical headwinds. According to the International Monetary Fund (IMF), global Gross Domestic Product (GDP) grew at 3.3%, reflecting continued economic momentum. However, growth remained uneven across regions, with advanced economies recording a 1.8% growth, while emerging markets and developing economies (EMDEs) grew at 4.3%, underscoring regional economic disparities.

Global economic growth is expected to moderate from 3.3% in 2024 to 2.8% in 2025, before recovering to 3% in 2026. This positive outlook is underpinned by sustained strength in the US economy and continued momentum across several key emerging markets. In the US, growth is expected at 1.8% in 2025 and 1.7% in 2026, reflecting the moderation in labour market activity and a potential softening in consumer spending. Meanwhile, the Eurozone is projected to recover gradually, with growth improving from 0.8% in 2025 to 1.2% in 2026, supported by easing inflation and a rebound in consumer demand. However, the combined effects of trade restrictions, their spillover through global trade linkages, and rising uncertainty may impact the pace of economic recovery.



(Source: IMF Economic Outlook – April 2025)

In emerging market and developing economies, growth performance in 2025 and 2026 is expected to broadly match that in 2024. Advanced economies are expected to see mild pick up in growth from 1.7% in 2024 to 1.9% in 2025 and 1.8% in 2026. Overall, global growth is expected at 3.3% in 2025 and 2026 each, with likely pick-up in the US and continued muted growth in the Euro area. The new policy implementations by the US in wake of the new President need to be closely monitored. Trade wars can pose fresh challenges to the global economy with disruptions in supply chain and volatility in commodity prices.

India Economy

In FY 2024-25, India continued to be one of the fastest-growing major economies in the World, led by strong domestic demand, structural reforms and supportive policies. According to the Second Advance Estimates by the National Statistics Organisation (NSO), India's GDP growth is expected at 6.5% in FY 2024-25, much lower than 9.2% GDP growth in FY 2023-24. The Consumer Price Index (CPI) inflation for FY 2024-25 is estimated at 4.8%, reflecting an improvement from 5.4% in FY 2023-24. To address liquidity challenges, the Reserve Bank of India's Monetary Policy Committee (MPC) reduced the repo rate by 25 basis points to 6.25% on February 7, 2025, marking the first rate cut since May 2020. Despite this adjustment, the MPC maintained a neutral stance to ensure flexibility in responding to economic shifts. The government's strong commitment to foster economic growth, strengthen financial resilience, and create an inclusive development environment– Viksit Bharat bodes well for economic development.

Outlook

According to RBI estimates, the Indian economic growth rate is expected at 6.7% in FY 2025-26 riding on the back of expected recovery in industrial activity, heightened household consumption aided by tax reliefs in Union Budget 2025-26, and good agricultural produce expected in FY 2025-26. Government's push for digital transformation, financial inclusion and ease of doing business has created a favourable environment to attract foreign direct investment (FDI). This is further aided by the attractive production-linked incentive (PLI) schemes aimed at boosting domestic manufacturing.

INDUSTRY OVERVIEW

Trends Shaping the Industry

The Company operates in the health and hygiene space covering vacuum cleaners, water purifiers and air purifiers. While these categories have specific growth drivers, the general awareness towards health provides a boost to all these categories. Favourable demographics work in favour of growing importance of health and provide momentum to all the categories EFL is present in.

Growing focus on health and hygiene

Post-pandemic rise in water & air-borne infections shifts India's mindset toward investing in home hygiene

Universal electrification

Rising household access to uninterrupted electricity is driving wider adoption of appliances and fuelling market growth.

(Source: Access to electricity - Data for India)

Jal Jeevan Mission & Piped water access

Since 2019, rural tap water access has surged from ~17% to nearly ~80% (15.4 crore homes), supported by ₹ 67,000 crore funding

(Source: PIB)

Unpredictable domestic help

Unreliable domestic help fuels demand for dependable cleaning solutions

Rising disposable income

Per capita income up 2.37x since FY15; +8.8% in FY25, +70% projected by FY30.

(Source: India 2030: Middle class to drive experience-led spending — NSO [Campaign India])

Growing aspirational middle class

50%+ middle class by 2030 (50 crore households), driving shift to aspirational consumption.

(Source: India 2030: Middle class to drive experience-led spending — NSO [Campaign India])

Urbanisation

Urban population to rise from 34% to 40% by 2036; cities to drive ~70% of GDP.

(Source: World Bank)

Increased female workforce participation

Female labour force up from 23.3% to 37% (FY18-FY23); worker share from 28% to 36%.

(Source: PLFS, MoSPI)

Total Addressable Market (TAM)

India's home and hygiene product categories remain significantly underpenetrated, offering a long runway for growth within a ₹ 23,000 crore market growing at a 13% CAGR.

- **Water Purifiers** (6% penetration) are expected to grow from ₹ 4,400 crore in FY 2023 to ₹ 10,000 crore by FY 2030 (13% CAGR)
- **Vacuum Cleaners** (2% penetration) are set to expand from ₹ 500 crore to ₹ 1,500 crore in the same period (17% CAGR)
- **Air Purifiers**, with less than 1% penetration, are projected to surge from ₹ 230 crore to ₹ 749 crore (18% CAGR)
- **Water Softeners** will grow from ₹ 1,000 crore to ₹ 1,900 crore (10% CAGR)
- **Water Purifier Services** will rise from ₹ 3,700 crore to ₹ 9,000 crore (14% CAGR)

With such low penetration levels, particularly in air and vacuum cleaning solutions, the sector is poised for robust expansion, driven by increasing awareness, urbanisation, and a shift towards convenience-led hygiene solutions.

Water purifier industry

According to the 2023 report by the United Nations Educational, Scientific, and Cultural Organisation, ~37.7 million Indians are afflicted with water-borne diseases annually, with ~1.5 million child casualties from diarrhoea. Water contamination continues to pose challenges in India, especially the interior pockets, having unsafe drinking water. Consumers are increasingly becoming health-conscious and are resorting to convenient means to ensure safe, clean drinking water. The rising incidences of water-borne diseases and awareness on general hygiene has increased consumer concerns about the safety of drinking water, resulting in increased adoption of water purifiers in households. Technological advancements in water purification systems have made water purifiers more affordable, efficient, and user-friendly. The increasing availability of affordable models, advanced filtration systems, and trend of health-conscious consumers is giving a boost to the water purifier market in India.

Various government initiatives and regulations promoting clean water access, with campaigns such as the Swachh Bharat Abhiyan, Jal Jeevan Mission, etc. and efforts to improve rural water infrastructure, have resulted in increased adoption of water purifiers. Swachh Bharat Abhiyan emphasises the importance of cleanliness and access to clean water. The mission has significantly raised awareness about water quality issues at pan India level, encouraging individuals and communities to take proactive steps to ensure the purity of drinking water. The implementation government initiatives facilitating the distribution of water purification systems

in rural and urban areas ensures access to safe drinking water for underserved communities. The heightened awareness about need of clean water has fostered a sense of responsibility among consumers to adopt water purification solutions. Easy access to electricity, availability of retail outlets, and distribution networks have made it easier for consumers to purchase and maintain water purifiers.

Among the various types of technologies available in water purifiers, like gravity purifiers, RO purifiers, UV purifiers, sediment filter, water softener, among others, RO purifiers account for the largest market share. RO technology is apt for removing numerous pollutants, including heavy metals, dissolved salts, bacteria, and viruses, ensuring that the purified water meets stringent quality standards. RO purifiers significantly reduce the risk of waterborne illnesses by producing safe and potable drinking water. The widespread availability of impure water sources, especially in urban and semi-urban areas, is driving the adoption of RO purifiers since they offer practical solution to households and businesses seeking reliable and convenient ways to obtain clean drinking water without the need for expensive bottled water. RO can cater to diverse water sources, including borewell, municipal, and tanker water, adding to its appeal while ensuring that consumers across various regions and water quality profiles can benefit from its purification capabilities.

Rapid urbanisation and industrialisation led to increased pollution of water sources, further emphasising the need for effective water purification systems, thus creating a positive market outlook. With increasing female participation in the workforce, growing middle class population and dual income families, there is an increased reliance on packaged drinking water, bottled water, and home-based water purification systems. Urban households seek convenient and accessible solutions that fit their modern, fast-paced lives, like easy access to clean water for drinking, cooking, and hygiene purposes. Additionally, businesses, manufacturing units, and service sectors also prefer ready access to clean and safe water for their operations and workforce. There is growing understanding of the impact of waterborne diseases on workforce health and productivity prompting businesses to invest in water purification systems at workplaces.

There exists a substantial underserved and unserved market for both water purifier products and services in India due to a large base of non-users dependent on traditional purification methods such as boiling, cloth, and sieves. Urban penetration for water jars stands at 11% is almost at par with 12% for electric water purifiers. With growing awareness about the need for safe and clean drinking water, transition from conventional methods to advanced technologies is picking pace. Overall water purifier penetration in India at 6% is significantly lower than other Asian countries, with China at 21%, South Korea leads at

60%, and Thailand at 20%. This gap highlights the huge growth opportunity for the Indian water purifier market.

These various growth factors are expected to propel the Indian water purifier market from ₹ 4,400 crore in FY 2023 to ₹ 10,000 crore by FY 2030 at a robust 13% CAGR during 2025-2033. With path-breaking advancements in technology, customisation and convenience factor of water purifiers have multiplied manifold. Households value the ability to customise their water purification preferences based on their specific needs like taste preferences, family size, and health considerations.

Eureka Forbes is uniquely placed in this lucrative growth market of water purifiers, with first-mover advantage. EFL has garnered robust brand strength and built long lasting customer relationships, reflected in its extensive customer database of over 14+ million. The Company has built a strong moat with an omni-channel, multi-price points product assortment, strong in-house frontline team with over 2,130 employees and unmatched distribution strength spanning across 19,500+ pin codes. The Company has adopted a customer-centric approach with innovation at the heart of its operations. Viewing the unserved and underserved regions as a huge market opportunity, the Company has upped its ante on marketing spends, to tap on the huge growth opportunity the sector presents.

Vacuum cleaner industry

The Indian population is increasingly realising the various benefits of vacuum cleaners, such as removing and lifting dirt & dust, effectively cleaning the environment to reduce the risks of allergies, etc. Rising awareness coupled with rapid urbanisation with smaller living spaces is resulting in growing demand for convenient cleaning solutions. This is leading to increased acceptance of vacuum cleaners in urban households. Other factors contributing to the vacuum cleaner market growth include favourable demographics, growing female workforce participation, dual income families, and rising disposable incomes. As purchasing power increases, the demand for home appliances increases. The unpredictability of domestic help is making vacuum cleaners a useful backup option due to its efficiency and ease of use. In fact, in several homes, vacuum cleaners are used by domestic help to access difficult-to-reach areas.

In commercial setups like malls technologically advanced vacuum cleaners are used by manual labour for effective and efficient cleaning. This is also widely observed in industrial setting and offices wherein manual labour is integrated with advanced technology in vacuum cleaners. Recent technological advancement in the vacuum cleaner industry with adoption of smart technology is revolutionising the market. Use of robotics and innovations allowing vacuum cleaners to reach the farthest corners without the need for the user to bend, is leading to increased popularity of vacuum cleaners in Indian households.

The growth potential of the Indian vacuum cleaner industry is humungous given several unserved and underserved markets. With 2% per capita, India's vacuum cleaner penetration is substantially lower as compared to Asian peers, like 90% in Japan, 80% in Hong Kong and 20% in China. The Indian vacuum cleaner market is valued at over ₹ 500 crore in FY 2023 and is estimated to grow to over ₹ 1,500 crore by FY 2030 at CAGR of 17%.

Active government participation through various initiatives like Swachh Bharat Mission are increasing citizens awareness about cleanliness & sanitisation. This is likely to promote the adoption of vacuum cleaners across end-users like industrial, commercial, and residential. Also, different options made available in vacuum cleaners like canister, central, drum, robotic, upright, wet and dry, etc., acts as a driving force for the adoption of vacuum cleaner in India.

Air purifier industry

In India, air pollution is a major and growing risk factor for illness both in rural and urban areas. Several cities are suffering from dangerous pollution levels due to increasing industrial activities and construction, leading to poor air quality. In addition, growing prevalence of air-borne diseases and dust particles in the air, is leading to a surge in adoption of air purifiers. Increasing awareness about quality of indoor air is aiding market growth. The India air purifier market size was estimated at ₹ 230 crore in FY 2023. Air purifier will be a big opportunity going ahead as air quality is no longer a season or regional issue, with 83 out of the 100 most polluted cities globally are in India. The most widely used air purifiers contain the High-Efficiency Particulate Air (HEPA) filters that constitute high velocity air designed to dry out viruses.

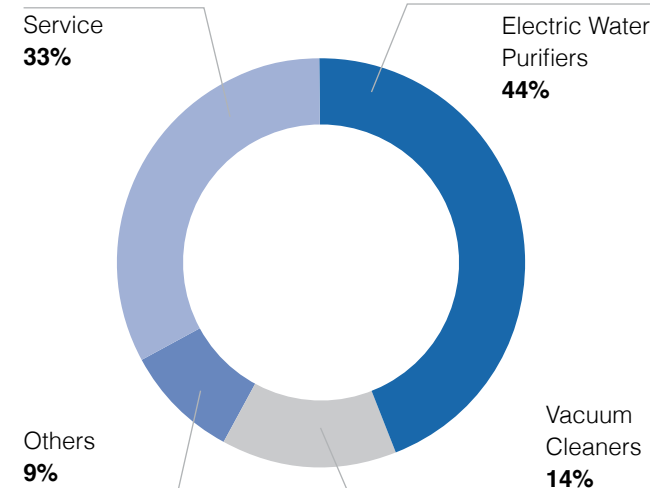
With air pollution in the country growing at alarming rates, air purifiers are increasingly being viewed as necessity from luxury items. The market is expected to grow at 18% CAGR over 2023-2030, reaching ₹ 749 crore in FY 2030. Strong focus on innovation by manufacturers with high incorporation of advanced technology is propelling market growth.

Source: India Air Purifier Market Size, Share & Growth - 2034

BUSINESS DIVISIONS

With over four decades of existence, our business has emerged as a leading health and hygiene brand in India. We are a multi-product, omni-channel organisation, with product portfolio comprising water purifiers, vacuum cleaner and air purifiers. Our product range straddles across price points and are available across channels including direct, retail, e-commerce and institutional sales. We also have one of the most expansive service networks across the country.

Revenue Contribution



Note: 1. Revenue Contribution for FY25. 2. Other Revenue include Non-electric Water Purifiers, Air, Softener, B2B Water Products. 3. Service Revenue includes Sale of AMC, Filter and Spares.

TRANSFORMATION INITIATIVES - FOCUSED ON LONG-TERM CAPABILITY BUILD

We are a company with a proud legacy of over four decades. Our role is to strengthen this foundation and make it future-ready for the decades ahead.

This requires building structural capabilities that ensure sustainable, long-term value creation for all stakeholders.

Over the past two years, we have consciously enhanced our investments across multiple dimensions of the business from capital expenditure and R&D to brand building and growth initiatives.

To reinforce our long-term capabilities, we increased capital expenditure threefold and will continue to consistently invest more than ₹ 50 crore annually. Innovation has remained central to our strategy, and accordingly, we have doubled our R&D talent pool and investments. Our innovation pipeline is strong, well-structured, and future-ready.

We believe that this has been critical for us being able to reclaim our mantle of innovators and pioneers. I am pleased to report that we have a robust future-ready innovation pipeline in place.

As category creators, it is equally critical that we remain ahead of the curve in consumer engagement. In FY25, we increased our A&SP investments by 25%, thereby strengthening brand equity and consumer connect.

We recognise that business success depends on balancing short-term performance with long-term value creation. We are committed to pursuing this balanced approach, ensuring both immediate resilience and sustainable growth for the future.

Transformation Investments : Focussed On Long-Term Capability Build

Transformation Investments			
~3x Capex spends at an average of ₹ 45 Cr per year since last 2 years	Capex		- Capex guidance: ₹ 50 Cr – 60 Cr annually - Focussed on product innovation and digitisation
2x R&D annual spends scaled up to ~₹ 20 Cr in FY25 vs ~₹ 10 Cr in FY23 (pre transformation)	R&D		- New R&D Centre under development - Commissioning by Q3
17% Average A&SP growth for last 2 years; 25% in FY25	Growth investments		- A&SP maintained at elevated levels - Will scale up with 2x launch and Robotics investments

BUSINESS PERFORMANCE

In the fiscal year 2025, Eureka Forbes demonstrated robust growth and operational excellence, reflecting the success of our strategic initiatives and transformation journey. We achieved a revenue of ₹ 2,436 crore, delivering a continuing business growth of 12.0%. This was at the back of six consecutive quarters of double-digit growth, fuelled by volume expansion, innovation, premiumisation, and new product launches.

Our products business demonstrated strong high-teens growth in all quarters of FY25, led by both volumes and mix led pricing. Our growth was fuelled by continuous innovation and premiumisation across product categories. We launched 30 new products, including industry-first smart water purifier and advanced robotic vacuum cleaners, catering to diverse consumer segments. This focus on product excellence and portfolio expansion helped sustain market leadership position and enhancing overall brand equity.

The service business started showing green shoots, with an increase in AMC unit sales and a dedicated focus on expanding filter sales through multiple interventions in filter innovations and a separate go-to-market strategy. Our strong business partner and technician base help us in delivering superior customer experience and build lifetime value.

Category Growth	FY 2024-25	FY 2023-24
Electric Water Purifiers	18.1%	10.6%
Vacuum Cleaners	12.8%	18.9%
Others*	18.3%	13.8%
Total Product	17.0%	12.7%
Service	3.0%	0.4%
Overall Growth	12.0%	7.9%

Growth for Continuing Business

*Others includes Air Purifiers, Non-Electric Water Purifiers, Softeners and B2B

FINANCIAL PERFORMANCE

Our FY 2024-25 performance reflects a decisive break from long-term historical trends. In the third year of our transformation journey, we have delivered accelerated growth across all three key parameters – revenue, profitability, and cash generation. This consistent, broad-based improvement demonstrates the strength of our strategic initiatives, the depth of operational execution, and the cultural shift towards high performance.

Parameter	Long-Term (FY 12 – FY 22)	FY 23	FY 24	FY 25
Revenue Growth*	Low Single digit	6.1%	7.9%	12.0%
Adj EBITDA%	3.8% Avg	6.3%	10.3%	11.7%
Net Surplus/(Debt)	Net debt	₹ (31) Cr	₹ 122 Cr	₹ 284 Cr

Note: * Revenue Growth for Continuing Business.

Adjusted (Adj.) EBITDA is defined as PBT (before exceptional items) + Finance cost + Depreciation + ESOP charge less other non-operating income.

Gross margins sustained at a strong 58.3% (compared to 58.8% in FY24), reflecting resilience despite commodity cost movements. This supported by a disciplined cost structure and efficient supply chain management led to 640 bps improvement in Operating expenses (excluding advertising and sales promotion) over two years, reflecting the effectiveness of our structured cost optimisation programmes and automation initiatives. This efficiency contributed to an adjusted EBITDA margin expansion to 11.7%, up from 10.3% in the previous year, reflecting an expansion of 136 bps.

Investments in innovation and growth remained a key priority. Our R&D spends at ~₹ 20 crore continued to remain at similar levels compared to FY24 (~₹ 19 crore), alongside several investments to strengthen our R&D capabilities. Our R&D agenda encompasses new mould development, product enhancements, and platform and technology development, with a new R&D Centre under development for commissioning in FY26. Capital expenditure increased ~3x, averaging approximately ₹ 45 crore per year over the last two years, signalling a robust commitment to long-term growth through innovation and product development.

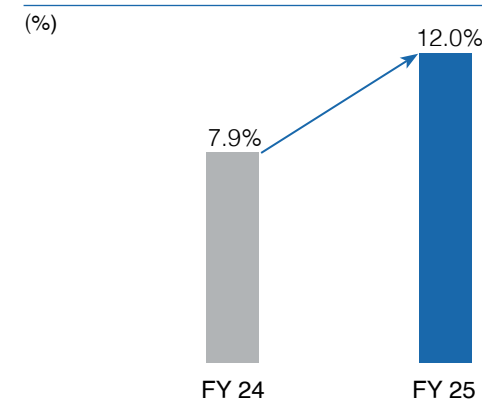
Our financial discipline has resulted in exceptional cash flow generation, with free cash flow at ₹ 214 crore, representing 131% of profit after tax, and a strong free cash flow to capex ratio of 3.9x. With a Return on Capital Employed of > 350%, we delivered industry-leading capital efficiency. We have strengthened our cash position, reinforcing strong fundamentals in our balance sheet.

Our FY25 performance demonstrates the strength and resilience of our business model. We continue to deliver improved margins underpinned by a strong product and service mix, while being inherently cash-accretive. With a strong annuity business and a negative working capital, we are able to generate strong free cash flows and sustain superior returns on capital employed (ROCE). This combination of profitability, capital efficiency, and disciplined execution reinforces our ability to consistently create long-term value for our shareholders, while maintaining a strong balance sheet and the flexibility to invest in future growth opportunities.

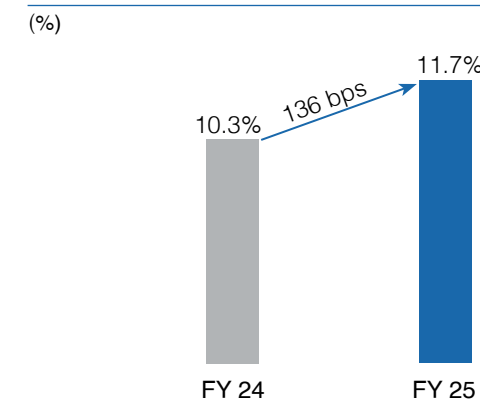
Key Financial Metrics

In FY 2024-25, the Company's revenue witnessed robust growth of 12.0% in continuing business and 11.3% on reported basis. The revenue stood at ₹ 2,436.1 crore for the year compared to ₹ 2,189.2 crore in FY 2023-24. This strong growth is attributable to unwavering focus on innovations. Adjusted EBITDA increased 25.9% to ₹ 285.0 crore from ₹ 226.3 crore in FY 2023-24 led by cost-saving initiatives. PAT increased 78.4% to ₹ 163.3 crore from ₹ 91.5 crore in FY 2023-24.

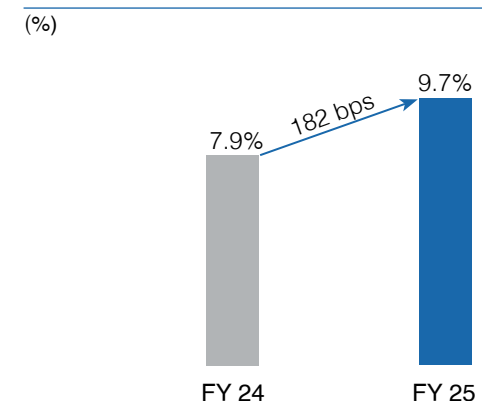
Revenue Growth



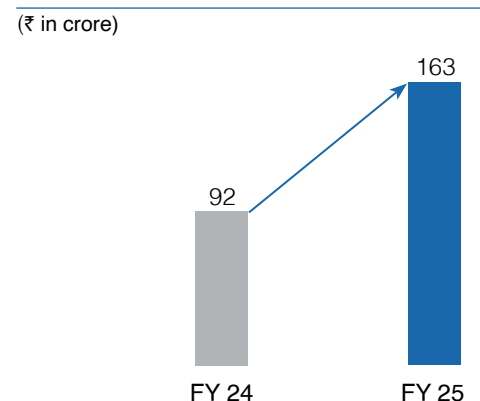
Adj EBITDA Margin



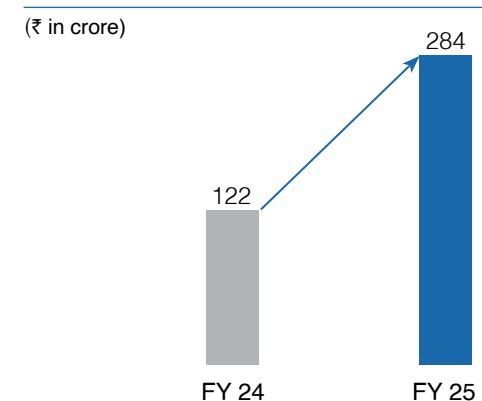
Adj PBT Margin



PAT



Net Surplus



Capital Efficiency FY25

>350%
ROCE

NEGATIVE
WORKING CAPITAL

1. Revenue growth is for continuing business.
2. Adjusted (Adj) EBITDA is defined as PBT (before exceptional items) + Finance cost + Depreciation + ESOP charge less other non-operating income.
3. Adjusted (Adj) PBT is defined as PBT (before exceptional items) + ESOP charge.
4. ROCE = EBIT / Capital employed, EBIT = EBITDA - Depreciation & Amortisation + Other Income, Capital employed = Tangible Net Worth + Total Debt + Deferred Tax Liabilities
5. Working Capital equals to current assets minus current liabilities.

Key Financial Performance, Operational Highlights and Financial Ratios:

(₹ in crore)

Particulars	Standalone		Consolidated	
	Financial Year ended March 31, 2025	Financial Year ended March 31, 2024	Financial Year ended March 31, 2025	Financial Year ended March 31, 2024
Revenue	2,436.06	2,189.23	2,436.91	2,189.25
Earnings before Interest, Taxes, Depreciation, and Amortisation (EBITDA)	262.89	191.87	265.59	198.64
Profit Before Tax (PBT)	218.87	122.40	220.70	128.47
Profit After Tax (PAT)	163.28	91.57	164.41	95.65
Fixed Assets	282.44	270.66	285.19	273.60
Total Comprehensive Income	159.85	89.21	160.97	93.52
Loan Funds	0	24.92	0	24.92

Key Financial Ratio

Key ratio/indicator	Standalone		Consolidated		Refer Note
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24	
Debtors turnover (in days)	24	22	24	22	
Inventory turnover ratio	4.17	3.96	3.99	3.76	
Interest coverage ratio	39.04	15.15	39.47	15.69	a
Current ratio	0.80	0.61	0.84	0.64	b
Debt equity ratio	0.01	0.01	0.01	0.01	
Operating profit margin	9.01%	6.73%	9.12%	7.01%	c
Net profit margin	6.70%	4.18%	6.75%	4.37%	d
Return on net worth	3.80%	2.21%	3.81%	2.30%	e
Basic EPS (₹)	8.40	4.73	8.46	4.94	f

Notes: Explanation for change in the ratio by more than 25%

- a) Higher earning and repayment of borrowings during current year.
b) Increase in current ratio due to increase in cash generation from business operation and reduction in borrowings.
c) Higher operating profit during the current year with higher revenue.
d) Higher net profit after tax during the current year with higher revenue.
e) Higher net profit after tax during the current year with improved operating leverage.
f) Increase in Basic EPS is due to higher net profit.

RISK MANAGEMENT

The Company has devised an extensive risk management system safeguarding the interests of all stakeholders. The risk management system helps to identify, assess and undertake appropriate measures to insulate the organisation from predictable internal and external risks. The Risk Management framework covers various business aspects like all essential operations, functional areas and business segments. The Company has adopted a bottoms-up approach for effectively monitoring various risks and initiating timely response, ensuring the business is insulated from the adverse impact with little or no loss to earnings. The risk management framework adopts a flexible approach to accommodate the ever-evolving business environment.

For more details, please refer to the Risk Management section of the Integrated Annual Report.

INTERNAL CONTROL SYSTEMS AND ADEQUACY

The Internal Financial Controls (IFC) have been designed according to Section 134(5)(e) of the Companies Act, 2013 (Act) keeping in mind the size and complexity of business operations. The internal controls enable the Company to safeguard its assets, prevent frauds and errors, enhance business efficiency, and comply with applicable rules and regulations. Systematic maintenance of accounting records aids in organising business operations. The internal controls confer to all aforementioned IFC elements in best capacity.

HUMAN RESOURCES

Human Capital has been an integral part of EFL's transformational journey and business growth. The Company has been successfully able to hire fresh capabilities where required and also to retain strong in-house talent. This is the result of providing a growth-oriented work culture wherein EuroChamps experience great sense of ownership.

The Company has duly re-crafted its culture codes as deemed fit to create a safe, productive, diverse, inclusive and optimistic work environment. The Company conducts several learning and development programmes to build a strong team. HR policies are designed to ensure that employee goals are aligned with business goals. The Company follows a merit-based culture awarding and recognising talent without any biases. This motivates the employees to strive to achieve greater goals creating sustainable value for all stakeholders. Teamwork is duly recognised in the organisation. With a view to improve efficiency and responsibility, the Company remains committed to strengthen its talent pool.

OUTLOOK

The Company is undergoing a transformative journey, stepping up its growth, capabilities, innovation, digitisation, and market presence to deliver meaningful impact. Our commitment to innovation is reflected in our product offerings, which are gaining strong traction in the market. As we look ahead, we remain focussed on driving sustainable and profitable growth.

We will continue to invest in expanding market penetration, enhancing innovations, improving customer experience, digitising our operations, and achieving operational efficiencies. These efforts are designed to ensure sustainable growth and deliver long-term value to our customers and stakeholders.

With the industries we operate in such as water purifiers, vacuum cleaners, and air purifiers on a double-digit growth trajectory, Eureka Forbes is strategically positioned to be one of the leading beneficiaries of this expansion. Our diversified product portfolio and cutting-edge innovative strategies put us in a prime position to capitalise on the growing market opportunities. Our focus on innovation will

continue to drive product development, ensuring we meet the evolving needs of consumers and stay ahead of market trends. Our transformation strategy has repositioned the Company in driving sustained and profitable growth.

AWARDS AND ACCOLADES

During the year, the Company won the following awards:

- ET's awards spotlight outstanding innovations that significantly impact markets and society. Eureka Forbes as one of the best organisations in Innovation 2024.
- Eureka Forbes Limited - Dehradun Plant was honoured with the prestigious Safety Award in the Large Enterprise (Consumer Durables) category by the Global Safety Summit, held in Uttarakhand on December 23, 2023.
- Eureka Forbes Limited received the 'Safety Excellence of the Year – 25' award at the 5th International Sustainability Conference on HSFEA, organised by the Sustainability Cluster, UPES Dehradun, on April 09, 2025.
- Safety award in the "large Enterprises Electrical Consumer Durable Sector" Uttarakhand by Global Safety Summit.

CAUTIONARY STATEMENT

Statements forming part of the Management Discussion and Analysis Report covered in this Report may be forward-looking within the meaning of applicable securities laws and regulations. Actual results may differ materially from those expressed in the statement. Important factors that could influence the Company's operations include demand and supply conditions, changes in government regulations, exchange rates, tax laws, monsoons, natural hazards, national and global economic developments and other factors.

Board's Report

Dear Member,

Your Directors are pleased to present to you the report on the business and operations of your Company along with the Audited Financial Statements, both Standalone and Consolidated of the Company, for the Financial Year ended March 31, 2025.

1. FINANCIAL HIGHLIGHTS

(₹ In Lakhs)

Particulars	Standalone		Consolidated	
	Financial Year ended March 31, 2025	Financial Year ended March 31, 2024	Financial Year ended March 31, 2025	Financial Year ended March 31, 2024
Revenue and other Income (Total Revenue)	2,45,016.44	2,19,775.57	2,45,147.89	2,19,802.97
Earnings before Finance cost, Depreciation, Other income, Share of Net Profit of Joint ventures and before Exceptional Items & Tax	26,289.03	19,186.56	26,558.72	19,864.47
Profit after Finance Cost, Depreciation, Share of Net Profit of Joint ventures and before Exceptional Items & Tax	21,379.25	13,755.24	21,652.09	14,362.27
Profit before Tax	21,886.94	12,240.34	22,069.78	12,847.37
Tax Expense	5,558.29	3,083.49	5,628.31	3,282.40
Profit for the year	16,328.65	9,156.85	16,441.47	9,564.97
Other Comprehensive Income/(Loss)	(343.41)	(235.88)	(344.96)	(212.70)
Total Comprehensive Income	15,985.24	8,920.97	16,096.51	9,352.27
Earnings Per Share - Basic (₹)	8.40	4.73	8.46	4.94
Earnings Per Share - Diluted (₹)	8.40*	4.72*	8.46*	4.93*

*Impact due to grant of Stock Options has been considered while arriving at the diluted EPS.

The Standalone and Consolidated Financial Statements of your Company for the Financial Year ended March 31, 2025 have been prepared in accordance with Indian Accounting Standards (IND-AS), the relevant provisions of Sections 129 and 133 of the Companies Act, 2013 ("the Act") and Regulation 33 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations/SEBI LODR") which have been reviewed by the Statutory Auditors.

2. OVERVIEW OF COMPANY'S FINANCIAL PERFORMANCE

- Standalone income, comprising Revenue from Operations and other income, for the year was ₹ 2,45,016.44 Lakhs, 11.48% higher compared to ₹ 2,19,775.57 Lakhs in Financial Year 2023-24.
- Total Standalone Revenue from Operations for the year increased to ₹ 2,43,606.24 Lakhs vis-à-vis ₹ 2,18,922.63 Lakhs in Financial Year 2023-24.

- Standalone Profit before Tax for the year was ₹ 21,886.94 Lakhs vis-à-vis ₹ 12,240.34 Lakhs in Financial Year 2023-24.
- Standalone Profit after Tax for the year was ₹ 16,328.65 Lakhs compared to ₹ 9,156.85 Lakhs in Financial Year 2023-24.
- Consolidated income, comprising Revenue from Operations and other income, for the year was ₹ 2,45,147.89 Lakhs, 11.53% higher compared to ₹ 2,19,802.97 Lakhs in Financial Year 2023-24.
- Total Consolidated Revenue from Operations for the year increased to ₹ 2,43,691.43 Lakhs vis-à-vis ₹ 2,18,925.02 in Financial Year 2023-24.
- Consolidated Profit before Tax for the year was ₹ 22,069.78 Lakhs vis-à-vis ₹ 12,847.37 Lakhs in Financial Year 2023-24.
- Consolidated Profit after Tax for the year was ₹ 16,441.47 Lakhs compared to ₹ 9,564.97 Lakhs in Financial Year 2023-24.

3. CHANGE IN THE NATURE OF BUSINESS

During the year under review, there was no change in the nature of business of the Company.

4. MANAGEMENT DISCUSSION & ANALYSIS REPORT

Management Discussion & Analysis Report as stipulated under the SEBI Listing Regulations is presented in a separate section forming part of this Integrated Annual Report. It provides details about the overall industry structure and development, opportunities and threats, performance of various products, outlook, risks and concerns.

5. DIVIDEND

Your Directors propose to retain the entire Profit After Tax (PAT) in the Statement of Profit and Loss and do not recommend any dividend. The balance in the Statement of Profit and Loss account remains available for distribution in future.

Pursuant to Regulation 43A of the SEBI Listing Regulations, your Company has approved and adopted a Dividend Distribution Policy. The Dividend Distribution Policy of the Company is available at: www.eurekaforbes.com/media/investor-relations/Dividend_Distribution_Policy.pdf.

6. TRANSFER TO RESERVES

Your Company does not propose to transfer any amount to the General Reserve.

7. UNCLAIMED DIVIDEND TO INVESTOR EDUCATION AND PROTECTION FUND ("IEPF")

As per the provisions of the Act read with the IEPF Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, all unpaid or unclaimed dividends are required to be transferred to the IEPF Authority, after completion of seven years.

Further, according to the said Rules, the shares on which dividend has not been paid or claimed by the shareholders for seven consecutive years or more shall also be transferred to the IEPF Authority. Although the Company has never declared a dividend, there are shares in the IEPF due to the Composite Scheme of Arrangement.

Members whose shares are transferred to IEPF as stated above, can still claim the shares from the IEPF Authority by submitting an application in Web Form No. IEPF-5 available on www.iepf.gov.in. The voting rights on shares transferred to the IEPF Authority shall remain frozen until the rightful owner claims the shares. The shares held in such Demat account shall not be transferred or dealt with in any manner whatsoever except for the purpose of transferring the shares

back to the claimant as and when he approaches the Authority. All benefits except rights issue accruing on such shares e.g. bonus shares, split, consolidation, fraction shares etc., shall also be credited to such Demat account. Any further dividend received on such shares shall be credited to the IEPF Fund.

As part of a proactive initiative to minimise the number of shares currently held with the IEPF Authority, your Company has undertaken comprehensive outreach efforts to shareholders whose shares have been transferred to the IEPF Authority. This communication initiative includes sending notices and detailed instructions to the concerned shareholders, outlining the specific steps and documentation required to successfully claim their shares.

8. MATERIAL CHANGES AND COMMITMENTS, IF ANY, AFFECTING THE FINANCIAL POSITION OF THE COMPANY OCCURRED DURING THE FINANCIAL YEAR AND BETWEEN THE END OF THE FINANCIAL YEAR TO WHICH THIS FINANCIAL STATEMENTS RELATE AND THE DATE OF THE REPORT

There were no material changes and commitments affecting the financial position of the Company, that have occurred during the Financial Year and between the end of the Financial Year to which the Financial Statements relate and the date of this report.

9. DETAILS OF SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNALS IMPACTING THE GOING CONCERN STATUS AND COMPANY'S OPERATIONS IN FUTURE

No significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and Company's operations in future.

10. SUBSIDIARY, JOINT VENTURE AND ASSOCIATE COMPANIES

Your Company has three (03) Direct Subsidiaries and one (01) Step-down Subsidiary.

The Board of Directors in its meeting dated August 08, 2023 have subject to applicable regulatory and other approvals provided its consent for closure of Euro Forbes Limited, Dubai (subsidiary of the Company) and Forbes Lux FZE Dubai (Wholly Owned Subsidiary of Euro Forbes Limited) by way of voluntary liquidation.

The details of the Subsidiaries are as follows:

a. Forbes Aquatech Limited

Forbes Aquatech Limited having CIN: U28122KA2003PLC032492 is a Subsidiary of the Company incorporated on September 03, 2003 to manufacture, buy, sell, exchange, alter,

improve, market, distribute, import or export or otherwise deal in all kinds of water filters, water purifiers, purifiers of all types and kinds, and allied products and also to supply, undertake and execute any works involving or relating to water purifiers, water filters, other products for purification of water or any other liquids or material of all kinds.

Total Revenue booked for the Financial Year ended March 31, 2025 was ₹ 585.44 Lakhs (including ₹ 10.03 Lakhs as other income). The Profit After Tax for the current year was ₹ 12.47 Lakhs as compared to a profit of ₹ 9.69 Lakhs in the previous year.

b. Infinite Water Solutions Private Limited

Infinite Water Solutions Private Limited having CIN: U74999MH2008PTC180918 is a Wholly Owned Subsidiary of the Company incorporated on April 07, 2008 to manufacture, buy, sell, exchange, alter, improve, market, distribute, import or export or otherwise deal in all kinds of water filters, water purifiers or other water purification systems of all types and kinds and allied products, including manufacturing and processing of home reverse osmosis membrane elements and other related water treatment products and also to supply, undertake and execute any works involving or relating to water purifiers, water filters, other products for purification of water or other liquids or material of all kinds.

Total Revenue booked for the Financial Year ended March 31, 2025 was ₹ 3,798.85 Lakhs (including ₹ 18.41 Lakhs as other income). The Profit After Tax for the current year was ₹ 172.36 Lakhs as compared to a profit of ₹ 559.31 Lakhs in the previous year.

c. Euro Forbes Limited

Euro Forbes Limited having registration number 145214 is a Wholly Owned Subsidiary of the Company, incorporated on April 12, 2011 in Dubai to carry out general trading and investment holding worldwide and to invest in Companies/ Properties, joint Business Ventures with overseas entities and Investment in Overseas Entities and also Investment in properties of Dubai World, Nakeel, Emaar, Dubai Holdings and/or any other approved projects by Jebel Ali Free Zone.

Total Revenue booked for the financial year ended March 31, 2025, was ₹ 3.50 Lakhs, entirely comprising other income. Net Loss After Tax was ₹ 1.65 Lakhs as compared to a profit of ₹ 0.39 Lakhs in the previous year.

d. Forbes Lux FZE Dubai

Forbes Lux FZE having registration number 147235, is a Wholly Owned Subsidiary of Euro Forbes Limited, Dubai and is a step-down Subsidiary of the Company incorporated on June 26, 2011 in Dubai to trade in Cookers & Cook Stoves Trading, Refrigerators, Washing Machines & Household Electrical Appliances, Trading Water Heaters, Filters & Purifications Devices, Electrical & Electronic Appliances Spare Parts.

Total Revenue booked for the Financial Year ended March 31, 2025, was ₹ 50.74 Lakhs, entirely comprising of other income. Net Loss After Tax was ₹ 56.46 Lakhs as compared to a loss of ₹ 123.23 Lakhs in the previous year.

The Company does not have any material subsidiary. The policy for determining material subsidiaries of the Company is available at www.eurekaforbes.com/cms/assets/prod/Policy_on_Material_Subsiadiary.pdf.

Pursuant to Section 136 of the Act, the Audited Financial Statements including the Consolidated Financial Statements and related information of the Company and Audited Annual Accounts of each of its Subsidiaries are placed on the website of the Company at: www.eurekaforbes.com/investor-relations/financial-information/subsidiaries-eurekaforbes-ltd/.

Further, your Company does not have any Associate or Joint Ventures. Further, no Companies became or ceased to be subsidiaries, Joint Ventures or Associate Companies of the Company during the year under review.

Pursuant to Section 129(3) of the Act, a statement containing the salient features of the Financial Statements of the Company's subsidiaries are set out in the Form AOC-1, attached herewith as Annexure – 1.

11. EMPLOYEE STOCK OPTION PLAN 2022

Your Company had by way of Postal Ballot passed a special resolution on November 10, 2022, to approve the Employee Stock Option Plan 2022 ("ESOP 2022") in compliance with the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021.

ESOP 2022 was conceptualised with a view to motivate the key workforce seeking their contribution to the corporate growth, to create an employee ownership culture, to attract, retain, incentivise and motivate its eligible employees for ensuring sustained growth.

Under the above plan, the Company can grant up to 1,75,21,597 (One Crore Seventy-Five Lakhs Twenty-One Thousand Five Hundred and Ninety-Seven) options exercisable into not more than 1,75,21,597 (One Crore Seventy-Five Lakhs Twenty-One Thousand Five Hundred and Ninety-Seven) fully paid-up equity shares of ₹ 10/- (Rupees Ten Only) each.

During the year under review, 8,96,237 (Eight Lakhs Ninety-Six Thousand Two Hundred and Thirty-Seven) options were granted to the eligible employees under ESOP 2022.

The disclosures required to be made under SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 are available at www.eurekaforbes.com/media/investor-relations/ESOP-Disclosure/FY-2024-25.pdf.

12. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

Your Company has not given any loan or provided any security or guarantee which are covered under the provisions of Section 186 of the Act during the year under review.

The details of investments made by the Company under Section 186 of the Act forms part of this Integrated Annual Report and are given in the Notes to the Standalone Financial Statements for the Financial Year ended March 31, 2025.

13. BOARD OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

a. Board of Directors

There was no change in the composition of the Board of Directors during the year under review.

Sr. No.	Name of Director	Designation
1	Mr. Arvind Uppal	Chairman, Non-Executive, Non-Independent Director
2	Mr. Pratik Pota	Managing Director & CEO
3	Mr. Sahil Dalal	Non-Executive, Non-Independent Director
4	Mr. Vinod Rao	Independent Director
5	Mrs. Gurveen Singh	Independent Director
6	Mr. Homi Katgara	Independent Director
7	Mr. Shashank Samant	Independent Director

None of the Directors are disqualified from being appointed as the Director of the Company in terms of Section 164 of the Act. During the year under review, the Non-Executive Directors of the Company had no pecuniary relationship or transactions with the Company, other than sitting fees, commission, perquisites and reimbursement of expenses incurred by them for the purpose of attending meetings of the Board/Committees of the Company.

In accordance with the provisions of Section 152 of the Act and the Company's Articles of Association, Mr. Arvind Uppal (DIN: 00104992) is liable to retire by rotation at the Annual General Meeting ("AGM") and being eligible offers himself for re-appointment. The Board recommends re-appointment of Mr. Arvind Uppal for the consideration of the Members of the Company at the forthcoming AGM. The relevant details as required under Secretarial Standard – 2 and Regulation 36 of SEBI Listing Regulations including profile of Mr. Arvind Uppal is included separately in the Notice of AGM and Report on Corporate Governance, forming part of this Integrated Annual Report.

b. Key Managerial Personnel (KMP)

Following were the KMPs as on March 31, 2025 and as on date pursuant to Sections 2(51) and 203 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014:

Sr. No.	Name of KMP	Designation
1	Mr. Pratik Pota	Managing Director & CEO
2	Mr. Gaurav Khandelwal	Chief Financial Officer
3	Ms. Pragya Kaul	Company Secretary & Compliance Officer

14. BOARD OF DIRECTORS

a. Declaration by Independent Director

The Board confirms that based on the written affirmations from each Independent Director, all Independent Directors fulfil the conditions specified for independence as stipulated in Regulation 16 of the SEBI Listing Regulations, as amended, read with Section 149(6) of the Act along with rules framed thereunder and are independent of the Management. Further, the Independent Directors have also registered their names in the Databank maintained by the Indian Institute of Corporate Affairs ("IICA"), Manesar, Gurgaon as mandated in the Companies

(Appointment and Qualification of Directors), Rules, 2014. None of the Independent Directors have any other material pecuniary relationship or transaction with the Company, its Promoters, or Directors, or Senior Management which, in their judgement, would affect their independence. In terms of Regulation 25(8) of the SEBI Listing Regulations, 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 with an objective independent judgement and without any external influence. Further, none of the Directors are related to each other.

b. Number of Meetings of Board

During the year under review, 05 (Five) Meetings of the Board of Directors were held. The details of such meetings held and attended by the Directors during the Financial Year 2024-25 are given in the Report on Corporate Governance forming part of this Integrated Annual Report.

The maximum interval between any two meetings did not exceed 120 days, as prescribed by the Act and the SEBI Listing Regulations.

c. Annual Evaluation of the Board

Evaluation of the Board, Directors, Committees etc. are done on an annual basis. The process is led by the Nomination and Remuneration Committee with specific focus on the performance vis-à-vis the plans, meeting challenging situations, performing leadership role within, effective functioning of the Board, time spent by each of the Directors, accomplishment of specific responsibilities and expertise, conflict of interest, integrity of Director, active participation and contribution during discussions.

The details of the Annual Board Evaluation process for Directors form a part of the are given in the Report on Corporate Governance forming part of this Integrated Annual Report.

d. Policy on Directors' Appointment and Remuneration and Other Details

Your Company has a Nomination and Remuneration Policy for Directors and Senior Managerial Personnel in compliance with the provisions of Section 178 of the Act and Regulation 19 of SEBI Listing Regulations as approved by the Nomination and Remuneration Committee and the Board.

The policy is available on the website of the Company at www.eurekaforbes.com/media/investor-relations/Nomination-and-Remuneration-Policy.pdf.

e. Familiarisation Programme for Independent Directors

Pursuant to Regulation 25(7) of the SEBI Listing Regulations, your Company has put in place a system to familiarise its Independent Directors with their roles, responsibilities in the Company, nature of the industry, business model, processes, policies and the technology and the risk management systems of the Company, the operational and financial performance of the Company and significant developments so as to enable them to take well informed decisions in timely manner.

During the Financial Year 2024-25, familiarisation programmes were conducted and the Independent Directors were updated from time to time on continuous basis on Company's business model, risks & opportunities, significant changes in the regulations and duties and responsibilities of Independent Directors under the Act and SEBI Listing Regulations and other matters.

The policy on Company's familiarisation programme for Independent Directors is available at www.eurekaforbes.com/cms/assets/prod/Familiarization-Programme-2024-25-Final-file.pdf.

f. Opinion of the Board with regard to integrity, expertise and experience (including the proficiency) of the Independent Directors appointed during the year

The Board after taking the Independent Directors' respective declarations/disclosures on record and acknowledging the veracity of the same, is of the opinion that the Independent Directors of the Company possess requisite qualification(s), experience, expertise, hold highest standards of integrity and are independent of the management of the Company.

15. COMMITTEES OF THE BOARD

The Committee(s) constituted by the Board focus on specific areas and take informed decisions within the framework of delegated authority, and make specific recommendations to the Board on matters within their areas or purview. The decisions and recommendations of the Committees and minutes of meetings of Committees are placed before the Board for information and/or for approval, as required. During the year under review, all recommendations received from its Committees were accepted by the Board.

As on March 31, 2025, the Board has the following Statutory Committees:

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders' Relationship Committee
- Risk Management Committee
- Corporate Social Responsibility Committee

The details of the Board and its Committees along with their terms of reference, composition, meetings held during the year are given under Report on Corporate Governance forming part of this Integrated Annual Report.

16. DEPOSITS

Your Company has not accepted any public deposit and as such no amount on account of principal or interest on public deposit under Section 73 and 74 of the Act, read together with the Companies (Acceptance of Deposits) Rules, 2014 was outstanding as on the date of the Balance Sheet.

17. RISK MANAGEMENT POLICY

Your Company has implemented a comprehensive risk management system that covers all essential operations, and functional areas. The Company has put in place a comprehensive risk management framework to identify, assess and mitigate business risks with the objective of safeguarding the interests of its stakeholders. The Company's risk management framework is designed to ensure that risks are recognised and dealt with from the top down to the bottom up in a timely and appropriate manner. It is also kept flexible to accommodate shifting business requirements.

Pursuant to Section 134(3)(n) of the Act and Regulation 21 of SEBI Listing Regulations, the Board has constituted a Risk Management Committee ("RMC") to frame, implement and monitor the risk management plan of the Company. The RMC is responsible for reviewing the risk management plan and ensuring its effectiveness. The Audit Committee has additional oversight in the area of financial risks and controls.

Broadly, key risks identified by the Management covers risk related to Market Risk, Consumer/Reputation Risk, Supply Chain Risk, Information/Cyber Security Risk People Risk and Product/Environment Risk.

In line with the Provisions of law, during the year under review, the Company has reviewed its Enterprise Risk Management Policy.

Further details on the Risk Management activities, including the implementation of risk management policy, key risks identified and their mitigations are covered in Management Discussion and Analysis Report, which forms part of this Integrated Annual Report.

18. INTERNAL FINANCIAL CONTROL

Your Company has a defined system of internal controls for financial reporting of transactions and compliance

with relevant laws and regulations commensurate with its size and nature of business. The Company also has a well-defined process for ongoing management reporting and periodic review of businesses.

There is an active internal audit function carried out entirely by M/s. PricewaterhouseCoopers (PwC) an external Chartered Accountant firm. As part of the efforts to evaluate the effectiveness of internal control systems, the internal audit department reviews the control measures periodically and recommends improvements, wherever appropriate.

The Audit Committee regularly reviews the audit findings as well as the adequacy and effectiveness of the internal control measures. Based on their recommendations, the Company has implemented a number of control measures both in operational and accounting related areas, apart from security related measures.

19. CORPORATE SOCIAL RESPONSIBILITY ("CSR")

Your Company is dedicated to add value to every individual in the country through its business by integrating societal, economic, environmental and sustainable commitments. Business practices of the Company shall contribute to make the world a better place. The main CSR objective of the Company is to promote healthcare, sanitation, hygiene including preventive healthcare and making available safe drinking water.

Disclosures as required under Rule 9 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 are annexed to this Report as Annexure – 2. The CSR Policy of the Company is available at www.eurekaforbes.com/cms/assets/prod/Charter-of-CSR-Committee-And-Policy.pdf.

20. AUDITORS AND AUDITORS' REPORT

a. Statutory Auditors:

In terms of provisions of Section 139 of the Act and the Companies (Audit and Auditors) Rules, 2014, M/s. Deloitte Haskins & Sells LLP, Chartered Accountants, (Firm Registration No. 117366W/W-100018) were appointed as the Statutory Auditors of the Company at the 13th Annual General Meeting held on December 22, 2022 to hold office for a term of five consecutive Financial Years from the conclusion of the 13th Annual General Meeting until the conclusion of the 18th Annual General Meeting of the Company.

The Report given by the Statutory Auditors on the Financial Statements of the Company is part of this Integrated Annual Report. There has been no qualification, reservation, adverse remark or disclaimer given by the Statutory Auditors in

their Report. During the year under review, the Statutory Auditors have not reported any fraud under Section 143(12) of the Act.

b. Secretarial Auditors:

The Board at its Meeting held on May 28, 2024, appointed M/s. Mihen Halani & Associates, Practicing Company Secretaries (Peer Review Certificate No. 6925/2025) as Secretarial Auditors of the Company to conduct the Secretarial Audit for Financial Year 2024-25.

The Secretarial Audit Report is annexed herewith as Annexure - 3 to this Report.

The said report does not contain any observation or qualification requiring explanation or comments from the Board under Section 134(3) of the Act.

During the year under review, the Secretarial Auditor has not reported any fraud under Section 143(12) of the Act.

Further, the subsidiaries of the Company are not material subsidiaries. Therefore, the provisions regarding the Secretarial Audit as mentioned in Regulation 24A of the SEBI Listing Regulations as amended, do not apply to such subsidiaries.

In accordance with the amended Regulation 24A of the SEBI Listing Regulations, and subject to the approval of shareholders at the forthcoming Annual General Meeting scheduled for September 19, 2025, M/s. Mihen Halani & Associates, Practicing Company Secretary (Peer Review Certificate No. 6925/2025), has been appointed as the Secretarial Auditor of the Company for a period of 5 years from Financial Year 2025-26 to Financial Year 2029-30.

M/s. Mihen Halani & Associates has confirmed that it meets the eligibility criteria and is not disqualified from being appointed as Secretarial Auditor of the Company.

c. Cost Auditors:

In terms of provisions of Section 148(1) of the Act read with the Companies (Cost Records and Audit) Rules, 2014, your Company is required to maintain cost accounting records and is required to get its cost accounts audited.

M/s. J. Chandra & Associates, Cost Accountants, (Firm Registration Number: 000384), have carried out the Cost audit of the Company for the Financial Year 2024-25.

During the year under review, the Cost Auditor has not reported any fraud under Section 143(12) of the Act.

21. SHARE CAPITAL

During the year under review, there was no change in the Capital Structure of the Company.

- a. Buy Back of Securities:** The Company has not bought back any of its securities during the year under review.
- b. Sweat Equity:** The Company has not issued any Sweat Equity Shares during the year under review.
- c. Bonus Shares:** No Bonus Shares were issued during the year under review.
- d. Shares with differential rights:** The Company has not issued any equity shares with differential rights as to dividend, voting or otherwise during the year under review.
- e.** During the year under review, the Company has not made any provision of money for the purchase of, or subscription for, shares in your Company or its holding Company, to be held by or for the benefit of the employees of the Company and hence the disclosure as required under Rule 16(4) of Companies (Share Capital and Debentures) Rules, 2014 is not required.

22. DISCLOSURES UNDER SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION & REDRESSAL) ACT, 2013

Your Company has zero tolerance for sexual harassment at workplace and has formulated a comprehensive policy on Prevention, Prohibition and Redressal against Sexual Harassment of Women at Workplace, which is also in accordance with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("POSH"). The said policy has been made available on the internal portal of the Company.

Your Company has constituted an Internal Complaints Committee ("ICC") under the POSH and has complied with the provisions relating to the same. All employees (permanent, contractual, temporary, trainees) are covered under this Policy. The constitution of ICC is as per the POSH Act and includes an external member who is an independent POSH consultant with relevant experience. The Company has an e-learning tool on POSH for all regular employees and also for induction of new employees.

During the year, the Company has not received any complaint under the Policy.

- a) Number of complaints of sexual harassment received in the year – NIL
- b) Number of complaints disposed-off during the year – NIL
- c) Number of cases pending for more than 90 days – NIL

23. COMPLIANCE WITH THE PROVISIONS OF MATERNITY BENEFIT ACT, 1961

Your Company's maternity policy is as per the provisions of Maternity Benefit Act, 1961 and amendments to it under the Maternity Benefit (Amendment) Bill, 2016. All permanent female employees are granted up to 182 days of full pay Maternity Leave as provided by the law, for up to 2 children. The employee should have worked in the organisation for a minimum period of eighty days in the 12 months immediately preceding the date of her expected delivery. Employees who are recovering from a miscarriage and adopting mothers can also avail maternity leave up to 84 days. In case of surrogacy, female employee is eligible for 180 days of maternity leave. As part of the Group Mediclaim policy for employees, Normal and Caesarean delivery expenses are covered up to specified limits for expecting mothers. Your Company's Creche reimbursement policy supports female employees in taking care of their young children while the employee is at work.

Our Paternity leave policy supports new fathers to take necessary time off to bond with their baby and assist the mother, with flexibility to avail leaves within 6 months of child birth

24. COMPLIANCE WITH SECRETARIAL STANDARDS

Your Company has complied with all the applicable provisions of Secretarial Standards on Meetings of Board of Directors (SS-1) and Secretarial Standards on General Meetings (SS-2) issued by the Institute of Company Secretaries of India.

25. CREDIT RATING

During the year under review, CARE Ratings Limited upgraded the Company's Long-Term Bank Facilities Rating and Issuer Rating from CARE A+/Stable to CARE AA-/Stable. This marks the Company's second consecutive rating upgrade in the Financial Year 2024-25, reflecting its strong financial performance and consistent progress.

Additionally, CRISIL Ratings Limited assigned a Corporate Credit Rating of AA-/Stable to the Company for the first time, further endorsing its creditworthiness and financial stability.

The details of Credit Rating are available on the website of the Company at www.eurekaforbes.com/investor-relations/shareholders-information/credit-rating.

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

The information in accordance with the provisions of Section 134(3)(m) of the Act regarding conservation of energy, technology absorption, and foreign exchange earnings & outgo is attached herewith as Annexure – 4 and forms part of this Integrated Annual Report.

27. PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES

In accordance with the requirements of the Act and SEBI Listing Regulations, the Policy on Materiality of Related Party Transactions and dealing with Related Party Transactions as approved by the Board is uploaded on the Company's website at the web link www.eurekaforbes.com/cms/assets/prod/Policy_on_Materiality_of_Related_Party_Transactions_and_on_dealing_with_Related_Party_Transactions.pdf.

This policy deals with the review and approval of Related Party Transactions. The Board of Directors of the Company have approved the criteria to grant omnibus approval by the Audit Committee within the overall framework of the policy on related party transactions. Prior omnibus approval is obtained for related party transactions which are of repetitive nature and entered in the ordinary course of business and at arm's length. A detailed statement of all RPTs is placed before the Audit Committee every quarter for their review and noting.

All Related Party Transactions during the Financial Year 2024-25, were reviewed and approved by the Audit Committee and were on arm's length basis and in the ordinary course of business. There were no material transactions with Related Parties during the year as per the last Audited Financial Statements. Accordingly, the disclosure of transactions entered into with Related Parties pursuant to the provisions of Section 188(1) of the Act and Rule 8(2) of the Companies (Accounts), Rules 2014 in Form AOC-2 is not applicable.

All Related Party Transactions entered during the year under review are disclosed in the notes to the Financial Statements. Pursuant to the provisions of Regulation 23(9) of the SEBI Listing Regulations, the Company has filed half yearly reports to the Stock Exchanges, for the related party transactions within the prescribed statutory timelines.

28. DIRECTORS' RESPONSIBILITY STATEMENT

Pursuant to Section 134 of the Act, the Board of Directors, to the best of their knowledge and belief and according to the information and explanations obtained by them confirm that:

- in the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures;
- they have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the Financial Year and of the profit of the Company for that period;
- they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- they have prepared the annual accounts on a going concern basis;
- they have laid down internal financial controls to be followed by the Company and such internal financial controls are adequate and operating effectively; and
- they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

29. HUMAN RESOURCE DEVELOPMENT & INDUSTRIAL RELATIONS

The Human Resources (HR) Function has closely partnered with business to accelerate business growth. The HR team has worked on creating understanding and alignment to the Company goals, created a platform for employees to share their feedback on company culture and started embedding the new Eureka Forbes behaviours through various Reward and Recognition programmes. In the phase of transformation, the HR function is responsible to hire the right talent, develop employees in terms of skills and raise organisation performance through the right set of long term and short-term incentive programmes.

30. ANNUAL RETURN

Pursuant to Section 134(3)(a) and Section 92 of the Act and Rule 12 of the Companies (Management and Administration) Rules, 2014, the draft Annual Return of the Company is available on the website

at www.eurekaforbes.com/media/investor-relations/Eureka-Forbes-Limited-AnnualReturn-FY-2024-25.pdf.

31. PARTICULARS OF EMPLOYEES AND REMUNERATION

Disclosures on the remuneration of Directors, KMPs and employees as per Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is given in Annexure – 5 to this Report. Your Directors affirm that the remuneration paid to Directors, KMPs and employees is as per the remuneration policy of the Company.

Details of employee remuneration as required under Section 197(12) of the Act read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is provided in a separate annexure forming part of this report. Further, the report and the accounts are being sent to the Members excluding the aforesaid annexure. In terms of Section 136 of the Act, the said annexure is open for inspection and any Member interested in obtaining a copy of the same may write to the Company Secretary.

32. WHISTLE BLOWER POLICY

In compliance with Section 177(9) of the Act and Regulation 22 of SEBI Listing Regulations, your Company has adopted a Whistle Blower Policy. The Audit Committee oversees the functioning of this policy. The vigil mechanism provides adequate safeguards against victimisation of individuals who report concerns under the policy and allows for direct access to the Chairman of the Audit Committee. During the year, no person was denied access to the Chairman.

The Company's Whistle Blower Policy aims to provide the appropriate platform and protection for Whistle Blowers to report instances of fraud and mismanagement, if any, to promote reporting of any unethical or improper practice or violation of the Company's Code of Conduct or complaints regarding accounting, auditing, internal controls or suspected incidents of violation of applicable laws and regulations including the Company's Code of Conduct or Code for Prevention of Insider Trading and Policy of Fair Disclosure of Unpublished Public Sensitive Information.

The Whistle Blower Policy provides a mechanism for employees of the Company to approach the Chairman of the Audit Committee of the Company for redressal. Details of the Whistle Blower policy are covered in the Report on Corporate Governance forming part of this Integrated Annual Report and are made available on the Company's website at: www.eurekaforbes.com/media/pdf/whistle-blower-policy-v2.pdf.

33. CORPORATE GOVERNANCE

Pursuant to Regulation 34(3) read with Schedule V of the SEBI Listing Regulations, a separate section on Corporate Governance practices followed by the Company, together with a Certificate from Practicing Company Secretary confirming compliance with conditions of Corporate Governance, as required under SEBI Listing Regulations forms an integral part of this Report and is annexed herewith as Annexure - 6.

34. BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (BRSR)

Pursuant to Regulation 34(2)(f) of the SEBI Listing Regulations, a report on sustainability in the format of Business Responsibility and Sustainability Report (BRSR), aligned with the Nine (9) principles of the National Guidelines on Responsible Business Conduct notified by the Ministry of Corporate Affairs, Government of India, forms part of this Integrated Annual Report as Annexure - 7.

35. DETAILS OF APPLICATIONS, APPROVED OR PENDING UNDER INSOLVENCY AND BANKRUPTCY CODE, 2016

Your Company, in the capacity of Creditor, has not filed any applications with National Company Law Tribunal under the Insolvency and Bankruptcy Code, 2016 during the Financial Year 2024-25 for recovery of any outstanding loans against any customer. Further, no application has been filed with National Company Law Tribunal under the Insolvency and Bankruptcy Code, 2016 against your Company for recovery of any debt during the year under review.

Place: Gurugram
Date: August 11, 2025

36. DIFFERENCE IN VALUATION DONE FOR ONE-TIME SETTLEMENT AND VALUATION DONE WHILE TAKING A LOAN FROM BANKS OR FINANCIAL INSTITUTIONS

During the year under review, your Company has not entered into one-time settlement with any Bank or financial institution.

37. INTEGRATED REPORTING

Your Company has diligently prepared an Integrated Annual Report, encompassing a comprehensive set of financial and non-financial information. This report aims to provide Members with meaningful insights to facilitate informed decision-making and gain a better understanding of the Company's long-term strategy and value creation approach. This report covers aspects such as organisation's strategy, governance framework, performance, risk management and prospects of value creation based on the six forms of capitals viz., Financial Capital, Intellectual Capital, Manufactured Capital, Human Capital, Natural Capital, and Social and Relationship Capital.

38. APPRECIATION & ACKNOWLEDGEMENTS

Your Directors take this opportunity to thank sincerely and acknowledge with gratitude, the contribution, co-operation and assistance received from customers, vendors, dealers, suppliers, investors, business associates, bankers, Government authorities and other stakeholders for their continued support during the year.

Further, the Board places on record its deep appreciation for the enthusiasm, co-operation, hard work, dedication and commitment of the employees at all levels. The enthusiasm and unstinting efforts of the employees have enabled the Company to remain an industry leader.

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal
Chairman
(DIN: 00104992)

Annexure – 1

FORM AOC -1

Statement pursuant to Section 129(3) of the Companies Act, 2013
related to Subsidiaries/ Associate Companies and Joint Ventures

PART “A”: SUBSIDIARIES

1	Sr No.	1	2	3	4
2	Name of Subsidiary	Forbes Aquatech Limited	Infinite Water Solutions Private Limited	Euro Forbes Limited, Dubai	Forbes Lux FZE, Dubai****
		₹ Lakhs	₹ Lakhs	US\$-Lakhs ₹ Lakhs	US\$-Lakhs ₹ Lakhs
3	Date since when subsidiary was acquired	01-02-2022	01-02-2022	01-02-2022	01-02-2022
4	Reporting Period of Subsidiary concerned, if different from the Holding Company's reporting period.*	31-03-2025	31-03-2025	31-03-2025	31-03-2025
5	Reporting currency and Exchange rate as on the last date of the relevant Financial Year in the case of foreign subsidiaries	-	-	1 US\$ = 85.5814	1 US\$ = 85.5814
6	Share Capital	56.51	700.00	513.07	34,732.26
7	Reserves & Surplus**	997.14	2,985.15	(513.05)	(34,730.64)
8	Total Assets ***	1,120.41	4,069.74	0.03	2.71
9	Total Liability	66.76	384.58	0.01	1.10
10	Investments	-	-	-	-
11	Turnover	575.41	3,780.44	-	-
12	Profit Before Taxation	16.86	238.00	(0.02)	(1.65)
13	Provision for Taxation	4.38	65.64	-	-
14	Profit After Taxation	12.47	172.36	(0.02)	(1.65)
15	Other Comprehensive Income	(1.01)	(2.19)	-	-
16	Proposed Dividend	-	-	-	-
17	% of Shareholding	88.49%	100%	100%	100%

The above numbers are taken from the respective audited financial statements.

* Euro Forbes Limited and Forbes Lux FZE, both under liquidation, follow a January-December reporting period. As no audit was required for the year ending December 31, 2024, a special audit was conducted for the period ending March 31, 2025, for India consolidation, with the figures in AOC-1 reflecting this audited period.

** Net of Debit balance of Statement of Profit & Loss and Foreign Exchange Transaction Reserve, where applicable.

*** Includes Investment.

****Forbes Lux FZE, Dubai is a Wholly Owned Subsidiary of Euro Forbes Limited, Dubai (Wholly Owned Subsidiary of Eureka Forbes Limited).

PART “B”: ASSOCIATE COMPANIES/JOINT VENTURES

Not Applicable as there are no Associate Companies and Joint Ventures

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal

Chairman
(DIN: 00104992)
Place: Gurugram

Pragya Kaul

Company Secretary
Membership No.: 17167
Place: Mumbai

Pratik Pota

Managing Director & CEO
(DIN: 00751178)
Place: Mumbai

Gaurav Khandelwal

Chief Financial Officer
Place: Mumbai

Date: August 11, 2025

Annexure – 2

ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY (“CSR”) ACTIVITIES FOR THE FINANCIAL YEAR 2024-25

[Pursuant to Section 135 of the Companies Act, 2013 read with Companies
(Corporate Social Responsibility Policy) Rules, 2014, as amended]

1. BRIEF OUTLINE ON CSR POLICY OF THE COMPANY

The Company is dedicated to add value to every individual in the country through its business by integrating societal, economic, environmental and sustainable commitments. The main CSR objective of the Company is to provide every Indian access to healthy water, pure air and clean earth, both at home and outside.

In accordance with the Companies Act, 2013, the Company has committed 2% (Profit before Tax) annually towards CSR initiatives. The CSR Policy of the Company outlines the approach and direction given by the Board, taking into account the recommendations of its CSR Committee, and includes guiding principles for selection, implementation and monitoring of CSR activities as well as formulation of the annual CSR action plan.

2. COMPOSITION OF CSR COMMITTEE AS ON MARCH 31, 2025

Sr. No.	Name of the Director	Designation / Nature of Directorship	Number of Meetings of CSR Committee held during the year	Number of Meetings of CSR Committee attended during the year
1	Mrs. Gurveen Singh	Chairperson, Non-Executive, Independent Director	4	4
2	Mr. Pratik Pota	Member, Managing Director & CEO	4	4
3	Mr. Homi Katgara	Member, Non-Executive, Independent Director	4	2
4	Mr. Vinod Rao	Member, Non-Executive, Independent Director	4	4

3. WEB-LINK WHERE COMPOSITION OF CSR COMMITTEE, CSR POLICY AND CSR PROJECTS APPROVED BY THE BOARD ARE DISCLOSED ON THE WEBSITE OF THE COMPANY

- a. Composition of CSR Committee: www.eurekaforbes.com/investor-relations/corporate-social-responsibility
- b. CSR Policy: www.eurekaforbes.com/cms/assets/prod/Charter of CSR Committee And Policy.pdf
- c. CSR Projects approved by the Board are disclosed on the website of the Company: www.eurekaforbes.com/investor-relations/corporate-social-responsibility

5. CSR DETAILS

- a. Average net profit of the Company as per section 135(5): ₹ 59,07,54,684/-
- b. Two percent of average net profit of the Company as per section 135(5): ₹ 1,18,15,094/-
- c. Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years: **NIL**
- d. Amount required to be set off for the Financial Year, if any: **NIL**
- e. Total CSR obligation for the Financial Year [(b)+(c)- (d)]: ₹ 1,18,15,094/-

4. PROVIDE THE EXECUTIVE SUMMARY ALONG WITH WEB-LINK(S) OF IMPACT ASSESSMENT OF CSR PROJECTS CARRIED OUT IN PURSUANCE OF SUB-RULE (3) OF RULE 8, IF APPLICABLE: Not Applicable

6. a. Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): ₹ 1,14,51,706/-
- b. Amount spent in Administrative Overheads: ₹ 5,56,294/-
- c. Amount spent on Impact Assessment, if applicable: **Not applicable**
- d. Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹ 1,20,08,000/-

e. CSR Amount spent or unspent for the Financial Year:

Total Amount spent for the Financial Year (₹)	Amount Unspent				
	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
1,20,08,000		NIL		NIL	

f. Excess Amount for set off, if any: Nil

Sr. No.	Particulars	Amount (₹)
1	Two percent of average Net Profit of the Company as per Section 135(5)	1,18,15,094
2	Total Amount spent for the Financial Year	1,20,08,000
3	Excess amount spent for the Financial Year [(ii)-(i)]	1,92,906
4	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Year, if any	Nil
5	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	1,92,906

7. DETAILS OF UNSPENT CSR AMOUNT FOR THE PRECEDING THREE FINANCIAL YEARS: NIL

8. WHETHER ANY CAPITAL ASSETS HAVE BEEN CREATED OR ACQUIRED THROUGH CORPORATE SOCIAL RESPONSIBILITY AMOUNT SPENT IN THE FINANCIAL YEAR: NIL

9. SPECIFY THE REASON(S), IF THE COMPANY HAS FAILED TO SPEND TWO PERCENT OF THE AVERAGE NET PROFIT AS PER SECTION 135(5): Not Applicable

Gurveen Singh

Chairperson, CSR Committee
(DIN: 09507365)
Place: Florida, USA

Pratik Pota

Managing Director & CEO
(DIN: 00751178)
Place: Mumbai

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal

Chairman
(DIN: 00104992)
Place: Gurugram

Date: August 11, 2025

Annexure – 3

FORM No. MR-3

SECRETARIAL AUDIT REPORT

for the Financial Year ended March 31, 2025

[Pursuant to section 204(1) of the Companies Act, 2013 and rule No.9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
EUREKA FORBES LIMITED
B1/B2, 7th Floor, 701, Marathon Innova,
Ganpatrao Kadam Marg, Lower Parel,
Mumbai – 400 013, Maharashtra, India

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Eureka Forbes Limited (“the Company”)**. Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing our opinion thereon.

Based on our verification of the Company’s books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorised 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, 2025, **(the “Audit Period”)** complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed, and other records maintained by the Company for the financial year ended on March 31, 2025 according to the provisions of:

- The Companies Act, 2013 (“the Act”) and the rules made there under;
- The Securities Contracts (Regulation) Act, 1956 (“SCRA”) and the Rules made thereunder;
- The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;
- Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 (“SEBI Act”);

- The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 as amended from time to time;
- The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time;
- The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 as amended from time to time;
- The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 as amended from time to time - **Not applicable to the Company during the Audit period;**
- Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 as amended from time to time;
- The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 - **Not applicable to the Company during the Audit period;**
- The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;
- The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 - **Not Applicable to the Company during the Audit Period,** and
- The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 - **Not Applicable to the Company during the Audit Period;**
- The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
- We have relied on the representations made by the Company and its officers for systems and mechanism formed by the Company for compliances under other various applicable Acts, Laws, Rules and Regulations to the Company.

We have also examined compliance with the applicable clauses of the following:

- (i) Secretarial Standards (SS-1 and SS-2) issued by The Institute of Company Secretaries of India;
- (ii) The Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited read with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI LODR Regulations").

To the best of our knowledge and belief, during the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We further report that:

- a) During the year under review, the Board of Directors of the Company was duly constituted with proper balance of Executive Director, Non-Executive Directors and Independent Directors. The Committees of the Board are duly constituted. No changes in the composition of the Board of Directors took place during the Audit Period.
- b) Adequate notice is given to all directors to schedule the Board Meetings and Committee Meetings, the agenda and notes on agenda were sent at least seven days in advance or with due consents for shorter notice from the directors and an adequate system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.
- c) All decisions at Board Meetings and Committee Meetings are carried out unanimously / with requisite majority, as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board,

as the case may be. Further, the dissenting members' views, if any, are captured and recorded as part of the minutes.

We further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period, the following event/action has taken place having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc. referred to above:

- The Company had made an application to National Stock Exchange of India Limited ("the NSE") for listing of shares of the Company on NSE. Accordingly, the shares of the Company got listed on the NSE with effect from September 11, 2024.

We further report that during the audit period, the Company has co-operated with us and have produced before us all the required forms information, clarifications, returns and other documents as required for the purpose of our audit.

For **MIHEN HALANI & ASSOCIATES**
Practicing Company Secretaries

Place: Mumbai
Date: August 11, 2025
UDIN: F009926G000977409

Mihen Halani
(Proprietor)
CP No: 12015
FCS No:9926

Note: This report is to be read with our letter of even date which is annexed as "Annexure A" herewith and forms as integral part of this report.

Annexure – A to Annexure – 3

To,
The Members,
EUREKA FORBES LIMITED
B1/B2, 7th Floor, 701, Marathon Innova,
Ganpatrao Kadam Marg, Lower Parel,
Mumbai – 400 013, Maharashtra, India

Our report of even date is to be read along with this letter.

Management's Responsibility

- 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.

Auditor's Responsibility

- 2. We have followed the audit practices and process 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 process and practices, we followed do 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.

Disclaimer

- 5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of the management. Our examination was limited to the verification of procedure 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 **MIHEN HALANI & ASSOCIATES**
Practicing Company Secretaries

Place: Mumbai
Date: August 11, 2025
UDIN: F009926G000977409

Mihen Halani
(Proprietor)
CP No: 12015
FCS No:9926

Annexure – 4

Information under Section 134(3) (m) of the Companies Act, 2013 and Rule 8(3) of the Company (Accounts) Rules, 2014 made thereunder forming part of the Board's Report for the year ended March 31, 2024

A. CONSERVATION OF ENERGY

i. Steps taken or impact on conservation of energy and Capital investment on energy equipments:

Green Features of Dehradun Plant:

The Dehradun factory is a landmark which incorporates a list of eco-friendly features, which are as follows:

- **Pre-fabricated Steel Structure:** The prefabricated steel structure is a unique feature of this building. The building was developed with minimum site disturbance and the materials were effectively used by adopting the design specification based on the internal load requirements thereby optimising the use of natural resources.
- **Fly Ash based Bricks & Hollow blocks:** The construction was made with fly ash based bricks, cement and concrete blocks. This reduces the burden of earth and increases the life of spend materials. In addition, the fly ash material acts as a better thermal insulation and increases the physical comfort of the people and is environment-friendly.
- **Natural Light Harvesting:** The building is designed with a daylight view and adequate daylight harvesting. This saves energy for power requirements.
- **Thermal Comfort at Factory Premises:** The building is insulated with fly ash based bricks, cement and hollow blocks thus resisting the external temperature influences. In addition, the roof is insulated with specialised media, and Turbo ventilators are strategically installed to maintain air circulation.
- **Turbo Ventilators:** Unlike the traditional ventilation methods, Turbo vent works up the hot air from inside the building by natural convection. This roof-top wind driven ventilator is cost-effective and runs without electricity.
- **Water Efficiency:** The building is fitted with water-efficient gadgets that can save up to 70% on usage. The tap fittings are designed with preset flow and timer. Once you press, the water flows for 6 seconds and stops automatically. The Water taps are automated and use contactless sensor-based technology which helps in further conservation of water and contactless hand-wash.

- **Rain Water Harvesting:** The rooftop water is harvested for collection in a tank for 'Use When Available' and excess is used for borewell recharge. The rooftop water is recharged into the ground through recharge pits. In this way most of the roof water is trapped either in the tank or underground.
- **Introduction of Green Packaging:** As part of its commitment to sustainable or green packaging, the Company has been actively working to reduce the use of thermocol buffers by promoting recyclable alternatives such as pulp buffers and Expanded Polystyrene (EPS). Pulp packaging offers several environmental advantages, including zero manufacturing waste and 100% recyclability. Building on last year's progress, the Company has further advanced its efforts by initiating the transition to eco-friendly honeycomb packaging for water purifiers. In the first phase of this initiative, 5% of the product portfolio has successfully adopted this sustainable packaging solution, reinforcing the Company's dedication to environmental responsibility and circular economy practices.
- **Energy Efficient Compressor:** Variable Frequency Drive ("VFD") (new energy-efficient) air compressor installed at the Dehradun Factory which resulted into reducing the energy consumption.
- Installation of High-volume Low Speed (HVLS) fans at both manufacturing plants to improve air circulation and reduce energy consumption.

ii. Steps taken towards conservation of Environment:

- Your Company has been constantly innovating ways to reduce usage of plastics and other material that could pollute environment and follows the Environmental, Health & Safety ("EHS") norms. Following activities have been taken and followed under this initiative:
1. Elimination of Transparent Stickers: Removed transparent stickers from products to reduce non-recyclable waste.
 2. Electric scooters has been introduced at the Dehradun factory as a sustainable mobility solution to help reduce carbon emissions and support the Company's decarbonisation efforts.

3. At our Dehradun and Bengaluru facilities, rooftop solar plants with capacities of 246.5 kWp and 165 kWp respectively are planned for installation. The project is scheduled to be commissioned in FY 2025–26, contributing to our renewable energy goals and reducing dependency on conventional power sources.
4. Designed and implemented advanced membrane auto-flushing systems in institutional RO units, resulting in up to 60% water savings compared to conventional designs—enhancing efficiency and supporting sustainable water management.
5. Initiated the use of RO reject water for toilet flushing to promote water conservation.
6. A zero-energy gravity spiral roller conveyor has been installed at the Bengaluru factory, enabling efficient material movement without any power consumption.
7. At Bengaluru factory, installed Retrofitting Emission Control Device (RECD) to mitigate emissions [Particular Matter ("PM"), Hydrocarbon ("HC"), Carbon Monoxide ("CM")].
8. Sewage treatment plants (STP) and Effluent treatment plants ("ETP") installed at the Dehradun and Bengaluru factories to treat the waste water and achieve zero wastage of water.
9. Disposal of bio medical waste, e-waste and used oil as per the protocols through Government approved handlers.
10. Selective replacement of streetlights with Solar/ Light Emitting Diode ("LED") lights.
11. Energy-efficient Air Conditioners ("AC") with environmentally friendly refrigerants installed as replacements for the old AC units.
12. User manuals converted to Digital mode, using QR code technology to reduce paper usage further.
13. Conversion of colour carton to Brown carton in Direct division products – thereby saving printing INK which is not environment-friendly and elimination of laminated plastic layer sheet.
14. With a new innovative technology of using "Q fit connectors", your Company could eliminate bigger plastic connectors at pipe junction points, thereby reducing plastic consumption.
15. Use of recyclable plastic cartons which can be used multiple times by vendors for shipping

raw material. This would mean less usage of corrugated cartons.

16. Registered under Government's EPR ("Extended Producers' Responsibility") scheme, to ensure proper waste management of plastic packaging material.
17. Piezometer at Dehradun plant to measure and monitor groundwater level.
18. IoT-based Borewell water flow meter to measure daily water extraction.
19. Elimination of Polythene cover used over the packing cartons & over Finished Goods ("FGs") packaging to reduce usage of plastic.
20. The Dehradun and Bengaluru manufacturing facilities are BIS certified for Reverse Osmosis based water purifiers for higher recovery products.

B. TECHNOLOGY ABSORPTION

Your Company doesn't just create products; we focus on the entire lifecycle—how our products are perceived, experienced, and used by our consumers.

Your Company is committed to delivering innovative solutions for real-life consumer challenges by combining internal research and development coupled with external ideas, expertise, and resources.

Your Company believes in creating value for society, consumers, and the Company itself through a spirit of Open Innovation. To catalyze this, it collaborates with technology partners across the value chain, universities, innovators, and leading research institutes. Through these partnerships and its commitment to Open Innovation, Your Company continuously strives to deliver new and improved technologies while creating business and market opportunities.

The R&D team at Your Company has developed cutting-edge technologies and introduced innovative features in its products. These innovations are specifically designed to meet the unique needs of the market, including:

- **Heavy Metal Remover Technology:** Integrated Heavy Metal Remover Cartridge into UV water purification systems to enhance safety and improved water quality.
- **Water Saver Technology:** Implemented across all RO water purifier models, this technology ensures a minimum 40% water recovery rate, meeting BIS standards and advancing our commitment to sustainability.

- **Mercury Free LED for microbial disinfection:** Rolled out Mercury-Free UVC LED Modules for chemical-free and eco-friendly water disinfection.
- **Instant UV LED reactor inline UTC Water Purifier:** Developed and implemented Instant UV UTC Water Purifiers for low TDS regions, ensuring quick and effective purification.
- **Instant Hot Technology:** Introduced a new instant hot water purifier with a child-safe feature that dispenses hot water immediately, eliminating any waiting time.
- **Internet of Things:** Introduced IoT-enabled Smart Water Purifiers, enhancing user control and connectivity.
- **Water Saver Auto flush system:** Deployed new Water Saver Auto Flush Mechanism in commercial water purification systems to reduce water wastage and improve system longevity.
- **Smart Clean Robotic cleaner:** Launched the Smart Clean Auto Bin featuring Hands-Free Dust Empty Technology, improving hygiene and user convenience.
- **5-Minute Quick Mapping in Robotic Vacuum Cleaners –** Launched Rapid home mapping for faster and more efficient cleaning cycles.

- **Cordless Upright Vacuum cleaner with cyclonic technology:** Introduced affordable cordless upright vacuum cleaners offering best-in-class performance, combining portability with powerful suction.
- **Smart Air Purifiers:** Launched Smart air purifiers with a Clean Air Delivery Rate (CADR) of 500, delivering fast and efficient air purification.

Expenditure on Research and Development:

- a. Capital: ₹ 204.92 Lakhs
- b. Recurring: ₹ 1,805.77 Lakhs
- c. Total: ₹ 2,010.69 Lakhs

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

- a. **Activities relating to exports; initiatives taken to increase exports; development of new export markets for products and services and export plans**

Your Company has initiated the process of developing new international markets to increase its export business which at present is less than 1% of its turnover.
- b. **Total Foreign Exchange used and earned**

Earnings in foreign exchange during the year under review were ₹ 76.61 Lakhs and the outgo was ₹ 30,167.72 Lakhs.

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal
Chairman
(DIN: 00104992)

Place: Gurugram
Date: August 11, 2025

Annexure – 5

Details pertaining to remuneration 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 for the year ended March 31, 2025

1. THE RATIO OF THE REMUNERATION OF EACH DIRECTOR TO THE MEDIAN REMUNERATION OF THE EMPLOYEES OF THE COMPANY FOR THE YEAR

The median remuneration of employees of the Company for the Year and ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the Financial Year is provided in the table below:

Sr. No.	Name of the Director	Designation	Ratio of the remuneration of each Director to Median Remuneration of the Employees for 2024-25
1	Mr. Arvind Uppal	Chairman, Non-Executive, Non-Independent Director	5.93
2	Mr. Pratik Pota	Managing Director & CEO	159.50
3	Mr. Sahil Dalal	Non-Executive, Non-Independent Director	NA
4	Mr. Vinod Rao	Independent Director	6.02
5	Mrs. Gurveen Singh	Independent Director	6.02
6	Mr. Homi Katgara	Independent Director	5.68
7	Mr. Shashank Samant	Independent Director	5.77

Notes:

- 1. Mr. Sahil Dalal has waived his right to sitting fee and commission.

2. THE PERCENTAGE INCREASE IN THE REMUNERATION OF EACH DIRECTOR, CHIEF EXECUTIVE OFFICER, CHIEF FINANCIAL OFFICER, COMPANY SECRETARY OR MANAGER, IF ANY, IN THE FINANCIAL YEAR

- a. **The percentage increase in the remuneration of each Director, Chief Executive Officer, Chief Financial Officer, Company Secretary or Manager, if any, in the Financial Year:**

The percentage increase/decrease in the remuneration of each Director, Chief Executive Officer, Chief Financial Officer, Company Secretary or Manager, if any, in 2024-25 is provided in the table below:

Sr. No.	Name of the Director/KMP	Designation	% Increase in Remuneration in 2024-25
1	Mr. Pratik Pota	Managing Director & CEO	12%
2	Mr. Gaurav Khandelwal	Chief Financial Officer	12%
3	Ms. Pragya Kaul	Company Secretary & Compliance Officer	9%

- b. **The percentage increase in the median remuneration of employees in the Financial Year:** 7.1%
- c. **The number of permanent employees on the rolls of the Company:**

There were 2,721 permanent employees on the rolls of the Company as on March 31, 2025.
- d. **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 any exceptional circumstances for increase in the managerial remuneration:**

The average increase in the salaries of employees other than managerial personnel during the Financial Year 2024-25 was 9%, while that of the Key Managerial Personnel was 11%
- e. **Affirmation that the remuneration is as per the Remuneration Policy of the Company:**

It is hereby affirmed that the remuneration paid is as per the Nomination and Remuneration Policy of the Company.

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal
Chairman
(DIN: 00104992)

Place: Gurugram
Date: August 11, 2025

Annexure – 6

Report on Corporate Governance

Your Company's Report on Corporate Governance for the Financial Year ended March 31, 2025 pursuant to Regulation 34(3) and Clause (C) of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, ("SEBI Listing Regulations") is presented as follows:

1. COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

The key pillars of Company's Corporate Governance Philosophy are:

- a. Deep & fair relationship with stakeholders;
- b. Trust, Transparency and integrity; and
- c. Ethical Business Practices & Standards.

Your Company's philosophy on corporate governance is backed by its value systems that promote transparency, fairness, and accountability, thus ensuring sustainable success and a substantial contribution towards corporate responsibility. The vision of your Company and its leaders, imbuing a sense of purpose beyond profit, adopt a holistic approach that embraces the perspective of all stakeholders.

In line with this philosophy, your Company has taken efforts to put in place a comprehensive framework that ensures timely disclosures and accurate dissemination of information. Your Company's philosophy is supplemented by various codes of conduct and charters that govern the functioning of the Board of Directors, Board Committees, and senior-level management and, when read in conjunction with the constitutional documents of your Company, are in compliance with various applicable laws, rules, regulations, and guidelines.

The Corporate Governance philosophy of your Company is driven by the interests of stakeholders and the business needs of the organisation. Corporate Governance is essential for the growth, profitability, and stability of any business. Aligning itself with this philosophy, your Company has placed Corporate Governance as a high priority.

The highlights of your Company's Corporate Governance policy are:

- Your Company believes that an active, well-informed and independent Board is necessary to ensure high standards of Corporate Governance. Your Company has appropriate mix of Executive and Non-Executive Directors including a Woman Director.

- Constitution of various Committees for focussed attention and proactive flow of information enables the Company to ensure expedient resolution of diversified matters.
- Emphasis on ethical business conduct by the Board, management and employees.
- Established Code of Conduct for Directors and employees along with the Code of Conduct for Prevention of Insider Trading.
- Detailed Policy for Disclosure of Material Events and Information.
- Established Whistle Blower Mechanism which acts as a neutral and unbiased forum for Directors, Employees and Business Partners of the Company and its subsidiaries.
- Endeavour to continuously contribute to social and environmental spheres through various CSR programmes creating shared values.
- Robust and effective framework for reporting of statutory compliances and review on a periodic basis.
- Timely, transparent and regular disclosures.
- Benchmarking its corporate governance practices against peers and industry leaders.
- Exercising effective control over the Company's operations to meet stakeholders' expectations and drive long term value creation.

2. BOARD OF DIRECTORS

(a) Board Composition

Your Company has a professional Board with the right mix of knowledge, skills and expertise in diverse areas and an optimum combination of Executive and Non-Executive Directors, including Independent Directors and a Woman Director. Besides having financial literacy, vast experience, leadership qualities, and the ability to think strategically, the Directors are committed to ensuring the highest standards of Corporate Governance. The Board of Directors at the Company holds fiduciary responsibility to ensure that the Company's actions and objectives are aligned with sustainable growth and long-term value creation.

The Board meets at least 4 (Four) times a year and more often if the Company needs additional oversight and guidance. During the Financial Year 2024-25, the time

gap between any two Board Meetings did not exceed 120 days. The Board of Directors periodically review compliance reports pertaining to all laws applicable to the Company. All statutory and other matters of significance, including information as mentioned in Part A of Schedule II of SEBI Listing Regulations are informed to the Board to enable it to discharge its responsibility of strategic supervision of the Company.

Further, with diversified professional experience, the Board provides leadership and guidance, objective judgment and at the same time monitors the strategic direction of the Company.

The Board's key responsibilities include:

- Strategic Planning & Monitoring:** Developing the long-term business plan and strategy, and overseeing its effective implementation.
- Shareholder Value & Stakeholder Interests:** Enhancing shareholder value while safeguarding the interests of all stakeholders through effective management.
- Corporate Governance Oversight:** Monitoring the effectiveness of the Company's corporate governance practices to ensure alignment with the highest standards.

- Control & Oversight:** Exercising effective control over the Company's operations to meet stakeholder expectations and drive long-term value creation.

As on March 31, 2025, the Board consists of 07 (Seven) Directors including 01 (One) Independent Woman Director. Out of 07 (Seven) Directors, 01 (One) is Managing Director & CEO, 04 (Four) are Non-Executive & Independent Directors and 02 (Two) are Non-Executive & Non-Independent Directors. Your Company has a Non-Executive & Non-Independent Chairman. The composition of the Board is in conformity with Regulation 17 of the SEBI Listing Regulations read with Section 149 of the Companies Act, 2013.

The Board has constituted five Statutory Committees: Audit Committee, Nomination & Remuneration Committee, Stakeholders' Relationship Committee, Risk Management Committee and Corporate Social Responsibility Committee.

Further, the Company also has a non-statutory Committee by the name "Finance Committee" to oversee investments, borrowings, and loan approvals, ensuring swift financial decision-making.

BOARD COMPOSITION

7
Board Members

57%
Independent Directors

28%
Non-Executive Non Independent Director

Separate
Positions
of Chairman and MD & CEO

Independent
Chairpersons
for all the Statutory Committees
(Except Stakeholder
Relationship Committee)

14%
Woman Director

Woman
Director
part of each Statutory Committee
of the Company

The composition of the Board and the Directorship and Committee positions held by the Directors as on March 31, 2025 is as follows:

Sr. No.	Name and DIN	Category	No. of Directorships in Companies ¹	Directorship held in Listed Companies	Committee Positions (including EFL) ²	
					Member	Chairperson
1	Mr. Arvind Uppal (DIN: 00104992)	Non-Executive, Non- Independent Director (Chairman)	4	1. Whirlpool of India Limited – Non- Executive, Independent Director (Chairman) 2. Gulf Oil Lubricants India Limited - Non- Executive, Independent Director 3. Amber Enterprises India Limited - Non- Executive, Independent Director 4. Eureka Forbes Limited	6	4
2	Mr. Pratik Pota (DIN: 00751178)	Managing Director & CEO	1	Eureka Forbes Limited	1	0
3	Mr. Sahil Dalal (DIN: 07350808)	Non-Executive, Non-Independent Director	2	Eureka Forbes Limited	3	0
4	Mr. Vinod Rao (DIN: 01788921)	Non-Executive, Independent Director	2	1. Cohance Lifesciences Limited 2. Eureka Forbes Limited	3	2
5	Mrs. Gurveen Singh (DIN: 09507365)	Non-Executive, Independent Director	2	Eureka Forbes Limited	2	0
6	Mr. Homi Katgara (DIN: 00210338)	Non-Executive, Independent Director	1	Eureka Forbes Limited	0	0
7	Mr. Shashank Samant (DIN: 09733485)	Non-Executive, Independent Director	1	Eureka Forbes Limited	1	0

Notes:

1. Includes Directorships in Public Companies and Eureka Forbes Limited and excludes private companies, foreign companies, companies incorporated under Section 8 of the Act and alternate Directorships.
2. Committee Membership and Chairmanship as on March 31, 2025 includes only Audit Committee and Stakeholders' Relationship Committee of Public Limited Companies (including Eureka Forbes Limited).
3. None of the Directors are related to each other.

As per Regulation 17A of the SEBI Listing Regulations, all Directors meet the criteria for the maximum number of Directorships. Further, the Managing Director & CEO of the Company does not serve as Independent Director of any other listed entity.

None of the Directors is a member of more than ten Committees or the Chairman / Chairperson of more than five Committees across all the public companies in which he or she is a Director. The limits of the Board Committees, Chairpersonship and Membership of the Audit Committee and Stakeholders' Relationship Committee have been considered as per Regulation 26(1)(b) of the Listing Regulations.

Flow of information to the Board

The Board has unrestricted access to all Company-related information including to members of the management. The Company Secretary ensures that the Board and the Committees of the Board are provided with the relevant information, details and documents required for decision-making.

The Chairman of the Board and the Company Secretary determine the agenda for every meeting in consultation with the Managing Director & CEO. Regular inputs and feedback from Directors/Members of Board Committees are taken and considered while preparing the agenda and related documents for the Board and its Committee meetings.

While preparing the agenda, explanatory notes, and minutes of the meetings, adherence to the Act and the Rules made thereunder, the Listing Regulations, Secretarial Standards issued by ICSI, and other applicable laws are ensured.

With a view to leveraging technology, ensure high standards of confidentiality of the agenda and to eliminate paper consumption, the Company circulates the notices, agenda papers, presentations and explanatory notes to the Directors/Committee members, through a web-based application which can be securely accessed by the Directors/Committee members through their hand-held devices, laptop, iPads and browsers. A soft copy of the said agenda(s) is uploaded on the Board Portal at least 7 (seven) days before the meeting.

The management makes concerted efforts to continuously upgrade the information available to the Board for decision making and the Board members are updated on all key developments relating to the Company.

The Company Secretary attends all the meetings of the Board and its Committees and is, inter alia, responsible for recording the minutes of such meetings.

The Company Executives are also invited to join the meetings of the Board/Committees with permission of the Chairperson.

The Company Executives joining the said meetings is also an opportunity for the Board/Committee members to interact with the members of the management.

The Board and Committee Members also engage with Company Executives on key updates and developments beyond the scope of statutory meetings.

The draft minutes of the meetings of the Board and its Committees are sent to the members for their comments in accordance with the Secretarial Standard on Meetings of the Board of Directors ("SS – 1") issued by ICSI.

The Company adheres to the provisions of the Act and the Rules made thereunder, Secretarial Standards and the Listing Regulations with respect to convening and holding the meetings of the Board, its Committees and the General Meetings of the shareholders of the Company.

(b) Board Meetings and attendance records

Your Company has in place a pre-scheduled and tentative annual calendar of the Board and Committee Meetings that is circulated to the Directors well in advance to facilitate their planning and ensure meaningful participation in the meetings. However, with the Board being represented by Independent Directors from various parts of the world, it may not be possible for all of them to be physically present at all meetings. Hence, we provide video / teleconferencing facilities to enable their participation. However, in cases of urgent business and exigencies, the requisite approvals are taken through the process of circular resolution as permitted by law. Subsequently, the resolutions passed through circulation are noted and confirmed in the immediate following Board/ Committee Meeting.

The Company conducts pre-meetings with respective Chairs of the Board and Committees to finalise the Agenda of the upcoming meeting. The Notice convening the Board and Committee Meeting, along with the detailed agenda, setting out the business to be transacted at such Meetings and relevant documents in order to facilitate understanding are circulated in advance except for the meetings called at a shorter notice.

The Managing Director & CEO and Chief Financial Officer present the Company's financials on quarterly basis and the management also conducts day-long strategy meets with the Board to discuss the operating and capex budget, seek guidance on the Company's future course of action, and implement the Board's strategic recommendations. Post meetings, important decisions taken by the Board are communicated to the concerned officials and departments. Internal Notings are taken down during the meetings and the actionables are diligently carried through.

The Board of Directors ("Board") is responsible for the strategic supervision and overseeing the management performance and governance of your Company on behalf of the Members and other stakeholders. Your Company is professionally managed under the overall supervision of the Board. The Board's roles, functions, responsibilities and accountability are clearly defined. The day-to-day management of the Company is entrusted with the Senior Management of the Company and is headed by the Managing Director & CEO, who functions under the overall supervisions, directions and control of the Board. The Board has ultimate responsibility of reviewing and guiding corporate strategy, major plans of action, risk

policy, annual budgets and business plans, setting performance objectives, monitoring implementation, and corporate performance, and overseeing major capital expenditures, acquisitions, mergers, general affairs, direction, performance and long-term success of the business as a whole. The Board sets out the overall corporate objectives and provides direction and

independence to the management to achieve these objectives for value creation through sustained growth. The Board seeks accountability of the management in creating long-term sustainable growth to ensure that the aspirations of stakeholders are fulfilled. It also sets out standards of corporate behaviour and ensures compliance with laws and regulations impacting the Company's business.

Financial calendar



There were Five (05) Board Meetings held during Financial Year 2024-25.

Attendance Record of the Directors for the Financial Year 2024-25:

Name of Director	May 28, 2024	June 20, 2024	August 08, 2024	November 07, 2024	February 10, 2025	% of attendance in Board Meeting	Last AGM September 20, 2024
Mr. Arvind Uppal	√	√	√	√	√	100	√
Mr. Pratik Pota	√	√	√	√	√	100	√
Mr. Sahil Dalal	√	Ab	√	√	√	80	√
Mr. Vinod Rao	√	√	√	√	√	100	√
Mrs. Gurveen Singh	√	√	√	√	√	100	√
Mr. Homi Katgara	Ab	Ab	√	Ab	√	40	√
Mr. Shashank Samant	Ab	Ab	√	√	√	60	Ab

(c) Shareholding of Directors as on March 31, 2025

Name of the Director	No of Shares Held
Mr. Homi Katgara	10,000

No other Director holds any shares in the Company.

(d) Succession Planning

The Nomination & Remuneration Committee works with the Board on the leadership succession plan to ensure orderly succession in appointments to the Board and to senior management positions. The Company strives to maintain an appropriate balance of skills and experience within the organisation and the Board in an endeavour to introduce new perspectives while maintaining experience and continuity.

All new Non-Executive Directors inducted into the Board are introduced to the Company culture through orientation sessions. The Executive Director and senior management provide an overview of operations, and familiarise the new Non-Executive Directors on matters related to our values and commitments. They are also introduced to the organisation structure, services, Group structure and subsidiaries, constitution, Board procedures, matters reserved for the Board, major risks and risk management strategy. The details of the training programme attended by the Directors during the Financial Year 2024-25 are as follows and the same is available on the Company's website at www.eurekaforbes.com/cms/assets/prod/Familiarization_Programme_2024_25_Final_file.pdf

Sr. No.	Name of the Director	No. of training hours attended during the Financial Year 2024-25
1	Mr. Vinod Rao	24.00
2	Mrs. Gurveen Singh	24.00
3	Mr. Homi Katgara	19.00
4	Mr. Shashank Samant	19.50

(e) Matrix Setting out Core Competencies of the Board of Directors

The Company ensures the composition of the Board is a thoughtful combination of various skills, competencies, and experiences that in turn facilitates Board Diversity.

The following set of skills/expertise/competencies are identified by the Board as a parameter to nominate a candidate on the Board:

- Industry knowledge and experience
- Financial and risk management skills
- Leadership and management skills
- Corporate governance
- Technical aspects

Tabled below are the key skills, expertise and competence of the Board of Directors in the context of the Company's business for effective functioning, as available with the Board.

Name of Director	Industry knowledge and Experience	Financial and risk Management skills	Leadership and Management skills	Corporate Governance	Technical aspects
Mr. Arvind Uppal	√	√	√	√	√
Mr. Pratik Pota	√	√	√	√	√
Mr. Sahil Dalal	√	√	√	√	√
Mr. Vinod Rao	√	√	√	√	√
Mrs. Gurveen Singh	√	√	√	√	√
Mr. Homi Katgara	√	√	√	√	√
Mr. Shashank Samant	√	√	√	√	√

(f) Confirmation as regards Independence of Independent Director and Meeting of Independent Directors

The Board confirms that based on the written affirmations received from each Independent Director, all Independent Directors fulfil the conditions specified for independence as stipulated in Regulation 16(1)(b) of the SEBI Listing Regulations, as amended, read with Section 149(6) of the Act, along with the rules framed thereunder, and are independent of the Management. Further, the Independent Directors have also registered their names in the database maintained by the Indian Institute of Corporate Affairs (IICA) as mandated in the Companies (Appointment and Qualification of Directors), Rules, 2014, as amended.

None of the Independent Directors have any other material pecuniary relationships or transactions with the Company, its Promoters, Directors, or Senior management that, in their judgement, would affect their independence. In terms of Regulation 25(8) of the SEBI Listing Regulations they have confirmed that they are not aware of any circumstance or situation that exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties.

During the year under review, a meeting of the Independent Directors was held on March 11, 2025. All Independent Directors were present at the meeting to discuss risks, the performance of the Company, strategy, leadership, and the performance of the Non-Independent Directors, the Board, and the Chairman, and to assess the flow of information from management to the Board that is necessary for the Board to effectively and reasonably perform its duties.

Familiarisation Programme

Pursuant to Regulation 25(7) of the SEBI Listing Regulations, the Company conducted various familiarisation programmes for its Directors, including

an overview of the industry in which the Company operates, the Company's operations and strategy, the annual budget of the Company, internal control systems, CSR strategy framework, updates on various policies, updates on LODR amendments, investor grievances, risk management, internal audit plans and findings, regulatory updates at Board and Audit Committee Meetings, updates on prevention of Insider Trading Regulations, compliance with various applicable laws, review of industry outlook at Board Meetings, and regulatory framework for related party transactions.

The Company regularly engages the Independent Directors in deep-dive sessions to boost their competence and understanding of the various topics integral to the Company's business and functioning.

Pursuant to Regulation 46 of the SEBI Listing Regulations, the details required are available on the website of your Company at the web link: www.eurekaforbes.com/cms/assets/prod/Familiarization_Programme_2024_25_Final_file.pdf.

Senior Management Personnel

The Company identified following under category of SMPs, pursuant to the provisions of Regulation 16(1) (d) and Schedule V of the SEBI Listing Regulations. Details of SMPs as on March 31, 2025 are as follows:

Sr. No.	Name of SMP	Designation
1	Mr. Gaurav Khandelwal	Chief Financial Officer
2	Mr. Anurag Kumar	Chief Growth Officer
3	Ms. Mahnaz Shaikh	Chief Human Resources Officer
4	Mr. Nithyanand Shankar	Chief Business Officer
5	Mr. Satish Satyarthi	Chief Innovation and R & D Officer
6	Mr. Suresh Redhu	Chief Technical Officer
7	Mr. Vivek Kumar Sharma	Chief Quality & Regulatory Officer
8	Mr. Aviral Chopra	Chief Supply Chain Officer
9	Ms. Pragya Kaul	Company Secretary and Compliance Officer

The changes in SMP during the year under review are as follows:

Sr. No.	Name	Designation	Date of change
1	Mr. Aviral Chopra	Chief Supply Chain Officer	December 03, 2024 ¹
2	Mr. Ajit Dheer	Chief Operating Officer	January 31, 2025 ²
3	Mr. Anirudha Karnataki	Head – Strategic Projects	January 31, 2025 ³
4	Mr. Vikas Jayna	Chief Technology Officer	December 02, 2024 ³

1. Date of appointment

2. Date of change in role, hence cessation as SMP

3. Effective date of resignation

The changes in Senior Management Personnel after the end of Financial Year 2024-25 and date of signing of this report are as follows:

Sr. No.	Name	Designation	Date of change
1	Mr. Rakesh Moza	Chief Sales Officer	May 19, 2025 ¹
2	Mr. Nithyanand Shankar	Chief Business Officer	May 16, 2025 ²

1. Date of appointment

2. Change in role

The Senior Management Personnel as on the date of signing of Report are as follows:



Role of Company Secretary in Governance Process:

The role of Company Secretary at Eureka broadly encompasses ensuring compliance, acting as an advisor to the Board of Directors and sustaining the highest standards of corporate governance vide effective development of Board and Committee processes, robust organisational governance through policy-making & controls and transparent

communication with the stakeholders. The Company Secretary ensures that the Board processes and procedures are followed and regularly reviewed. The Company Secretary also convenes and attends Board, Committee and General meetings of the Company and ensures that all relevant information is made available for effective decision-making. Important decisions of the Board/ Committee meetings are communicated to the management teams

promptly for action. The Company Secretary provides the necessary guidance to the Board members with regard to their duties, responsibilities and powers and assists the Chairman in all Board development processes including Board evaluation, and succession, inductions and trainings etc. Apart from partnering in policy advocacy initiatives and ensuring compliance with applicable statutory/ regulatory requirements, the Company Secretary also acts as an institutionalised interface between the Board, management and external stakeholders.

3. COMMITTEES OF THE BOARD

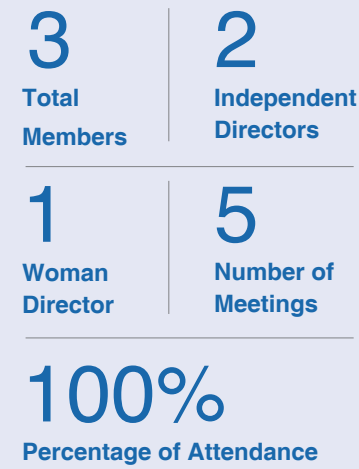
The Board of Directors functions either as full Board, or through various Committees constituted to oversee specific areas of business and governance. Each Committee is guided by its terms of reference approved by the Board, which define its composition, scope and powers.

All statutory committees of the Company comprise a majority of Independent Directors and, except for the Stakeholders Relationship Committee (SRC), are chaired by Independent Directors—ensuring their valuable contribution across key areas of the business.

Every Director is a member of at least one committee to promote active participation, and the Woman Independent Director is part of all statutory committees.

Audit Committee	Stakeholders' Relationship Committee
 Mr. Vinod Rao C	 Mr. Arvind Uppal C
 Mrs. Gurveen Singh	 Mr. Pratik Pota
 Mr. Sahil Dalal	 Mr. Vinod Rao
	 Mrs. Gurveen Singh
	 Mr. Shashank Samant
Risk Management Committee	Nomination and Remuneration Committee
 Mr. Vinod Rao C	 Mrs. Gurveen Singh C
 Mr. Arvind Uppal	 Mr. Vinod Rao
 Mr. Sahil Dalal	 Mr. Homi Katgara
 Mrs. Gurveen Singh	 Mr. Sahil Dalal
 Mr. Shashank Samant	
Corporate Social Responsibility Committee	
 Mrs. Gurveen Singh C	
 Mr. Pratik Pota	
 Mr. Homi Katgara	
 Mr. Vinod Rao	

Audit Committee (AC)



Stakeholders Relationship Committee (SRC)



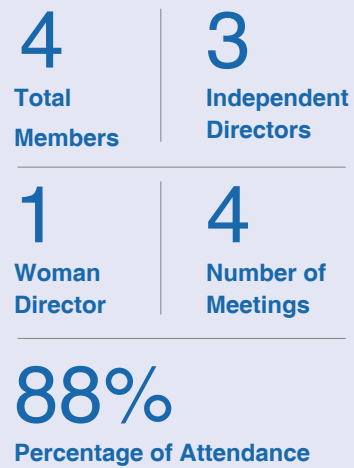
Risk Management Committee (RMC)



Nomination and Remuneration Committee (NRC)



Corporate Social Responsibility Committee (CSR)



I. Audit Committee

Introduction

The Audit Committee acts as a link between the Statutory and Internal Auditors and the Board of Directors where they are primarily responsible for accurate financial reporting and strong internal controls. The Audit Committee plays a major role in assisting the Board in fulfilling its oversight responsibilities of monitoring financial reporting processes, reviewing the Company's established systems and processes for internal financial controls, governance and reviewing the Company's statutory and internal audit activities.

The Audit Committee is governed by the terms of reference as per the regulatory requirements mandated by the Act and SEBI Listing Regulations. The composition, quorum, powers, role and scope are in accordance with Section 177 of the Act and the provisions of Regulation 18 of the SEBI Listing Regulations.

The members of the Audit Committee are financially literate, and the Chairman of the Audit Committee has accounting and financial management expertise. The Audit Committee also meets with the Auditors without the presence of management.

The Audit Committee also receives the report on compliance under the SEBI (Prohibition of Insider Trading) Regulations, 2015. Further Compliance Reports under the Prevention of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Whistle Blower Policy are also placed before the Committee. None of the recommendations made by the Audit Committee were rejected by the Board.

Audit Committee is responsible for, inter alia, approval of related party transactions, review of internal controls and audit systems, oversight on risk management systems, financial reporting, compliance issues and vigil mechanism, appointment and remuneration

to various auditors of the Company and their scope of work, etc.

Every quarter the Audit Committee meets the Statutory and Internal Auditor and Secretarial Auditor periodically without the presence of Management and Company Secretary leading to effective and transparent discussions.

Terms of Reference

The Audit Committee ensures that it has reviewed each area that it is required to review under its terms of reference and under applicable legislations or by way of good practice. This periodic review ensures that all areas within the scope of the Committee are reviewed.

Key terms of Reference of the Committee are:

A. Financial Reporting and Financial Reporting Processes

- i. Oversight of the Company's financial reporting process and the disclosure of financial statements/ results and information submitted to the stock exchanges, regulatory authorities or the Members to ensure that the financial statements reflect a true and fair view, and are correct, sufficient, and credible.
- ii. Review with management the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
 - a) 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 Act.
 - b) Changes, if any, in the accounting policies and reasons for the same.
 - c) Major accounting entries involving estimates based on the exercise of judgment by the management.
 - d) Significant adjustments, if any, made in the financial statements arising out of audit findings.
 - e) Compliance with listing and other legal requirements concerning Financial Statements.
 - f) Disclosure of related party transactions.
 - g) Qualification/ modified opinion, if any, in draft audit report.
- iii. Review accounting adjustments, if any, that are noted or proposed by the statutory auditors but were 'passed' (as immaterial or otherwise).

- iv. Scrutiny of inter-corporate loans and investments, if any.
- v. Valuation of undertakings or assets of the Company, wherever it is necessary.
- vi. Monitoring the end use of funds raised through public offers/ private placements/ debt issues and related matters.
- vii. Review with the management the quarterly financial statements before submission to the Board for approval.
- viii. Review of the Management Discussion & Analysis of financial condition and result of operations.
- ix. Consider and discuss with the statutory auditors its judgments about the quality and appropriateness of the Company's accounting principles as applied in its financial reporting with reference to Generally Accepted Accounting Principles in India.
- x. Review details of significant transactions/ investments by the subsidiaries.

B. Risk Management, Internal Control and Governance Processes

- i. Review and discuss with Management the adequacy of the Company's system of business risk assessment including the risk of fraud. Discuss the Company's major financial risk exposures and the steps management has taken to monitor and control such exposures.
- ii. Review and discuss with the statutory auditors, the internal auditors and management the adequacy and effectiveness of the Company's system of internal controls.
- iii. Review any material defalcations or acts of fraud/misconduct as reported by the Risk Management Committee.

C. Statutory Audit

- i. Recommend to the Board the appointment, re- appointment, terms of reference and, if required the replacement or removal of the Statutory Auditors, Cost Auditors and Secretarial Auditors considering their independence and effectiveness and also recommend the audit fees.
- ii. Approve all auditing and permissible non auditing services (services other than those services which cannot be rendered by the Statutory Auditors as per Section 144 of the Act) to be rendered by the Statutory Auditors and determining the remuneration for all such services.
- iii. Annual review and discuss with the Statutory Auditors all significant relationships that they have

with the Company or any of its related parties to determine the auditors' independence.

- iv. Review the performance of the Statutory Auditors.
- v. Review and discuss the nature and scope of the Statutory Auditors' before audit commences, annual audit as well as post-audit discussion with the Auditors to ascertain any area of concern.
- vi. Mandatory review of Management Letters/letters and any significant findings and recommendations issued by the Statutory Auditors together with Management's response thereto.
- vii. Following completion of the annual audit, review and discuss with the Statutory Auditors any significant difficulties encountered during the course of the audit, including any restrictions on the scope of work or access to required information.
- viii. Meet separately with the external auditors to discuss any matters that the Committee or the external auditors believe should be discussed separately.
- ix. Review the annual Cost Audit report submitted by the Cost Auditors.

D. Internal Audit

- i. Review the Internal Audit scope and recommend changes, if any.
- ii. To approve appointment, removal and terms of remuneration of the Internal Auditors.
- iii. Review with the Management the performance of the internal auditors and adequacy of the internal controls.
- iv. Consider and approve, in consultation with the Statutory Auditors and the Internal Auditors the annual scope and plan of the Company's Internal Audit and any significant changes thereto.
- v. Review the adequacy of the 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.
- vi. Review with the Internal Auditors and the Statutory Auditors, the co-ordination of audit efforts to assure adequacy of coverage, reduction of redundant efforts and the effective use of audit resources.
- vii. Review internal audit reports relating to internal control weaknesses.
- viii. Review any significant findings and recommendations of Internal Audit, together with Management's responses thereto.

- ix. Review the findings of any internal investigations by the Internal Auditors into matters where there is suspected fraud or irregularity or a failure of an internal control system of a material nature and reporting the matters to the Board. Review with the Internal Auditors any significant difficulties encountered during the course of the audit, including any restrictions on the scope of work or access to required information.
- x. Meet separately with the Internal Auditors to discuss any matters that the Committee believes should be discussed separately.

E. Other Responsibilities

- i. (a) Approval of Related Party Transactions (RPTs) or subsequent modifications thereto. Such approval can be in the form of omnibus approval of RPTs subject to conditions specified in Regulation 23 of SEBI Listing Regulations.
(b) Review of Related Party Transactions on a quarterly basis.
- ii. Review of internal control systems, policies and procedures under SEBI (Prohibition of Insider Trading) Regulations, 2015 as amended from time to time.
- iii. Perform other activities as required by law or determined by the Board.
- iv. Approval of appointment of Chief Financial Officer ("CFO") after assessing his qualification, experience & background etc.
- v. 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 utilised 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.
- vi. 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.
- vii. Institute and oversee special investigations as needed.
- viii. Periodically report to the Board or Committee of the Board inter alia all significant matters that have come to the knowledge of the Committee, covering internal controls, financial statements, policies and statutory/ regulatory compliances.
- ix. Consider and comment on rational, cost benefits and impact of schemes involving merger,

demerger, amalgamation etc., in the listed entity and its shareholders.

- x. Self-evaluation of the Committee's performance once every year.

F. General

- i. Develop, with the appropriate assistance from the statutory auditors, the internal auditors and management, an annual audit plan, internal audit plan and other plans/ matters to be reviewed as part of the responsibilities of the Committee.
- ii. Perform such other role as mandated to the Committee by the Board of Directors and under the applicable rules/ regulations/ laws.

G. Whistle Blower

To oversee and review the Whistle Blower function established by the Company to report the genuine concerns against the suspected or confirmed fraudulent activities, allegations of corruption, violation of the Company's Code of Conduct. Your Company provides adequate safeguards against victimisation of persons who use this mechanism. Such persons shall have direct access to the Chairman of the Audit Committee when appropriate.

The Company has a Whistleblower Policy in place, which is publicly available on its official website, which allows employees and stakeholders to report genuine concerns through secure and confidential channels, including a dedicated helpline number and email ID mentioned in the policy.

While the Company does not currently use a third-party web portal, the internal channels are actively monitored to ensure timely resolution. The mechanism is designed to maintain confidentiality and protect whistleblowers against any form of retaliation.

To enhance awareness, flyers highlighting the mechanism are displayed at key locations across office premises. Further, periodic Code of Conduct trainings include a dedicated segment on whistleblower protection and reporting procedures.

The Company has introduced "Voice of EFL"—an internal initiative that allows employees to anonymously share feedback and suggestions for improvement, further strengthening the culture of openness and transparency.

The meetings of Audit Committee are also attended by the Chief Financial Officer, Statutory Auditors and Internal Auditor as special invitees. The minutes of each Audit Committee meeting are placed in the next meeting of the Board. The Audit Committee also meets the Internal and Statutory Auditors separately, without the presence of Management representatives.

The Audit Committee met 05 (Five) times during the Financial Year 2024-25 on May 28, 2024, August 08, 2024, November 07, 2024, February 06, 2025 and February 10, 2025 and the attendance record of the Members is as follows:

Name of the Member	Category	Attendance
Mr. Vinod Rao (Chairman)	Non-Executive, Independent	5/5
Mrs. Gurveen Singh	Non-Executive, Independent	5/5
Mr. Sahil Dalal	Non-Executive, Non-Independent	5/5

Further, Ms. Pragya Kaul, Company Secretary & Compliance Officer acts as Secretary to the Committee.

II. Nomination & Remuneration Committee

Introduction

The Nomination & Remuneration Committee is responsible for formulating evaluation policies and reviewing all major aspects of the Company's HR processes relating to hiring, training, talent management, succession planning and the compensation structure of the Directors, KMP, and Senior Management. The Committee also anchored the performance evaluation of the Individual Directors. None of the recommendations made by the Committee were rejected by the Board.

The Nomination & Remuneration Committee is responsible for, inter alia, appointment and approval of remuneration of the Directors, Key Managerial Personnel and Senior Management Personnel. It also manages the succession planning for Board members and Senior Management Personnel.

Key terms of Reference of the Committee are:

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.

The Committee also plays the role of Compensation Committee and is responsible for administering Eureka Forbes – Employee Stock Option Plan 2022 ("Stock Option Schemes") as applicable to the employees of the Company.

The Nomination and Remuneration Committee met 04 (Four) times during the Financial Year 2024-25 on May 28, 2024, August 08, 2024, November 07, 2024 and February 10, 2025.

Name of the Member	Category	Attendance
Mrs. Gurveen Singh (Chairperson)	Non-Executive, Independent	4/4
Mr. Vinod Rao	Non-Executive, Independent	4/4
Mr. Homi Katgara	Non-Executive, Independent	2/4
Mr. Sahil Dalal	Non-Executive, Non-Independent	4/4

Further, Ms. Pragya Kaul, Company Secretary & Compliance Officer acts as Secretary to the Committee.

Remuneration Policy

Your Company's Nomination & Remuneration Policy for Directors and Senior Managerial Personnel has been approved by the Nomination & Remuneration Committee and the Board. It is driven by the success and performance of individual employees and the Company. Through its compensation programme, the Company endeavours to attract, retain, develop, and motivate a high-performance workforce.

The purpose of the Remuneration Policy is to establish and govern the procedures applicable.

- To evaluate the performance of the members of the Board.
- To ensure remuneration payable to Directors, KMP's & other Senior Management strike an appropriate balance and are commensurate among others with the functioning of the Company and its long-term objectives.
- To retain, motivate, and promote talent within the Company, and to ensure the long-term sustainability of the managerial persons and create competitive advantage.

The policy inter alia covers the Directors' appointment and remuneration, Key Managerial Personnel, and other senior management's appointment and remuneration.

The Remuneration Policy as required under Section 178 of the Companies Act, 2013, is available on the website of the Company and can be accessed at www.eurekaforbes.com/media/investor-relations/Nomination-and-Remuneration_Policy.pdf.

Performance Evaluation of the Board and its Criteria

The Company remains committed to upholding the highest standards of Corporate Governance through continuous monitoring and oversight mechanisms. With a well-balanced Board comprising individuals with diverse skill sets and expertise, the Company ensures objective evaluation and informed decision-making.

Pursuant to the provisions of the Act, SEBI Listing Regulations and Nomination & Remuneration Policy, the Board has carried out annual evaluation of its performance, its Committee(s) and of each Director. The process of performance Evaluation was anchored by the Chairman of the Board and Chairperson of the Nomination & Remuneration Committee.

The evaluation is carried out using detailed questionnaires aligned with the Guidance Note issued by the Institute of Company Secretaries of India (ICSI) and the requirements prescribed by SEBI.

The performance of the Board as a whole was evaluated by each Director on parameters such as its roles and responsibilities, contribution to the development of strategy and effective risk management, understanding of business operations, availability of quality information in a timely manner, etc. and submitted.

Board Committees were evaluated by the respective Committee members on parameters such as its role and responsibilities, effectiveness of the Committee vis-a-vis assigned role, appropriateness of Committee composition, timely receipt of information by the Committee, upgrading knowledge by the Committee members, effectiveness of communication by the Committee with the Board, Senior Management and Key Managerial Personnel etc.

The performance of the Chairman was evaluated by the Independent Directors on the parameters such as demonstration of effective leadership, contribution to the Board's work, communication with the Board, use of time and overall efficiency of Board Meetings, quality of discussions at the Board Meetings etc.

The Directors were evaluated individually by all other Directors (except the Director himself/herself); Non- executive Directors evaluated Independent Directors and vice versa on various parameters. Independent Directors were additionally evaluated for their performance and fulfilment of criteria of independence and their independence from the Management.

The Meeting of Independent Directors was held on March 11, 2025. The Independent Directors, inter alia, evaluated performance of Non-Independent Directors, the Chairman of the Company and the Board as a whole and the results of the Board evaluation and the overall performance of the Board were discussed candidly. Key observations and suggestions emerging from this meeting were duly placed before the Nomination and Remuneration Committee and the Board for further deliberation and action, as appropriate. They also assessed the quality, content and timeliness of flow of information between the Management and the Board that is necessary for the Board to effectively and reasonably perform its duties.

The Board Evaluation discussion was focussed on how to make the Board more effective as a collective body in the context of the business and the external environment in which the Company functions. From time to time during the year, the Board was apprised of relevant business issues and related opportunities and risks. The Board discussed various aspects of its functioning and that of its Committees such as structure, composition, meetings, functions and interaction with management and what needs to be done to further augment the effectiveness of the Board's functioning.

The overall assessment of the Board was that it was functioning as a cohesive body including the Committees of the Board. During Financial Year 2024-25, the Company actioned the feedback from the Board evaluation process conducted in Financial Year 2024-25.

The Board noted the key improvement areas emerging from this exercise in Financial Year 2024-25 and action plans to address the same are in progress. These include Business Strategy, Business Continuity Plan and other matters.

III. Stakeholders' Relationship Committee (SRC)

Introduction

The SRC oversees the various aspects of interests of security holders of the Company. The Committee also monitors the performance of the Registrar & Share Transfer Agent and recommends measures for overall improvement of the quality of investor services as and when the need arises. None of recommendations made by the Committee were rejected by the Board.

Stakeholders' Relationship Committee specifically looks into various aspects of interest of the stakeholders. The Company has a Board-level Stakeholders' Relationship Committee to examine and redress investors' complaints. The status on complaints and share transfers are reported to the entire Board.

Key Terms of Reference of the Committee are:

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.

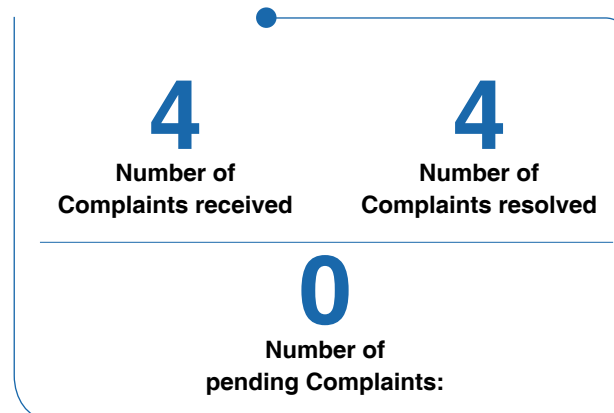
The Stakeholders' Relationship Committee met once during the FY 2024-25 on February 10, 2025.

Name of the Member	Category	Attendance
Mr. Arvind Uppal (Chairman)	Non-Executive, Non-Independent	1/1
Mr. Vinod Rao	Non-Executive, Independent	1/1
Mr. Pratik Pota	Managing Director & CEO	1/1
Mrs. Gurveen Singh	Non-Executive, Independent	1/1
Mr. Shashank Samant	Non-Executive, Independent	1/1

Further, Ms. Pragya Kaul, Company Secretary & Compliance Officer acts as Secretary to the Committee.

The status of investor grievance redressal mechanism as required under the SEBI (LODR) Regulations, 2015 is filed with the Stock Exchange within twenty-one days from the end of each quarter. A statement giving the number of investor complaints pending at the beginning of the quarter, those received during the quarter, disposed of during the quarter and those remaining unresolved at the end of the quarter is placed before the Committee and the Board periodically. There were no instances where the grievance was not solved to the satisfaction of the shareholders.

Details of the complaints received from shareholders during Financial Year 2024-25 are as follows:



IV. Corporate Social Responsibility Committee (CSR)

Introduction

The CSR Committee's responsibilities include developing the CSR Policy and the activities that the Company will engage in. The CSR Committee also recommends to the Board the amount of spending to be made on CSR activities of the Company, and evaluates the Company's performance in these areas. None of the recommendations made by the Committee were rejected by the Board.

Further, the CSR Committee also recommends, reviews and monitors the impact and progress of CSR initiatives taken by the Company.

Key Terms of Reference of the Committee are:

1. Formulate and recommend to the Board the CSR Policy and activities to be undertaken
2. Recommend the amount of expenditure to be incurred on CSR activities
3. Formulate and review the Annual Action Plan in pursuance of the CSR Policy
4. Oversee the manner of execution of projects or programmes; the modalities of utilisation of funds and implementation
5. Schedules for the projects/programmes
6. Monitoring and reporting mechanism for the projects/programmes

The Corporate Social Responsibility Committee met 04 (Four) times during the Financial Year 2024-25 on May 28, 2024, August 08, 2024, November 07, 2024 and February 10, 2025.

Name of the Member	Category	Attendance
Mrs. Gurveen Singh (Chairperson)	Non-Executive, Independent	4/4
Mr. Vinod Rao	Non-Executive, Independent	4/4
Mr. Pratik Pota	Managing Director & CEO	4/4
Mr. Homi Katgara	Non-Executive, Independent	2/4

Further, Ms. Pragya Kaul, Company Secretary & Compliance Officer acts as Secretary to the Committee.

v. Risk Management Committee (RMC)

Introduction

The Risk Management Committee ('RMC') inter alia formulates the Enterprise Risk Management Policy and reviews the same periodically; monitors and oversees implementation of the Policy, including evaluating the adequacy of risk management systems; ensures appropriate methodology, processes, and systems are in place to monitor and evaluate business risks, informs the Board about its discussions, recommendations, and actions to be taken; and appoints the Chief Risk Officer, including terms of remuneration. None of the recommendations made by the Committee were rejected by the Board.

Risk Management Committee assists the Board in monitoring and reviewing the risk management plan and implementation of the risk management and mitigation framework of the Company. The Company has an Enterprise Risk Management (ERM) framework in place, which not only addresses the business needs but also facilitates identifying, evaluating, mitigating and monitoring potential risks that may impact the realisation of strategic and business objectives.

In each meeting of the Risk Management Committee (RMC), the risk rating methodology for identified risks is reviewed to assess the current risk level—whether it remains low, medium, or high—and to determine if any reclassification or escalation is warranted. Additionally, one key risk is taken up for a detailed deep dive in every meeting, allowing the Committee to thoroughly evaluate its potential impact, existing controls, and any further mitigation measures required. This ongoing review helps maintain an accurate and up-to-date risk profile for the Company.

Notably, all members of the Audit Committee are also part of the RMC, ensuring that the Audit Committee remains fully informed about the Company's risk landscape and can provide effective oversight.

The Risk Management Committee also safeguards the shareholders' interests and the Company's assets, reviews reports from the Company's internal audit function relating to risk management, and all other matters specified under the Act, Listing Regulations or any other role as may be prescribed by law or by the Board of Directors from time to time.

Key Terms of Reference of the Committee are:

- 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 risk related to Regulatory / Compliance, Market Risk, Consumer / Reputation, Supply Chain Risk, Information / Cyber Security, People Risk 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;
- The appointment, removal and terms of remuneration of the Chief Risk Officer shall be subject to review by the Risk Management Committee.

The Risk Management Committee met 02 (Twice) during the Financial Year 2024-25 on August 26, 2024 and February 10, 2025.

Name of the Member	Category	Attendance
Mr. Vinod Rao (Chairman)	Non-Executive, Independent	2/2
Mr. Arvind Uppal	Non-Executive, Non-Independent	2/2
Mr. Sahil Dalal	Non-Executive, Non-Independent	2/2
Mrs. Gurveen Singh	Non-Executive, Independent	2/2
Mr. Shashank Samant	Non-Executive, Independent	2/2

Further, Ms. Pragya Kaul, Company Secretary & Compliance Officer acts as Secretary to the Committee.

4. DIRECTORS' REMUNERATION

Remuneration paid to Managing Director & CEO:

Mr. Pratik Pota was appointed as the Managing Director & CEO of the Company with effect from August 16, 2022. The annual remuneration package of Mr. Pota constitutes a fixed salary component including allowances/reimbursements; a variable pay component and stock options as approved by the Nomination & Remuneration Committee and the Board of Directors, from time to time. The Commission is performance-linked and such other parameters as may be fixed by the Nomination and Remuneration Committee and Board from time to time. All other components are fixed.

The details of the remuneration paid to the Managing Director & CEO in the Financial Year 2024-25 is reproduced below:

Particulars	Amount (₹ In Lakhs)
Salary & Perquisites	745.21
Contribution to retiral benefits	28.52
Total	773.73

Notes:

- The variable pay of Managing Director & CEO is paid annually which is determined by NRC after factoring in KPIs achieved and the Company's performance.
- The appointment of the Managing Director & CEO is contractual in nature. He may resign by giving 06 (Six) months written notice without assigning any reason whatsoever. The Company can terminate the appointment by giving 06 (Six) months written notice without assigning any reason whatsoever.

Remuneration to Non-Executive Directors:

Non-Executive Directors are remunerated by way of sitting fees for attending the meetings and an annual commission. The criteria for making payment to The Non-Executive Directors and Independent Directors are available on website of the Company at www.eurekaforbes.com/media/Code_of_Conduct_for_Non_Executive_Director.pdf.

Details of the Sitting Fees and Commission paid to Non-Executive Directors in the Financial Year 2024-25 is mentioned below:

Sr. No.	Name of the Director	Sitting Fees	Commission	Total
1	Mr. Arvind Uppal	2,15,000	27,00,000	29,15,000
2	Mr. Sahil Dalal	NA	NA	NA
3	Mr. Vinod Rao	2,60,000	27,00,000	29,60,000
4	Mrs. Gurveen Singh	2,60,000	27,00,000	29,60,000
5	Mr. Homi Katgara	90,000	27,00,000	27,90,000
6	Mr. Shashank Samant	1,35,000	27,00,000	28,35,000

The Commission payable to the Non-Executive Directors of the Company for the Financial Year 2024-25 is ₹ 27,00,000 per Director. Mr. Sahil Dalal has waived his right to sitting fees and commission.

Other Terms

During the year under review, there were no other pecuniary transactions or relationships of Non-Executive Directors with the Company. The Company has not granted any stock options of the Company to any of its Non-Executive Directors during the year under review.

5. GENERAL BODY MEETINGS

Details in respect of the General Meetings of the Company held during the last three years are as follows:

Date of the Meeting (Years)	Venue	Time	Special Resolution passed
September 20, 2024 (15 th Annual General Meeting)	The meeting was conducted through Video Conferencing and Other Audio Visual Means. The deemed venue of the meeting was the registered office of the Company.	12:00 Noon IST	-
September 22, 2023 (14 th Annual General Meeting)	The meeting was conducted through Video Conferencing and Other Audio Visual Means. The deemed venue of the meeting was the registered office of the Company.	10:00 AM IST	- To consider and approve waiver of excess Managerial Remuneration to former Managing Director & Chief Executive Officer - To consider and approve waiver of excess Managerial Remuneration to Managing Director & Chief Executive Officer (Managing Director & CEO)

Date of the Meeting (Years)	Venue	Time	Special Resolution passed
			- Approval of Payment of Commission to the Non-Executive Directors of the Company - To consider and approve the overall managerial remuneration of the Directors of the Company
April 19, 2023 (Extra Ordinary General Meeting)	The meeting was conducted through Video Conferencing and Other Audio Visual Means. The deemed venue of the meeting was the registered office of the Company	10:00 AM IST	Approval of proposed grant of Stock Options equal to or exceeding 1% (One Percent) of issued capital of the Company under Eureka Forbes - Employee Stock Option Plan 2022 at the time of grant to identified employee(s)
December 22, 2022 (13 th Annual General Meeting)	The meeting was conducted through Video Conferencing and Other Audio Visual Means. The deemed venue of the meeting was the registered office of the Company	04:00 PM IST	- Appointment of Mr. Shashank Samant (DIN: 09733485) as Non-Executive and Independent Director - Payment of Commission to Non-Executive Directors - Consideration and approval of payment of Managerial Remuneration and waiver of excess Managerial Remuneration payable to Managing Director & Chief Executive Officer (Managing Director & CEO)

6. POSTAL BALLOT

No resolution was passed through postal ballot during the year under review. None of the businesses proposed to be transacted at the ensuing AGM requires the passing of a special resolution through postal ballot.

7. MEANS OF COMMUNICATION

Website, News & Events

The Company makes a constant effort to maintain the highest level of transparency in the interest of its stakeholders. The Company upholds the regularity and volume of its disclosures to the general public. The Company conducts frequent meetings with Investors and Analysts to update them on the progress of the Company.

The Company remains committed to transparent and proactive communication with its shareholders and investors.

Support During AGM

Speaker shareholders are guided on technical aspects to ensure seamless participation in the AGM.

IEPF Outreach

Proactive efforts are made to reach out to shareholders with unclaimed shares, assisting them in the IEPF claim process.

Website

A separate dedicated section under 'Investors' at www.eurekaforbes.com/investor-relations gives information on applicable policies including policy on dealing with related-party transactions which is at www.eurekaforbes.com along with news and events held during the year of the Company.

A separate dedicated section under 'Investors' section on the Company's website at www.eurekaforbes.com gives information on policy for determining material subsidiary at www.eurekaforbes.com.

Publications in Newspapers

The quarterly, half-yearly and yearly financial results prepared in accordance with the Companies (Indian Accounting Standards) Rules, 2015 (Ind-AS Rules) in the format prescribed under Regulation 33 of the Listing Regulations are sent to the Stock Exchanges where the shares of the Company are listed i.e. BSE Limited and National Stock Exchange of India Limited. The results are normally published in "Financial Express" (English Daily) and "Mumbai Lakshadeep" (Marathi Daily) within 48 hours of the conclusion of the Meeting of the Board in which they are approved.

Financial Results

The results are displayed on the Company's website www.eurekaforbes.com/investor-relations/financial-information/eurekaforbes-ltd/.

Annual General Meeting

The proceedings of the General Meetings are also available on the Company's website at www.eurekaforbes.com/investor-relations/shareholders-information/annual-general-meeting

Press Releases, Analysts Calls and Investor Day

Other information, such as Press Release and Presentations made to investors and analysts etc. is regularly updated on the Company's website.

The Company holds analyst calls in each quarter, to apprise and make public the information relating to the Company's working and future outlook.

The Company conducts Investor Day to share strategic insights with institutional investors, while the Investor Relations team maintains regular communication to address queries and gather feedback.

The required disclosures were made to the Stock Exchange and were uploaded on the website of the Company at www.eurekaforbes.com.

Common Online Dispute Redressal Mechanism by SEBI

The Securities and Exchange Board of India (SEBI) has issued multiple circulars to introduce and implement a Common Online Dispute Resolution (ODR) mechanism for facilitating the online resolution of grievances, complaints, and disputes in the Indian securities market.

Below is a summary of the relevant SEBI circulars:

Circular Number	Date
SEBI/HO/OIAE/OIAE_IAD-1/P/ CIR/2023/131	July 31, 2023
SEBI/HO/OIAE/OIAE_IAD-1/P/ CIR/2023/135	August 4, 2023
SEBI/HO/OIAE/IGRD/ CIR/P/2023/156	September 20, 2023
SEBI/HO/OIAE/OIAE_IAD-3/P/ CIR/2023/191	December 20, 2023

Through these circulars, SEBI has not only laid the foundation for a unified digital platform to handle investor grievances but also integrated it with the existing SCORES platform to streamline redressal processes.

The ODR Portal offers members an additional mechanism to resolve their grievances, complaints, and disputes efficiently.

Level 1: Approach RTA or the Company

At the initial stage, all grievances/disputes/complaints are required to be directly lodged with the RTA/the Company. The Member(s) may send an email to rnt.helpdesk@in.mpms.mufg.com or compliance@eurekaforbes.com or send the physical correspondence addressed to M/s. MUFG Intime India Private Limited (Formerly known as Link Intime India Private Limited) (Unit: Eureka Forbes Limited), C 101, 247 Park, L.B.S. Marg, Vikhroli (West), Mumbai - 400 083.

Level 2: Escalate to SEBI SCORES Platform

In case the grievances/disputes/complaints are not redressed to the satisfaction of the Member(s) at

Level 1, then the Member(s) may escalate the same on the SEBI Complaints Redress System ("SCORES") Platform at www.scores.gov.in in accordance with the process laid out therein.

Level 3: Initiate Dispute Resolution Process on ODR Platform

In case the grievances/disputes/complaints of the Member(s) are not resolved at Level 1/Level 2, then the ODR Process may be initiated through the ODR Portal within the applicable timeframe under law.

8. SHAREHOLDERS' INFORMATION

16th (Sixteenth) Annual General Meeting (through Video Conference/Other Audio-Visual Means)

Day & Date: Friday, September 19, 2025

Time: 12:00 noon IST

Venue: The 16th Annual General Meeting of the Company ('AGM') is being conducted through VC/ OAVM facility and the deemed venue for the AGM shall be the Registered Office of the Company.

Book Closure date: Not Applicable

Dividend Payment date: Not Applicable

Financial year: The Financial Year of the Company is from April 01 to March 31.

Stock Exchanges	ISIN	Stock Code
BSE Limited – Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001	INE0KCE01017	543482
National Stock Exchange of India Limited* - Exchange Plaza, C-1, Block - G, Bandra Kurla Complex, Bandra (East), Mumbai – 400051	INE0KCE01017	EUREKAFORB

** The equity shares of the Company got listed on September 11, 2024.*

Your Company has paid the Listing fees to the Stock Exchange for the Financial Year 2024-25 for Equity Shares within the stipulated time.

In case the securities are suspended from trading, the directors report shall explain the reason thereof – **Not Applicable**

Registrar & Transfer Agents

MUFG Intime India Private Limited (Formerly known as Link Intime India Private Limited)

C 101, 247 Park, L.B.S. Marg, Vikhroli (West), Mumbai - 400 083

Phone: +91 22 4918 6000

E-mail: rnt.helpdesk@in.mpms.mufg.com

Contact Person: Mr. Ishwar Suvarna

Share Transfer System

All share transfer and other communications regarding share certificates, change of address, dividends, etc. should be addressed to the Registrar and Transfer Agent (RTA).

In terms of the SEBI Listing Regulations, effective from April 1, 2019, securities of listed companies can only be transferred in dematerialised form except where the claim is lodged for transmission or transposition of shares or where the transfer deed(s) was lodged prior to April 1, 2019 and returned due to deficiency in the documents. SEBI vide its Circular No. SEBI/HO/MIRSD/ RTAMB/CIR/P/2020/166 dated September 7, 2020 has instructed companies to not accept transfer

requests in physical form with effect from March 31, 2021. Hence, the Company has not accepted any document for transfer of shares in physical form post March 31, 2021.

Shareholders are advised to dematerialise their shares held by them in physical form at the earliest. Requests for dematerialisation of shares are processed by RTA and confirmation thereof is given to the respective depositories i.e. National Securities Depository Limited ("NSDL") and Central Depository Services (India) Limited ("CDSL") within the statutory time limit from the date of receipt of share certificates, provided the documents are complete in all respects.

Distribution of Shareholding as on March 31, 2025

Category (Shares)	No. of Shareholders	% to total shareholders	No. of Shares	% to total no. of shareholders
Upto 500	23,867	75.79	25,95,915	1.34
501 to 1000	3,348	10.63	24,74,470	1.28
1001 to 2000	2,057	6.53	27,86,732	1.44
2001 to 3000	689	2.19	17,53,845	0.91
3001 to 4000	285	0.91	10,07,340	0.52
4001 to 5000	244	0.77	11,17,904	0.58
5001 to 10000	509	1.62	36,62,866	1.89
10001 and above	493	1.57	17,80,80,168	92.04
Total	31,492	100.00	19,34,79,240	100.00

Shareholding base expanded significantly since listing

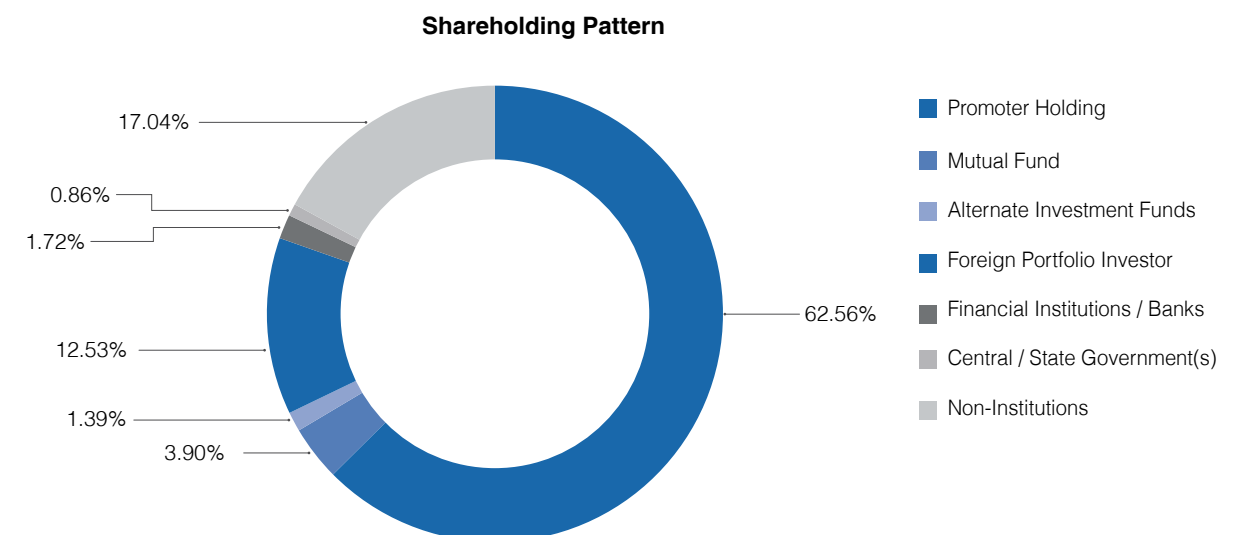
25 to 157 (6.3x)
Institutional Shareholders

13.5k to 30.6k (2.3x)
Non-Institutional Shareholders

Shareholding Pattern as on March 31, 2025

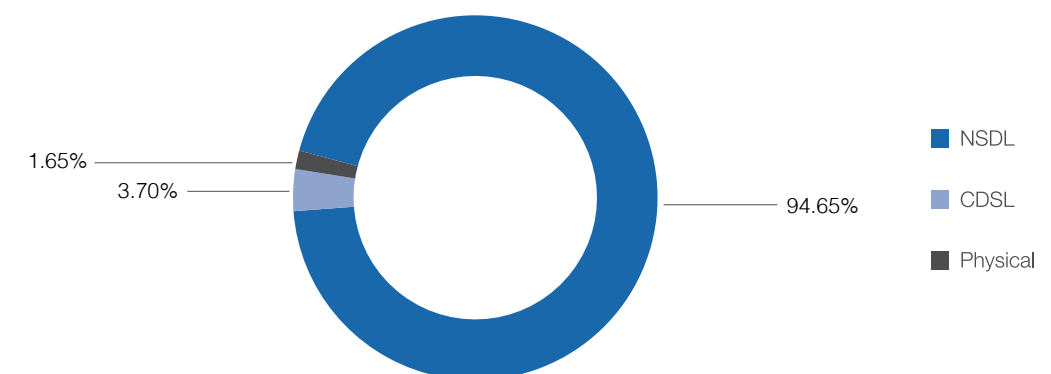
Sr. No.	Category	No. of Shares	% of Shareholding
A	Promoter Holding		
1	Promoter & Promoter Group	12,10,41,730	62.56
	Sub-Total (A)	12,10,41,730	62.56
B	Non-Promoter Holding		
1	Institutional Investor		
1.1	Mutual Fund	75,50,595	3.90
1.2	Alternate Investment Funds	26,79,819	1.39
1.3	Foreign Portfolio Investor	2,42,41,208	12.53

Sr. No.	Category	No. of Shares	% of Shareholding
1.4	Financial Institutions / Banks	33,32,114	1.72
1.5	Foreign Bank	1,950	0.00
2	Central / State Government(s)	16,55,545	0.86
	Sub-Total (B)	3,94,61,231	20.40
	Non-Institutions		
1	Bodies Corporate/LLP	81,21,569	4.19
2	Non-Resident Indians	8,93,533	0.46
3	Individuals/HUF/Trust/Others	2,39,61,177	12.39
	Sub-Total (C)	3,29,76,279	17.04
	Grand Total (A+B+C)	19,34,79,240	100.00

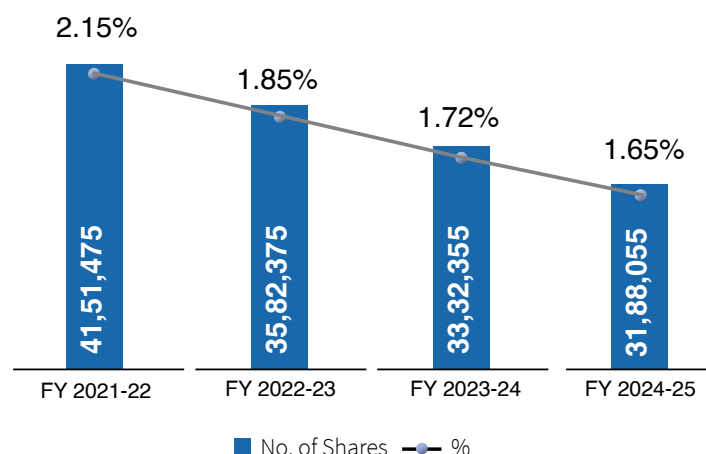


Dematerialisation & Liquidity of Shares

As on March 31, 2025, 98.35% of the total issued share capital was held in dematerialised form with NSDL and CDSL, and the break-up is as follows:



Reduction in physical holding



Plant Locations:

Dehradun:

Khasra Number 3946, 3961 & 3962, Lal Tappar Industrial Area, Majri Grant, Dehradun-Haridwar Highway, Tehsil – Rishikesh, Dist. – Dehradun, Uttarakhand – 248 140

Bengaluru:

Plot No. 143, C-4, Bommasandra Industrial Area, Hosur Road, Bengaluru – 560 099

Address for Correspondence:

Ms. Pragya Kaul is the Company Secretary & Compliance Officer of the Company. The correspondence address of the Company is: Registered Office – B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai, Maharashtra – 400013, India. Phone: +91 22 4882 1700 Fax: +91 22 4882 1701 Website: www.eurekaforbes.com E-mail: compliance@eurekaforbes.com

The Company welcomes all the members to communicate with the Company as per the above details or through the Company's Registrar and Share Transfer Agent (RTA):

MUFG Intime India Private Limited (Formerly known as Link Intime India Private Limited) C 101, 247 Park, L.B.S. Marg, Vikhroli (West), Mumbai - 400 083 Phone: +91 22 4918 6000 E-mail: rnt.helpdesk@in.mpms.mufg.com

Outstanding ADRs/GDRs/Warrants or any convertible instruments, conversion date and likely impact on equity

The Company does not have any outstanding Global Depository Receipts or American Depository Receipts or warrants or any convertible instruments.

Credit Ratings

CARE

CARE has upgraded the Ratings to the Company as follows:

Facilities	Ratings	Remarks
Long term Bank Facilities	CARE AA-, Stable	Upgraded from CARE A+; Stable
Issuer Ratings	CARE AA-, Stable	Upgraded from CARE A+; Stable

CRISIL

CRISIL has provided the following Rating to the Company:

Facilities	Ratings	Remarks
Corporate Credit Rating	AA-/Stable	Assigned for the first-time

During the year under review, CARE Ratings Limited upgraded the Company's Long-Term Bank Facilities Rating and Issuer Rating from CARE A+/Stable to CARE AA-/Stable. This marks the Company's second consecutive rating upgrade in the year 2024, reflecting its strong financial performance and consistent progress.

Additionally, CRISIL Ratings Limited assigned a Corporate Credit Rating of AA-/Stable to the Company for the first time, further endorsing its creditworthiness and financial stability.

The details of Credit Rating are available on the website of the Company at www.eurekaforbes.com/investor-relations/shareholders-information/credit-rating.

9. OTHER DISCLOSURES

(a) Disclosures on materially related party transactions that may have potential conflict with the interests of listed entity at large

During the Financial Year 2024-25, there was no materially related party transaction that may have potential conflict with the interests of the Company at large. For reference, the details of related party transactions in accordance with IND AS-24 are given in Note No. 34 of Notes to Accounts of the Annual Report. The Policy on Materiality of RPTs and dealing with RPTs as approved by the Board is uploaded on the Company's website at the web link www.eurekaforbes.com/cms/assets/prod/Policy_on_Materiality_of_Related_Party_Transactions_and_on_dealing_with_Related_Party_Transactions.pdf.

During the year under review,

- all RPTs entered into by the Company, were approved by the Audit Committee and were in the ordinary course of business and at arm's length basis. The Audit Committee also granted prior omnibus approval for RPTs which would be in the ordinary course of business and on an arm's length basis that are repetitive in nature and also for unforeseen transactions, in line with the Policy on Dealing with and Materiality of Related Party Transactions and the applicable provisions of the Act read with the Rules issued thereunder and the Listing Regulations (including any statutory modification(s) and/or re-enactment(s) thereof for the time being in force).
- the Audit Committee reviewed on a quarterly basis, the details of RPTs, entered into by the Company pursuant to the omnibus approval granted.
- the Company did not enter into any material RPTs nor did it enter into any significant transaction with its related parties that may have a potential conflict with the interests of the Company.
- the RPTs undertaken by the Company were in compliance with the provisions set out in the Act read with the Rules issued thereunder and relevant provisions of the Listing Regulations.
- Pursuant to Regulation 23(9) of the Listing Regulations, the Company had filed

the half-yearly reports on related party transactions with the stock exchanges on which the equity shares of the Company are listed.

(b) Details of non-compliance by the listed entity, penalties, strictures imposed on the listed entity by stock exchange(s) or the Board or any statutory authority, on any matter related to capital markets, during the last three years

The Company has not been penalised, nor have the stock exchanges, SEBI or any statutory authority imposed any strictures, during the last three years, on any matter relating to capital markets.

(c) Details of establishment of vigil mechanism / whistle blower policy, and affirmation that no personnel has been denied access to the audit Committee

The Company has adopted a Whistle Blower Policy which means alert/vigilant empowering any person associated with the organisation to file a grievance if he/she notices any irregularity. The Policy is available on the website of the Company at www.eurekaforbes.com/media/pdf/whistle-blower-policy-v2.pdf. No person has been denied access to the Audit Committee for any grievance.

(d) Web link where policy for determining 'material' subsidiaries is disclosed

The policy for determining 'material' subsidiaries is available on the website of the Company under "Codes & Policies" in the Corporate Governance section and can be accessed at www.eurekaforbes.com/cms/assets/prod/Policy_on_Material_Subsiary.pdf.

(e) Disclosure of commodity price risks and commodity hedging activities

The Company is exposed to the risks associated with volatility in foreign exchange rates mainly on account of import of finished goods and components. A robust planning and strategy ensures that the Company's interest is protected despite volatility in foreign exchange rates and commodity prices. The Company does not enter into any derivative instruments for trading or speculative purposes. The Company has not entered into any commodity hedging activities. The details of unhedged foreign currency exposure as on March 31, 2025 are disclosed in the Note No. 40(c)(i) to the Standalone Financial Statements.

(f) Details of utilisation of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32(7A)

The Company did not raise any funds through preferential allotment or qualified institutions placement during the year.

(g) Certificate from a Company Secretary in practice that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of Companies by the Board/Ministry of Corporate Affairs or any such statutory authority.

On the basis of written representations/declaration received from the Directors, as on March 31, 2025, M/s Miheh Halani & Associates, Company Secretaries (Pee Review Certificate No. 6925/2025), have issued a certificate, confirming that none of the Directors on Board of the Company has been debarred or disqualified from being appointed or continuing as Director of companies by SEBI/MCA or any such authority and the same also forms part of this Report.

(h) Where the Board had not accepted any recommendation of any Committee of the Board which is mandatorily required, in the relevant financial year, the same to be disclosed along with reasons thereof

The Board accepted the recommendations of its Committees, wherever made, during the financial year.

(i) Total fees for all services paid by the listed entity and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm/network entity of which the statutory auditor is a part

The details of remuneration paid to the Statutory Auditor is given in Note No. 30 forming part of the Standalone Financial Statements. The statutory auditors and their network firm/network entity are not providing any services to the Subsidiaries of the Company.

(j) Disclosure of the extent to which the Discretionary Requirements as specified in Part E of schedule II have been adopted

a. The Board: The Company's Chairman is a Non-Executive Director and is entitled to maintain the Chairman's office at the Company's expense and is also allowed reimbursement of expenses incurred in performance of his duties.

b. Shareholder Rights: Quarterly Financial Statements are published in leading newspapers and uploaded on Company's website www.eurekaforbes.com.

c. Modified opinion(s) in audit report:

Auditors have raised no qualification on the Financial Statements.

d. Separate posts of Chairman and the MD or CEO:

Presently, Mr. Arvind Uppal is the Non-Executive Chairman and Mr. Pratik Pota is the Managing Director & CEO of the Company.

e. Reporting of M/s. PricewaterhouseCoopers Internal Auditor:

The Company has appointed an Internal Auditor who has direct access to the Chairman of the Audit Committee.

(k) Disclosures of the compliance with Corporate Governance requirements specified in Regulations 17 to 27 and clauses (b) to (i) of sub regulation (2) of Regulation 46

The Company has complied with all the mandatory requirements specified in Regulations 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Further, the certificate by Practicing Company Secretary with respect to compliance with Regulation 17 to 27 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 relating to Corporate Governance, has been annexed to this Report.

(l) Policy for Prevention of Sexual Harassment of Women at Workplace

The Company values the dignity of individuals and is committed to providing an environment, which is free of discrimination, intimidation and abuse. As per the requirement of the Prevention of Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 ('POSH Act') and Rules made thereunder, your Company has constituted Internal Complaint Committee (ICC) and has a well-defined policy. The Company has in place an effective mechanism for dealing with complaints relating to sexual harassment at workplace. During the year, the Company has not received any complaint under the Policy.

- Number of complaints filed during the Financial Year – NIL
- Number of complaints disposed of during the Financial Year – NIL
- Number of complaints pending as on end of the Financial Year – NIL

(m) Dividend Policy

The Company has adopted a Dividend Policy which has been displayed on the Company's website and can be accessed at www.eurekaforbes.com/media/investor-relations/Dividend_Distribution_Policy.pdf.

(n) Legal Compliance Reporting

The Board of Directors reviews, on a quarterly basis, the report of compliance with respect to all applicable laws and regulations.

(o) Demat Suspense Account

The Company has a Suspense Escrow Demat Account pursuant to SEBI/HO/MIRSD/PoD-1/OW/P/2022/64923 dated December 30, 2022.

Aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year	Number of shareholders who approached listed entity for transfer of shares from suspense account during the year	Number of shareholders to whom shares were transferred from suspense account during the year	Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year
2 shareholders holding 4,905 shares	0	0	4 shareholders holding 9,165 shares

Parameters of Statutory compliances evidencing the standards expected from a listed entity have been duly observed and a Report on Corporate Governance as well as the Certificate from Practicing Company Secretary confirming compliance with the requirements of SEBI Listing Regulations forms part of the Annual Report.

appointment of the statutory auditors of such subsidiaries: Not applicable

(s) Disclosure of agreements entered under Clause 5A of Paragraph A of Part A of Schedule III which are binding on Listed entities: Not applicable

(p) Code of Conduct

The Company has formulated and adopted Code of Conduct for members of the Board of Directors and senior management personnel (which incorporates the duties of Independent Directors) as laid down in Schedule IV of the Act ('Code for Independent Directors') in accordance with Regulation 17(5) of the SEBI Listing Regulations which is available at www.eurekaforbes.com/media/investor-relations/Code_of_Conduct_for_Board_of_Directors_and_Senior_Management_Personnel.pdf. The Company has received confirmation from all members of the Board of Directors and Senior Management Personnel regarding compliance of the Code for the year under review. The declaration signed by Mr. Pratik Pota, Managing Director & CEO stating that the members of Board of Directors and senior management personnel have affirmed compliance with the Code of Conduct of Board of Directors and Senior Management Personnel is forming part of this report.

(q) Disclosure by listed entity and its subsidiaries of 'Loans and advances in the nature of loans to firms/companies in which Directors are interested by name and amount': Not Applicable

(r) Details of material subsidiaries of the listed entity; including the date and place of incorporation and the name and date of

10. Governance of Subsidiary Companies

The minutes of the Board Meetings of the subsidiary companies along with the details of significant transactions and arrangements entered into by the subsidiary companies are shared with the Board of Directors on a quarterly basis. The financial statements of the subsidiary companies are presented to the Audit Committee. As on the date of this Integrated Annual Report, the Company does not have a material subsidiary, having a net worth exceeding 10% of the consolidated net worth or income of 10% of the consolidated income of the Company. As per the requirements of Regulation 23 of Listing Regulations, omnibus approval of the Audit Committee is obtained for all material related party transactions of the Subsidiaries.

11. Other Significant Governance Practices

- The Company regularly engages the Independent Directors in deep-dive sessions to boost their competence and understanding of the various topics integral to the Company's business and functioning.
- The Company uses an internal portal to manage & automate the overall compliance activities of the Company applicable to various functions.
- The Company has adopted automated Contract management tool to manage contracts throughout the respective lifecycles and for maintaining an

online repository of the enforced contracts and retain historical records of the contracts.

4. The Company uses an automated Insider Trading monitoring tool to ensure compliance with the SEBI (Prohibition of Insider Trading) Regulations and to track trading activities of designated persons. Additionally, periodic sensitisation sessions are conducted for designated employees to reinforce awareness and understanding of their obligations under the Insider Trading Regulations.
5. As part of its inclusive and employee-centric governance practices, the Company has

implemented several progressive policies, including a Creche Policy to support working parents, a POSH Policy to ensure a safe and harassment-free workplace, and a Transgender Policy to promote diversity and equal opportunity. Additionally, the Company has made its Code of Conduct and related policies easily accessible to all employees through its intranet, reinforcing a culture of ethics and accountability.

6. Quarterly Compliance certificates from all the Department Heads, giving the status of the compliances are placed before the Audit Committee and the Board.

12. Details of Corporate Policies along with the weblinks

Statutory Policies

 Dividend Distribution Policy	 Code of Conduct for Non-Executive Director	 Policy for Determination of Materiality for disclosures
 Anti-Bribery Policy	 Code for Prevention of Insider Trading	 Policy on Material Subsidiary
 Business Responsibility Policy	 Enterprise Risk Management Policy	 Policy on Preservation of Documents
 Archival Policy	 Familiarisation Programme for Independent Directors	 Whistle Blower Policy
 Code of Conduct for Board of Directors Senior Management	 Nomination and Remuneration Policy	 Policy on Materiality of Related Party Transactions and on dealing with Related Party Transactions

Non-Statutory Policies

 Short Term Treasury Policy	 Creche Policy	 Transgender Policy
 Audit Trail Policy for EFL – Financial System	 IT Policy	

On behalf of the Board of Directors of
Eureka Forbes Limited

Place: Gurugram
Date: August 11, 2025

Arvind Uppal
Chairman
(DIN: 00104992)

DECLARATION REGARDING COMPLIANCE WITH THE CODE OF CONDUCT OF THE COMPANY BY THE BOARD MEMBERS AND SENIOR MANAGERIAL PERSONNEL
[Pursuant to Regulation 34(3) and Schedule V of the SEBI Listing Regulations]

I, Pratik Pota, Managing Director & CEO of Eureka Forbes Limited, hereby declare that all the members of the Board of Directors and the Senior Management Personnel have affirmed compliance with the Code of Conduct of Board of Directors and Senior Management Personnel, applicable to them as laid down by the Board of Directors in terms of Regulation 26(3) of the SEBI Listing Regulations for the Financial Year ended March 31, 2025.

On behalf of the Board of Directors of
Eureka Forbes Limited

Place: Mumbai
Date: August 11, 2025

Sd/-
Pratik Pota
Managing Director & CEO
(DIN 00751178)

CERTIFICATE OF PRACTICING COMPANY SECRETARY ON COMPLIANCE
WITH THE CONDITIONS OF CORPORATE GOVERNANCE

To,
The Members,
EUREKA FORBES LIMITED

We have examined the compliance of conditions of Corporate Governance by Eureka Forbes Limited (“the Company”), for the Financial Year ended on March 31, 2025, as stipulated in Regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of regulation 46 and para-C, D and E of Schedule V of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“the SEBI LODR Regulations”).

The compliance of conditions of Corporate Governance is the responsibility of the management. Our examination was limited to the procedure and implementation thereof, adopted by the Company for ensuring compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations as given to us, we certify that the Company, to the extent applicable, has complied with the conditions of Corporate Governance as stipulated in Regulations 17 to 27, clauses (b) to (i) of sub-regulation (2) of Regulation 46 and Para C, D and E of Schedule V of the SEBI LODR Regulations.

We state that in respect of investor’s grievance received during the financial year ended March 31, 2025, the Registrar and Transfer Agent of the Company have certified that as of March 31, 2025, there were no investors’ grievances remaining unattended / pending to the satisfaction of the investor.

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 **MIHEN HALANI & ASSOCIATES**
Practicing Company Secretaries

Date: August 11, 2025
Place: Mumbai
UDIN: F009926G000977387

Mihen Halani
Proprietor
CP No: 12015
FCS No: 9926

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

To,
The Members,
EUREKA FORBES LIMITED

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Eureka Forbes Limited** bearing **CIN - L27310MH2008PLC188478** and having registered office at B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai – 400 013, Maharashtra, India (**hereinafter referred to as “the Company”**), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C 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 of the Ministry of Corporate Affairs at “www.mca.gov.in”) as considered necessary and explanations furnished to us by the Company and 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, 2025** have been debarred or disqualified from being appointed or continuing as Director of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority.

Sr. No.	Name of Directors	DIN	Designation	Date of Appointment In Company
1	Mr. Arvind Uppal	00104992	Non-Executive – Non-Independent Director, Chairman	26/04/2022
2	Mr. Pratik Pota	00751178	Managing Director & CEO	16/08/2022
3	Mr. Homi Katgara	00210338	Non-Executive - Independent Director	31/01/2022
4	Mr. Sahil Dalal	07350808	Non-Executive – Non-Independent Director	26/04/2022
5	Mr. Vinod Rao	01788921	Non-Executive - Independent Director	26/04/2022
6	Mrs. Gurveen Singh	09507365	Non-Executive - Independent Director	26/04/2022
7	Mr. Shashank Samant	09733485	Non-Executive - Independent Director	10/10/2022

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **MIHEN HALANI & ASSOCIATES**
Practicing Company Secretaries

Place: Mumbai
Date: August 11, 2025
UDIN: F009926G000977354

Mihen Halani
(Proprietor)
CP No: 12015
FCS No: 9926

Annexure – 7

Business Responsibility & Sustainability Report

Section A: GENERAL DISCLOSURES

I. Details of the listed entity

1. Corporate Identity Number (CIN) of the Listed Entity:	L27310MH2008PLC188478
2. Name of the Listed Entity:	Eureka Forbes Limited
3. Year of incorporation:	November 26, 2008
4. Registered office address:	B1/B2, 7 th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai – 400013
5. Corporate address:	B1/B2, 7 th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai – 400013
6. E-mail:	compliance@eurekaforbes.com
7. Telephone:	+91 2248821700
8. Website:	www.eurekaforbes.com
9. Financial year for which reporting is being done:	FY 2024-25
10. Name of the Stock Exchange(s) where shares are listed:	1. BSE Limited 2. National Stock Exchange of India Limited (With effect from September 11, 2024)
11. Paid-up Capital:	₹ 1,93,47,92,400
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report:	Name: Mr. Pratik Pota Designation: Managing Director & Chief Executive Officer Email id: compliance@eurekaforbes.com Telephone: +91 2248821700
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 assurance provider:	Not Applicable
15. Type of assurance obtained:	Not Applicable

II. Product/Services

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

Sr. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1	Manufacturing	Electrical equipment, General Purpose and Special purpose Machinery & equipment, Transport equipment	53.79%
2	Manufacturing	Repair & installation of machinery & equipment, motor vehicles	25.00%
3	Trading	Retail Trading	21.21%

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

Sr. No.	Product/Service	NIC Code	% of total Turnover contributed
1	Manufacture of domestic electric appliances	27501	13.74%
2	Manufacture of filtering and purifying machinery or apparatus for liquids and gases	28195	51.07%
3	Repair and servicing of household appliances	95221	32.92%

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	2	137	139
International	0	0	0

19. Markets served by the entity

a. Number of locations

Location	Number
National (No. of States)	34 (28 States + 6 Union Territories)
International (No. of Countries)	6

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

0.04%

c. Overview of Customer Types -

The Company is committed to serving a diverse customer base across multiple sectors, including B2C, educational institutions, retail stores, households, B2B clients, banks, IT firms, hospitals, SMEs, and hotels. Its market presence also spans government bodies such as the railways, armed forces, and various departments through platforms like the Government e-Marketplace (GeM). To ensure extensive market reach, the Company utilises its own website, leading e-commerce platforms, modern retail chains, and general trade outlets.

IV. Employees

20. Details as at the end of financial year:

a. Employees and workers (including differently abled):

Sr. No.	Particulars	Total (A)	Male		Female	
			No.(B)	%(B/A)	No.(C)	%(C/A)
EMPLOYEES						
1.	Permanent(D)	2,679	2,523	94%	156	6%
2.	Other than Permanent (E)	9	7	78%	2	22%
3.	Total employees (D+E)	2,688	2,530	94%	158	6%
WORKERS						
4.	Permanent(F)	42	41	98%	1	2%
5.	Other than Permanent (G)	0	0	0	0	0
6.	Total workers (F+G)	42	41	98%	1	2%

b. Differently abled Employees and workers:

Sr. No.	Particulars	Total (A)	Male		Female	
			No.(B)	%(B/A)	No.(C)	%(C/A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent(D)			Nil		
2.	Other than Permanent (E)					
3.	Total employees (D+E)					
DIFFERENTLY ABLED WORKERS						
4.	Permanent(F)			Nil		
5.	Other than Permanent (G)					
6.	Total workers (F+G)					

21. Participation/Inclusion/Representation of women:

	Total (A)	Number and percentage of Females	
		No.(B)	%(B/A)
Board of Directors	7	1	14.28%
Key Management Personnel	3	1	33.33%

22. Turnover rate for permanent employees and workers:

(Disclose trends for the past 3 years)

	FY 2024-25			FY 2023-2024			FY 2022-2023		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Turnover Permanent Employees	38%	2%	40%	44%	2%	42%	61%	55%	61%
Turnover Permanent Workers	9.5%	0%	9.5%	4.5%	0%	4.5%	5%	0%	5%

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 (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Lunolux Limited	Holding	62.56%	No
2	Forbes Aquatech Limited	Subsidiary	88.49%	The Company takes all active measures to include its subsidiaries in its Business responsibility Initiatives
3	Infinite Water Solutions Private Limited	Wholly-owned subsidiary	100%	
4	Euro Forbes Limited, Dubai	Wholly owned subsidiary	100%	
5	Forbes Lux FZE, Dubai*	Step down Subsidiary	100%	

* Forbes Lux FZE, Dubai is a wholly-owned subsidiary of Euro Forbes Limited, Dubai (Wholly Owned Subsidiary of Eureka Forbes Limited).

VI. CSR Details

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

Yes

(ii) Turnover (in ₹): ₹ 2,43,606.24 Lakhs

(iii) Net worth (in ₹): ₹ 4,38,014.34 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 2024-25			FY 2023-24		
		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, Link to grievance redressal mechanism is www.eurekaforbes.com/connectwith-us	0	0	-	0	0	-
Investors (other than shareholders)	Not Applicable as the Company doesn't have any investors other than Equity Shareholder				NA	NA	NA
Shareholders	Yes, Link to grievance redressal mechanism is www.eurekaforbes.com/connectwith-us	4	0	-	6	0	-
Employees and workers	Yes, Link to grievance redressal mechanism is www.eurekaforbes.com/connectwith-us	0	0	-	2	0	--
Customers*	Call Centre, WhatsApp, Email, IVR, Website, Customer App www.eurekaforbes.com/connectwith-us	145	136	-	97	82	Customer concerns are addressed promptly and effectively, ensuring a high level of satisfaction with complaint resolution.

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 2024-25			FY 2023-24		
		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
Value Chain Partners	We engage & interact with suppliers regularly and through these interactions with suppliers on regular basis , we seek their feedback & resolve & addresses grievances if any	0	0	-	0	0	-
Others (Specify)	Not applicable						

*The Customer complaints pertain to Product, Services and Advertising related matters.

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:

S. No.	Material issue identified (9 Mission)	Indicate whether risk or opportunity (R/O)	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	Market Risk	Risk	Inability to drive category growth and market share.	- Significant investments have been made in R&D and marketing capabilities. - Our offerings encompass multiple price points – from entry level to premium. The diverse price points are available for both products and services across categories. - We have an innovation roadmap to ensure a steady pipeline of unique innovations. - Our omnichannel approach, including strong go-to-market presence and access to consumer homes provides extensive market reach.	Negative

S. No.	Material issue identified (9 Mission)	Indicate whether risk or opportunity (R/O)	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)
2	Consumer/ Reputation Risk	Risk	Risk associated with poor customer experience potential impact on our reputation.	- Our extensive service network is being fortified with infrastructure upgrades and expansion. - Continuous onboarding of service technicians and Partners with training helps in improving the NPS score. - Significant investments in digital capabilities empower customers by giving them greater control over their experience. Initiatives like "Customer Day" and extensive engagement with business partners foster a strong customer-centric mindset across the organisation..	Negative
3	Supply Chain Risk	Risk	Risk arising from unexpected disruptions in the supply chain due to geopolitical or other external factors.	- Our supply network is derisked through a detailed vendor development roadmap. - Robust strategic partnerships are in place and are continuously enhanced. - Inhouse and Domestic manufacturing partnerships in key categories helps in maintaining healthy supply of products.	Negative
4	Information/ Cybersecurity Risk	Risk	Risk associated with cybersecurity, including cyberattacks, ransomware, data breaches, inadequate disaster recovery, and non-compliance with evolving data privacy laws such as DPDP Rules.	- Detailed disaster recovery process is in place, ensuring business continuity. - We have implemented several data security measures in areas like customer data, call masking, etc. to safeguard sensitive information. - Cybersecurity awareness trainings have been rolled out across the organisation. - We maintain in house capabilities and access to external cybersecurity experts.	Negative

S. No.	Material issue identified (9 Mission)	Indicate whether risk or opportunity (R/O)	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	People Risk	Risk	Risk associated with people and cultural factors that may hinder our transformation initiatives.	- We have conducted strategy alignment sessions and cascaded them across all employees. The first-ever ESOP programme covering all managers was rolled out. - Sustained employee engagement and recognition programmes across levels are in place to drive the transformation agenda. - We have built new people capabilities and scaled up in areas like R&D, technology, D2C, and Sales organisation. 'Voice of EFL' engagement survey with a high participation rate helped reinforce employee centricity while identifying collaboration gaps	Negative
6	Product/ Environment Risk	Risk	Risk associated with inability to enhance product quality, meet evolving customer needs, adapt to rapid technological shifts and market trends, and comply with environmental regulations.	- Design improvements, including new flow restrictors and flushing mechanisms, are underway, along with regular review of performance metrics. - Our R&D and marketing pipelines are aligned with a multi-year portfolio plan, while new technologies and product variants have been launched. - Both factories are EMS certified with EPR compliance in place. Annual filings and waste management ensure regulatory adherence. CO2 emissions are monitored, with a decarbonisation roadmap targeting measurable reductions by FY26.	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

Disclosure Questions		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)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	b.	Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	c.	Web Link of the Policies, if available	www.eurekaforbes.com/investor-relations/corporategovernance/policies							
2.		Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3.		Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.		Name of the national and international codes/ certifications/labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	1.	GC Mark Certificate (Bengaluru & Dehradun)						
			2.	IGBC Membership Certificate (Dehradun)						
			3.	ISO 14001: 2015 (Environment Management System) (Bengaluru & Dehradun)						
			4.	ISO 9001: 2015 (Quality Management System) (Bengaluru & Dehradun)						
			5.	BIS Certification as per IS 14724 : 1999 (Dehradun)						
			6.	IS16240 certifications (Bengaluru & Dehradun)						
			7.	IS14724 Certifications (Dehradun)						
			8.	ISO 45001:2018 (Occupational Health and Safety (OH&S) Management Systems) (Dehradun & Bengaluru)						
5.		Specific commitments, goals and targets set by the entity with defined timelines, if any.	The Company is committed to delivering long-term sustainable value to its stakeholders. While the comprehensive framework for setting long-term targets is currently under development, we have proactively initiated early-stage measures to promote Environmental, Social, and Governance (ESG) principles. For the fiscal year 2025-26, the Company has set the following specific goals with defined timelines: 1. Reduction in Groundwater Withdrawal: The manufacturing plants aim to achieve an additional 5% reduction in groundwater withdrawal compared to the previous year. 2. Renewable Energy Initiatives: Installation of rooftop solar plants with capacities of 245 kWp and 165 kWp at the manufacturing facilities (Dehradun & Bengaluru) is planned within FY 2025-26. This initiative supports our renewable energy goals and helps reduce dependence on conventional power sources. 3. Energy Efficient Equipment & Infrastructure: Installation of VFD Air Compressors and high efficiency assembly line drives. These targeted actions underscore our commitment to sustainable growth and ESG integration as part of our broader corporate strategy.							

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Ground Water Withdrawal: In FY 2024-25, both our plants successfully achieved a 10% reduction in groundwater withdrawal compared to the previous financial year. This accomplishment was driven by initiatives including the use of RO reject water for cleaning & flushing, as well as the implementation of digital water meters for close monitoring of daily water consumption. These measures have enabled more efficient water management and contributed significantly to our sustainability goals. ISO 45001:2018 Certification: In FY 2024-25, both our plants successfully obtained the OHS & MS certification following comprehensive audits conducted by an external agency. This achievement was realised alongside significant upgrades to the safety protocols within our premises, reinforcing our commitment to a safe and compliant work environment.								
Governance, leadership and oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	The Company has always believed that sustainability and business growth go hand-in-hand. Our consumer-centric approach has helped us stay a leader in the home appliances market by quickly adapting to changing consumer needs. We are committed to delivering high product standards and exceptional customer service while embedding sustainable practices into every part of our business. This includes optimising energy use, adopting eco-friendly packaging, prioritising local sourcing, conserving resources, and reducing waste across our operations. Responsible sourcing throughout our supply chain is also a key focus, helping us minimise our environmental footprint and support a sustainable future. In FY 2024–25, we made significant strides toward our environmental goals, with our manufacturing facilities in Dehradun and Bengaluru achieving a 10% and 8% reduction in groundwater withdrawal respectively, through the implementation of water reuse systems and digital monitoring technologies. Looking ahead to FY 2025–26, we aim to further reduce groundwater use by 5% and install rooftop solar plants with capacities of 246.5 kWp and 165 kWp. These steps reflect our commitment to tackling ESG challenges like climate resilience and energy transition. While developing a comprehensive long-term ESG roadmap, we remain focussed on continuous improvement, transparent reporting, and aligning with global standards to create lasting value for all stakeholders.								
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Name: Mr. Pratik Pota DIN: 00751178 Designation: Managing Director & CEO								
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, the Managing Director & CEO, along with senior management, continuously oversee the Company's social, environmental, governance, and economic responsibilities.								

10. Details of review of NGRBCs by the Company:

Subject for review	Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee	Frequency (Annually/ Half yearly/ Quarterly/ Any other-please specify								
		P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	The Board periodically reviews and updates policies and processes to align with evolving industry standards.									
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	The Company complies with all legal requirements under each principle and conducts all mandatory statutory audits to uphold the highest standards.									

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No) If yes provide name of the agency.

The Board undertakes quarterly reviews and internal audits of all approved policies. To further enhance governance and risk management, an external agency has been engaged to independently assess the effectiveness of policies, operational processes, and compliance mechanisms.

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

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)									
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/ No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1: Business should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

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	%age of persons in respective category covered by the awareness programmes
Board of Directors	19	Programmes carried out by the Company includes the following topics and areas:	100%
Key Managerial Personnel	19	- Internal Control Systems; - CSR strategy framework; - Industry evolution and competition insights; - Business Updates, New Business Strategies, Business Models, Industry Outlook, Sharing updates about Competitive environment;	100%

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
		- Update on LODR Amendments; - Legal and Regulatory Updates - Updates on Prevention of Insider Trading Regulations - Investor Grievances; - Risks and opportunities for the businesses including Risk Management and Risk Matrix; - Future outlook and the way forward; - Quarterly Updates on Business operations - Strategy Update by various functions - Internal Audit Plans and findings; - Compliances with various applicable laws;	
Employees other than BoD and KMPs	48	- Prevention of Sexual Harassment - Code of Conduct - Prohibition of Insider Trading training	99% 100% 100%
Workers			

2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):

Monetary				
NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	Refer to the Company's website for all disclosures made under Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 at www.eurekaforbes.com/investor-relations/corporate-announcements			
Settlement				
Compounding fee				

Non-Monetary

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

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in case where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
Refer to the Company's website for all disclosures made under Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 at www.eurekaforbes.com/investor-relations/corporate-announcements	

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 ensures that all policies and practices align with the National Voluntary Guidelines (NVGs), with their implementation monitored by relevant Board Committees and Functional Heads. To foster awareness and accessibility, all HR policies are hosted on the Company's employee portal, enabling seamless communication and transparency. Statutory policies are publicly available on the Company's website (www.eurekaforbes.com).

The Company has established a formal Code of Conduct and Code of Ethics, supported by a robust Whistle Blower Policy applicable to both internal and external stakeholders. A comprehensive e-learning module on these policies is mandatory for all employees and forms a part of the induction for new joiners. Additionally, the course must be completed annually by every employee to reinforce a culture of ethics, transparency, and accountability. For workers, quarterly refresher sessions are conducted by HR teams to maintain consistent awareness and understanding of these critical policies.

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 2024-25	FY 2023-24
Directors	NIL	NIL
KMPs	NIL	NIL
Employees	NIL	NIL
Workers	NIL	NIL

6. Details of complaints with regard to conflict of interest:

	FY 2024-25		FY 2023-24	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	NIL	NIL	NIL	NIL
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	NIL	NIL	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.
- Not applicable

8. Number of days of accounts payables [(Accounts payable *365) / Cost of goods/services procured] in the following format:

	FY 2024-25	FY 2023-24
Number of days of accounts payables	73.13	90.70

9. Open-ness 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 2024-25	FY 2023-24
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	The Company does not engage in any business with Trading Houses	
	b. Number of trading houses where purchases are made from		
	c. Purchases from top 10 trading houses as % of total purchases from trading houses		
Concentration of Sales	a. Sales to dealers/ distributors as % of total sales	52.66%	49.43%
	b. Number of dealers distributors to whom sales are made	5,787	76,102*
	c. Sales to top 10 dealers/ distributors as % of total sales to dealers/ distributors	12.34%	15.55%

*Includes Institutional Customers

Parameter	Metrics	FY 2024-25	FY 2023-24
Share of RPTs in	a. Purchases (Purchases with related parties/ Total Purchases)	4.14%	6.32%
	b. Sales (Sales to related parties/ Total Sales)	0.01%	0.12%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	0%	0%
	d. Investments (Investments in related parties/ Total Investments made)	29.98%	31,47%

PRINCIPLE 2: Business should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

	FY 2024-25	FY 2023-24	Details of improvements in environmental and social impacts
R&D	4.46	NIL	Heavy Metal Remover Technology: Integrated Heavy Metal Remover Cartridge into UV water purification systems to enhance safety and improved water quality. Water Saver Technology: Implemented across all RO water purifier models, this technology ensures a minimum 40% water recovery rate, meeting BIS standards and advancing our commitment to sustainability.
Capex	NIL	NIL	-

2. a. **Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Yes, the Company recommends and ensures that suppliers adhere to social and ethical standards throughout the supply chain. The Company requires declarations from suppliers and restricts hazardous materials in accordance with RoHS regulations. For example, it verifies the absence of restricted substances in PCBs and reviews material composition, obtaining Material Test Certificates for parts such as stainless steel tanks whenever necessary.

The Company also recommends and prioritises the adoption of sustainable practices among supply chain partners by promoting the use of reusable PP boxes for plastic parts. Additionally, it is now encouraging the use of honeycomb materials for internal packaging and is actively progressing in this direction.

- b. **If yes, what percentage of inputs were sourced sustainably?**

20% (approx)

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.

- (a) **Plastic:** The Company has collaborated with India's leading waste management and disposal companies to address plastic waste responsibly. The Company aims to minimise the environmental impact of plastic waste and contribute to a circular economy by promoting the recycling and reuse of plastics used in packaging. By partnering with authorised waste management companies, the Company demonstrates its dedication to environmental stewardship and taking concrete steps towards a greener future. The Company has obtained EPR registration for Plastic Waste management.

- (b) **E-waste:** The Company has partnered with leading electronic asset management and disposal companies for its e-waste recycling initiative. Through this collaboration, Eureka Forbes ensures environmentally safe management of electronics at their end-of-life phase, contributing to environmental protection and responsible waste management. The Company has obtained EPR registration for E- Waste management.

- (c) **Hazardous waste:** The Company has taken significant steps to address environmental concerns at its factories in Dehradun and Bommassandra, Bengaluru. The Company has installed Effluent Treatment Plants and Sewage Treatment Plants to effectively remove contaminants from wastewater and sewage. The treated water is collected in storage tanks and reused for gardening and other applications, promoting sustainable water management practices. Additionally, the Company has identified reliable and renowned partners, who are India's leading waste management and disposal companies, to efficiently handle the waste generated during their operations. This proactive approach highlights the Company's commitment to responsible waste management and environmental stewardship.

- (d) **Other waste: Bio Medical Waste -** The Company has executed an agreement with the government authorised vendor for collection and recycling of bio medical waste at both factory locations.

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. EPR is applicable to the Company.

PRINCIPLE 3: Business should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. **Details of measures for the well-being of employees:**

Category	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number	%	Number	%	Number	%	Number	%	Number	%
		(B)	(B / A)	(C)	(C / A)	(D)	(D / A)	(E)	(E / A)	(F)	(F / A)
Permanent employees*											
Male	2523	2523	100%	2523	100%	0	0%	2523	100%	0	0%
Female	156	156	100%	156	100%	156	100%	0	0%	0	0%
Total	2679	2679	100%	2679	100%	156	6%	2523	94%	0	0%
Other than Permanent employees											
Male	7	0	0%	0	0%	0	0%	0	0%	0	0%
Female	2	0	0%	0	0%	0	0%	0	0%	0	0%
Total	9	0	0%	0	0%	0	0%	0	0%	0	0%

- 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	
		Number	%	Number	%	Number	%	Number	%	Number	%
		(B)	(B / A)	(C)	(C / A)	(D)	(D / A)	(E)	(E / A)	(F)	(F / A)
Permanent workers											
Male	41	41	100%	41	100%	0	0%	41	100%	0	0
Female	1	1	100%	1	100%	1	100%	0	0%	0	0
Total	42	42	100%	42	100%	1	2%	41	98%	0	0
Other than Permanent workers											
Male											
Female											
Total											

Not Applicable

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format-

	FY 2024-25	FY 2023-24
Cost incurred on well-being measures as a % of total revenue of the Company	0.28%	0.31%

Please note, the Company has only considered Staff welfare expenses and health insurance premium for the above.

2. Details of retirement benefits, for Current FY and Previous Financial Year

Benefits	FY 2024-25			FY 2023-24		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/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 (Y/N/N.A.)
PF	100	100	Yes	100	100	Yes
Gratuity	100	100	Yes	100	100	Yes
ESI	100	100	Yes	100	100	Yes
Others – please specify	NIL	NIL	NIL	NIL	NIL	NIL

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.

The Company recognises the importance of complying with the Rights of Persons with Disabilities Act, 2016, and is taking proactive steps to create an inclusive and accessible work environment. While there are currently no permanent employees with disabilities, the Company is progressively implementing accessibility features such as ramps, signage, and restrooms across its premises. Accessibility is viewed as a key element of social responsibility, and continuous efforts are being made to foster a barrier-free and supportive workplace for all.

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.

The Company is committed to fostering a fair, inclusive, and discrimination-free workplace for all employees, applicants, and workers. Equal opportunities are provided to every individual, irrespective of race, gender, religion, disability, age, sexual orientation, gender identity, or any other characteristic. The Company strictly prohibits discrimination of any kind, as outlined in the Employee Code of Conduct. The principle of equal opportunity is also firmly embedded in the Company's Code of Ethics and Conduct Policy.

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	21	84%	0	0%
Female	6	86%	0	0%
Total	27	85%	0	0%

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

Yes/No (If yes, then give details of the mechanism in brief)	
Permanent Workers	EUREKA FORBES LIMITED (EFL) is an equal employment opportunity company and is committed to creating a healthy working environment. The policies of the organisation strictly prohibits discrimination against any employee or applicant for employment on the grounds of the individual's race, colour, religion, gender, sexual orientation, national origin, age, disability or any other characteristic protected by law. EFL ensures that all employment decisions, involving recruitment, hiring, promotion, training, compensation, benefits, transfer, discipline, and discharge, are all free of unlawful discrimination.

Yes/No (If yes, then give details of the mechanism in brief)

Other than Permanent Workers	To reinforce its commitment to create a healthy work environment that enables employees to work without fear of prejudice, bias or harassment, the Company has put in place a well defined grievance redressal mechanism. Committees are setup at regional levels and manufacturing units, Employee Assistance Registers (EAR) are maintained in Units, and regular awareness sessions are held to ensure that any complaints or concerns of employees are heard and amicably resolved. These mechanisms are designed to receive and facilitate the resolution of concerns raised by employees and to address complaints, disputes, or grievances brought forward by external stakeholders. It serves as an important channel for individuals to seek redress and ensures that their concerns are handled in a fair and timely manner. By involving various functions and establishing robust mechanisms, EFL strives to create a work environment that respects and safeguards human rights. The Company is committed to addressing any human rights issues that may arise and continuously improving practices to uphold the well-being and dignity of all individuals impacted by our operations.
Permanent Employees	
Other than Permanent Employees	

7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:

Category	FY 2024-25			FY 2023-24		
	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 (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D / C)
Total Permanent Employees	2679	0	0%	2633	0	0
Male	2523	0	0%	2504	0	0
Female	156	0	0%	129	0	0
Total Permanent Worker	42	0	0%	41	0	0
Male	41	0	0%	40	0	0
Female	1	0	0%	1	0	0

Note: All employees and workers at EFL are free to form or join associations of their choice and engage in collective bargaining. The Company also expects its suppliers and vendors to uphold and respect these principles, ensuring freedom of association and collective bargaining throughout the value chain.

8. Details of training given to employees and workers:

Category	FY 2024-25					FY 2023-24				
	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	2523	77	3%	675	27%	2504	252	10%	1165	46%
Female	156	8	5%	15	10%	129	9	7%	92	71%
Total	2679	85	3%	690	26%	2633	261	10%	1257	47%
Workers										
Male	41	41	100%	41	100%	40	3	7.5%	11	27.5%
Female	1	1	100%	1	100%	1	1	100%	1	100%
Total	42	42	100%	42	100%	41	4	9.76%	12	29.27%

9. Details of performance and career development reviews of employees and worker:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. (B)	% (B / A)	Total (C)	No. (D)	% (D / C)
Employees						
Male	2523	1841	73%	2504	1484	59%
Female	156	101	65%	129	119	92%
Total	2679	1942	72%	2633	1603	61
Workers						
Male	41	38	93%	40	40	100%
Female	1	1	100%	1	1	100%
Total	42	39	93%	41	41	100%

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, the Company has implemented the ISO 45001:2018 Occupational Health and Safety Management System. This system provides a structured framework to manage OH&S risks and opportunities, aiming to prevent work-related injuries and ill health, and to ensure a safe and healthy workplace by eliminating hazards and reducing risks through effective preventive and protective measures. The scope of ISO 45001:2018 certification covers Eureka's sites, including both manufacturing locations.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

The Company conducts monthly evaluations for routine job tasks, which includes:

- Gemba Walk assessment.
- Internal and External Audit reviews.
- Near Miss Reporting for the Employees & Visitors.
- Quarterly Work Zone Monitoring for illumination and noise level.

For non-routine jobs, the Company implements a Work Permit System (WPS) to ensure proper authorisation and safety measures..

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)

Yes, the Company has put in place a well-defined set of processes to address work-related hazards effectively. These processes empower workers to report any potential risks or unsafe conditions they encounter during their work tasks. The Company's commitment to creating a safe work environment through effective hazard reporting and risk avoidance demonstrates their dedication to the well-being of their workers.

d. Do the employees/worker of the entity have access to non-occupational medical and healthcare services? (Yes/No)

Yes, the employees of the Company have access to non-occupational medical and healthcare services and all the employees are covered under healthcare Insurance. In addition to this, we have established OHC (Occupational Health Canter) and also signed the agreement with the hospital at both the locations, on demand Ambulance and Doctor's visits.

11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one-million-person hours worked)	Employees	0	0
	Workers	0	0
Total recordable work-related injuries	Employees	0	0
	Workers	0	0
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

The Company places strong emphasis on the safety and well-being of employees and workers by adopting preventive measures to ensure a safe work environment. This includes maintaining an in-house trained Emergency Response Team and conducting safety inductions for all new joiners. Regular health and safety training sessions are organised to equip employees with the knowledge to manage potential risks effectively.

13. Number of Complaints on the following made by employees and workers:

	FY 2024-25			FY 2023-24		
	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	0	0	-	0	0	-
Health & Safety	0	0	-	0	0	-

14. Assessment for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%. Inspections and annual audits are carried out at factory locations by the Factory Inspector and external audit partners to review overall plant operations, including health and safety aspects.
Working Conditions	100%. Inspections and annual audits are conducted at factory locations by the Factory Inspector and external audit partners, and all legal registers required under the Factories Act, 1948 are maintained following thorough examination.

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.

During the reporting year, all identified safety-related observations and unsafe conditions were resolved by the factory management team. No major risks or concerns were identified during the health and safety assessments. Audit findings were systematically converted into risk mitigation plans, and specific corrective actions were implemented to eliminate potential hazards.

The Company has established robust systems to identify, monitor, and address unsafe conditions across operational sites. Dedicated safety officers conduct regular inspections and maintain documentation, with monthly management reviews to track the status of corrective actions. At office locations, audit observations are addressed through targeted action plans led by local Finance, HR, and Administration teams. All necessary actions have been taken, and any open points are regularly reviewed and closed in a timely manner.

PRINCIPLE 4: Business should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

The Company places a strong emphasis on nurturing meaningful relationships with both internal and external stakeholders, recognising their impact on business decisions and operations. Trust built through these relationships reinforces the Company's brand reputation and long-term value creation. A structured stakeholder mapping exercise has been undertaken to support strategic decision-making and ensure alignment with stakeholder expectations. As referenced in Principle 4, Question 2, the Company has set up effective communication channels to maintain transparent and open dialogue with all key stakeholder groups, including:

- Employees
- Local Community
- Supplier/Vendor
- Shareholders/Investors
- Customers
- Regulatory Bodies
- Trade Partners

This approach enables the Company to identify, prioritise, and respond to the needs and concerns of each group, fostering sustained, collaborative, and value-driven engagement.

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 & Marginalised Group (Yes/ No)*	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	1. SMARTs (national and regional) 2. Monthly regional townhalls; Quarterly central townhall (led by ExCom) 3. Regular communication from Corp Com and HR on key updates 4. Engagement activities (sports, celebrations, etc.) – annual engagement calendar published	Regularly	To support employee development, ensure well-being and maintain a safe workplace
Local Communities/ NGOs	Yes	1. Eco School project, impacting more than 4500 children and staff from 12 schools across Dehradun, Bengaluru, & Mumbai. 2. Built and refurbishment of more than 51 toilets for boys and girls along with set up of 18 water purifiers across the schools. 3. WASH (Water, Sanitation, and Hygiene) awareness trainings conducted to encourage critical hygiene practices and extend their influence to families and communities. 4. Each school handover ceremony had senior leaders from EFL personally visiting these schools and meeting school management committees to hand over the facilities.	Regularly	Local communities influence public perception and company reputation. NGOs act as facilitators in community engagement and advocacy with local authorities

Stakeholder Group	Whether identified as Vulnerable & Marginalised Group (Yes/ No)*	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Suppliers/ Vendors	No	In-person meetings, vendor visits or visits to vendor's facility/office, engagement at leadership level	Regularly	Ensuring supply chain continuity, quality assurance, and long-term collaboration on future business needs
Shareholders/ Investors	No	Quarterly earnings Calls, Investors Meet, Annual General Meeting, Company Website, Press Releases and Other Statutory Disclosures.	Quarterly, Annually	Shareholders provide financial backing and credibility. Transparent engagement is key to reinforcing trust and market confidence
Customers	No	Employee Visits, CRM activities, NPS surveys, Website	Regularly	To strengthen customer relationships and maintain predictable revenue growth
Regulatory bodies	No	Transparent communication through statutory disclosures	Regularly	Fostering compliance, transparency, and accountability, thereby building long-term trust
Trade Partners – FBPs (Franchise Business Partners), FDOs (Franchise Direct Operations) and SSDs (Sales & Service Distributors)	No	ERP & DMS – Primary & Secondary Sales Order Processing & Data Archiving JOS (Joy of selling) Proprietary App – Lead management system; Manpower active count, demo trends & sales productivity management. Partner Circle Head – Company SPOC responsible for individual Partner Performance Management.	Daily/Weekly	Strategic collaboration to enhance market reach in non-CRC zones and (company owned & operated “Customer Response Centres”) or key cities/ markets

*Although we have indicated 'No' above, as these stakeholder groups are not entirely vulnerable or marginalised, the Company is consciously engaged in initiatives aimed at supporting and empowering vulnerable segments within these groups. For instance, India's first call centre operated by individuals with special needs has been established in collaboration with NASEOH (National Society for Equal Opportunities for the Handicapped) in Chembur, Mumbai.

PRINCIPLE 5: Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (C)	No. of employees / workers covered (D)	% (D / C)
Employees						
Permanent	2679	2652	99%	2633	158	6%
Other than permanent	9	6	67%	9	0	0%
Total Employees	2688	2658	99%	2642	158	6%
Workers						
Permanent	42	42	100%	41	41	100%
Other than permanent	0	0	0	0	0	0
Total Workers	42	42	100%	41	41	100%

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2024-25					FY 2023-24				
	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										
Permanent employees	2679	154	6%	2525	94%	2633	214	8%	2419	92%
Male	2523	147	6%	2376	94%	2504	204	8%	2300	92%
Female	156	7	4%	149	96%	129	10	8%	119	92%
Other than Permanent employees	9	0	0%	0	0%	9	0	0	9	100%
Male	7	0	0%	0	0%	7	0	0	7	100%
Female	2	0	0%	0	0%	2	0	0	2	100%
Workers										
Permanent workers	42	0	0%	42	100%	41	39	95%	2	5%
Male	41	0	0%	41	100%	40	38	95%	2	5%
Female	1	0	0%	1	100%	1	1	100%	0	0
Other than Permanent workers	0	0	0%	0	0%	0	0	0%	0	0%
Male	0	0	0%	0	0%	0	0	0%	0	0%
Female	0	0	0%	0	0%	0	0	0%	0	0%

3. Details of remuneration/ salary/ wages, in the following format:

a. Median remuneration/wages:

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	6	28,75,000	1	29,60,000
Key Managerial Personnel	2	6,72,23,250	1	1,03,31,304
Employees other than BoD and KMP	2,521	4,92,696	155	6,30,012
Workers	41	2,93,220	1	2,79,396

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2024-25	FY 2023-24
Gross wages paid to females as % of total wages (Permanent employees + permanent workers)	8.35%	7.42%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

The Company follows a Code of Conduct, with the HR department responsible for managing any human rights concerns arising from business operations. Additionally, a whistleblower mechanism is in place, enabling employees (current or former), directors, business partners, distributors, customers, or vendors to report concerns confidentially.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

To maintain a safe and productive workplace, the Company has adopted a POSH policy and a whistle-blower policy. Detailed response on the same is shared in P5-Q8. The Company has zero tolerance for human rights violations. Human rights is one of the Company's key focus areas. Any human rights violation, wherever reported, shall be investigated by the Management following the code of conduct policy of the Company.

6. Number of Complaints on the following made by employees and workers:

	FY 2024-25			FY 2023-24		
	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	NA	1	NIL	Following a thorough investigation, the accused employee was terminated from their position
Discrimination at workplace	0	0	NA	1	NIL	-
Child Labour	0	0	NA	NIL	NIL	-
Forced Labour/ Involuntary Labour	0	0	NA	NIL	NIL	-
Wages	0	0	NA	NIL	NIL	-
Other human rights related issues	0	0	NA	NIL	NIL	-

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2024-25	FY 2023-24
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	1
Complaints on POSH as a % of female employees / workers	0	0.77%
Complaints on POSH upheld	NA	1

8. Mechanisms to prevent adverse consequences to the complaint in discrimination and harassment cases.

The Company maintains a strict policy against discrimination and harassment, ensuring that all investigations are conducted confidentially to protect the complainant and witnesses from any form of disadvantage. In alignment with the POSH policy implemented across the organisation, appropriate measures are taken to safeguard individuals who report incidents, protecting them from victimisation or retaliation.

Recognising the importance of a safe and supportive work environment, the Company encourages employees to voice their concerns without fear of adverse consequences. The POSH training programme, available on the Learning Management System (LMS), is a mandatory annual compliance requirement for all employees.

To effectively address both sexual and non-sexual harassment, Internal Complaints Committees (ICCs) have been constituted at both regional and corporate offices. These committees comprise a diverse panel of internal and external members with relevant expertise and operate under clearly defined procedures for addressing cases of sexual harassment.

Regular sensitisation and training sessions are conducted to promote awareness and responsiveness to these issues. These initiatives are coordinated by the Human Resources department, in collaboration with other relevant functions, to ensure consistent implementation across the Company.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

No. However, the Company strongly believes that suppliers and vendors are an integral part of its business and contribute to its growth and viability. Thus regular engagement activities are organised with suppliers and vendors

10. Assessment for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	None
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others-please specify	

11. Provide details of any corrective actions taken or underway to address significant risks/ concerning arising from the assessments at Question 10 above.

Not Applicable.

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	Unit	FY 2024-25	FY 2023-24
From renewable sources			
Total electricity consumption (A)	GJ	0	0
Total fuel consumption (B)	GJ	0	0
Energy consumption through other sources (C)	GJ	0	0
Total energy consumed from renewable sources (A+B+C)	GJ	0	0
From non-renewable sources			
Total electricity consumption (D)	GJ	2776.67	2508.44
Total fuel consumption (E)	GJ	152.57	70.318
Energy consumption through other sources (F)	GJ	0	0
Total energy consumed from non-renewable sources (D+E+F)	GJ	2929.24	2578.758
Total energy consumed (A+B+C+D+E+F)	GJ	2929.24	2578.758
Energy intensity per rupee of turnover (Total energy consumption/ turnover in Million Rupees)	GJ/ Million Rupees	0.12	0.12
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed/ Revenue from operations adjusted for PPP in Million Rupees)		2.48	2.38
Energy intensity in terms of physical output		NA	NA
Energy intensity (optional)- the relevant metric may be selected by the entity		NA	NA

The above details pertains to manufacturing plants located at Dehradun and Bengaluru.

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.

The Company currently has no sites or facilities classified as Designated Consumers (DCs) under the Government of India's Perform, Achieve and Trade (PAT) Scheme.

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2024-25	FY 2023-24
Water withdrawal by source (in KL)		
(i) Surface Water (Government water supply)	0	0
(ii) Ground Water (Borewell water)	11348	11175
(iii) Third Party Water	7763	9833
(iv) Seawater / desalinated water	0	0
(v) Others (Rainwater)	0	0
Total volume of water withdrawal (in KL) (i + ii + iii + iv + v)	19111	21008
Total volume of water consumption (in KL)	18920	20827
Water intensity per rupee of turnover (Total Water consumption / Revenue from operations) (Water consumed (KL)/ Turnover (Rs in million)	0.78	0.95
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/ Revenue from operations adjusted for PPP in Million Rupees)	16.05	19.24
Water intensity in terms of physical output	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	NA	NA

The above details pertains to manufacturing plants located at Dehradun and Bengaluru.

4. Provide the following details related to water discharged:

Parameter	FY 2024-25	FY 2023-24
Water discharge by destination and level of treatment (in kilolitres)		
i) To surface water		
- No treatment	NA	NA
- With treatment-please specify level of treatment	NA	NA
ii) To Groundwater		
- No treatment	NA	NA
- With treatment-please specify level of treatment	NA	NA
iii) To Seawater		
- No treatment	NA	NA
- With treatment-please specify level of treatment	NA	NA
iv) Sent to third-parties		
- No treatment	NA	NA
- With treatment-please specify level of treatment	NA	NA
v) Others		
- No treatment	NA	NA
- With treatment-please specify level of treatment	NA	NA
Total water discharge (in kilolitres)	NA	NA

The above details pertains to manufacturing plants located at Dehradun and Bengaluru.

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.

Yes, Eureka has implemented a Zero Liquid Discharge (ZLD) system at both factory locations. Sewage Treatment Plants (STPs) and Effluent Treatment Plants (ETPs) have been installed, and the treated water is recycled and reused within the premises for activities such as gardening and flushing. A minor quantity of water is lost during the treatment and sludge drying process due to evaporation, while the remaining treated water is fully utilised for internal purposes. The Company adheres to all applicable guidelines and standards prescribed by the Central and State Pollution Control Boards (CPCB and SPCBs) for the operation and maintenance of STPs and ETPs.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	2024-25	2023-24
NOx	kgs	17.12	15.8
Sox	kgs	8.69	7.6
Particulate matter (PM)	kgs	8.47	15.8
Persistent organic compounds (POP)	tonnes	0	0
Volatile organic compounds (VOC)	tonnes	0	0
Hazardous air pollutants (HAP)	tonnes	0	0
Others-please specify	tonnes	NA	NA

The above details pertains to manufacturing plants located at Dehradun and Bengaluru.

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	FY 2024-25	FY 2023-24
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)	TCO ₂ e	109	92
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)	TCO ₂ e	762	789
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	tCO ₂ e/Million turnover in INR	0.04	0.04
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)	TCO ₂ e/Revenue from operations adjusted for PPP in Million Rupees	0.74	1.05
Total Scope 1 and Scope 2 emission intensity in terms of physical output		NA	NA
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity		NA	NA

The above details pertains to manufacturing plants located at Dehradun and Bengaluru.

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.

- The Company has transitioned from R-22 to R-32 refrigerants in air conditioning systems, leading to a reduction in both ozone depletion potential (ODP) and CO₂ emissions.
- In FY 2024-25, the manufacturing operations contributed to carbon emission reduction by replacing a petrol car with a hybrid (petrol + CNG) vehicle at the Bengaluru plant and by shifting from petrol scooters to electric scooters at the Dehradun plant.

9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2024-25	FY 2023-24
Total Waste generated (in metric tonnes)		
Plastic waste (A)	9.76	32.01
E-waste (B)	0	0
Bio-medical waste (C)	0.11	0.02
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)	297.6	252.85
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	711.2	613.97
Total (A+B + C + D + E + F + G + H)	1018.67	898.85
Waste intensity per rupee of turnover (Total waste generated/ Revenue from operations)	0.04	0.04
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP in Million Rupees)	0.86	0.83
Waste intensity in terms of physical output	NA	NA
Waste intensity (optional) – the relevant metric may be selected by the entity	NA	NA
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	1018.67	898.85
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	1018.67	898.85
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
Total	0	0

The above details pertains to manufacturing plants located at Dehradun and Bengaluru.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, the 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.

- The Company has established well-defined systems to manage operational waste efficiently. In line with the Extended Producer Responsibility (EPR) guidelines under the Plastic Waste Management Rules, 2016 (amended in 2022), the Company ensures the collection, processing, and recycling of an amount of plastic waste equivalent to what is used in its product packaging annually. Although hazardous waste generation is minimal compared to non-hazardous waste, robust mechanisms are in place for its safe collection, transportation, and disposal through authorised government vendors. These efforts reflect the Company's commitment to responsible waste management and environmentally sustainable practices.
- The Company is also compliant with the E-Waste Management System, as per the E-Waste (Management) Rules, 2016 (amended in 2022).

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:

S. 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.
1.	Eureka Forbes Limited, Lal Tappar Industrial Area, Majri Grant, Dehradun Haridwar Highway -Dehradun, Uttarakhand - 248140	Assembling Unit of Water Filter cum Purifier & Water Cooler Cum Purifier	Yes, the Company has obtained Environmental Clearance from the Ministry of Environment, Forest, and Climate Change.

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
Not Applicable					

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

S. 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
Not Applicable				

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. Number of affiliations with trade and industry chambers/associations.
The Company is affiliated with 9 trade and industry associations/chambers.
- 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.

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	International Market Assessment India Private Ltd. (IMA)	National
2	Confederation of Indian Industry (CII)	National
3	Associated Chambers of Commerce and Industry of India (ASSOCHAM)	National
4	Federation of Indian Chambers of Commerce and Industry (FICCI)	National
5	Bombay Chambers of Commerce and Industry	National
6	Water Quality India Association (WQAI)	National
7	IMC Chamber of Commerce and Industry	National
8	The Advertising Standards Council of India	National
9	Retailers Association of India (RAI)	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.

Name of authority	Brief of the case	Corrective action taken
Nil	Nil	Nil

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development

Essential Indicators

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 the project	SIA Notification No.	Date of notification	Whether conducted by an independent external agency (Yes / No)	Results communicated in the public domain (Yes / No)	Relevant Weblink
Not Applicable					

2. Provide information on the project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

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.

The Company actively engages in community programmes aimed at fostering strong relationships. Through regular interactions and attentive listening, the Company works to understand and respond to community concerns. Timely and effective actions are prioritised, reflecting the Company's commitment to supporting community wellbeing.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

EFL	FY 2024-25	FY 2023-24
Directly sourced from MSMEs/ small producers	62%	62%*
Directly from within India	80%	62%**

Note: *Sourcing from Factory

**Sourcing from within 250 Km of Factory

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 2024-25	FY 2023-24
Rural	2.26%	1.39%
Semi-urban	1.08%	4.59%
Urban	13.60%	4.28%
Metropolitan	83.06%	89.74%

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.

The Company has a robust system in place to manage customer complaints and feedback effectively. Customers can connect through various channels, including the Call Centre, WhatsApp, Email, IVR, and the official website. Further contact details are available at www.eurekaforbes.com/contactus. An Escalation Management Team (EMT) operates from both the head office and key strategic locations. A structured escalation hierarchy is in place, with dedicated Service Heads in each region supported by a team of experienced service leaders to ensure timely and satisfactory resolution of customer issues.

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	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	30%

3. Number of consumer complaints in respect of the following:

	FY 2024-25		Remarks	FY 2023-24		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	0	0	-	0	0	-
Advertising	1	1	-	2	0	Consumer complaints received via the Advertising Standards Council of India have been successfully resolved.
Cyber-security	0	0	-	0	0	-
Delivery of essential services	0	0	-	0	0	-
Restrictive Trade Practices	0	0	-	0	0	-
Unfair Trade Practices	0	0	-	0	0	-
Other*	144	135	-	95	82	-

* The Complaints pertain to product and service-related matter.

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	0	0
Forced recalls	0	0

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

The Company complies with all applicable standards and regulations related to cybersecurity and data privacy. An Information Security Policy is in place, applicable to EFL Group employees, external and third-party personnel (including vendors, consultants, interns, and contractors), as well as clients or customers visiting EFL Group offices who have access to company information or information processing facilities. This policy is reviewed annually to ensure continued relevance and effectiveness. Additionally, the Company has implemented a Privacy Policy to safeguard customer data. For more details, refer to [Privacy Policy](#).

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.

Not Applicable

7. Provide the following information relating to data breaches:

- Number of instances of data breaches: None
- Percentage of data breaches involving personally identifiable information of customers: None
- Impact, if any, of the data breaches: Not Applicable

Annexure – 8

To,
The Board of Directors
EUREKA FORBES LIMITED

Sub.: Compliance Certificate for the Financial Year ended March 31, 2025 – Regulation 17(8) read with Part B of Schedule II of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI LODR”)

In compliance with Regulation 17(8) read with Part B of Schedule II of SEBI LODR, it is certified that:

- We have reviewed Financial Statements and the Cash Flow Statement for the Financial Year ended March 31, 2025 and that to the best of our knowledge and belief:
 - these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 - 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.
- There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's code of conduct.
- We accept responsibility for establishing and maintaining internal controls for financial reporting and that they have evaluated the effectiveness of internal control systems of the Company 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.
- We have indicated to the Auditors and the Audit Committee:
 - significant changes in internal control over financial reporting during the year;
 - there are no significant changes in accounting policies during the year; and
 - there were 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.

Thanking you
For **Eureka Forbes Limited**

Pratik Pota
Managing Director & Chief Executive Officer
DIN: 00751178

Gaurav Khandelwal
Chief Financial Officer

Date: May 16, 2025
Place: Mumbai

Independent Auditor’s Report

To The Members of
Eureka Forbes Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying standalone financial statements of Eureka Forbes Limited (the “Company”), which comprise the Balance Sheet as at 31 March 2025, and the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Cash Flows and the Statement of Changes in Equity for the year ended on that date, and notes to the financial statements, including a summary of 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 standalone financial statements give the information required by the Companies Act, 2013 (the “Act”) in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act, (“Ind AS”) and other accounting principles generally accepted in India, of the state of affairs of the Company

as at 31 March 2025, and its profit, total comprehensive income, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing (“SA”)s specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor’s Responsibility for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (“ICAI”) together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI’s Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Key Audit Matter	Auditor’s Response
Impairment of Intangible assets (Brand Name / Trademarks) with indefinite life and Goodwill impairment.	Principal audit procedures performed:
Refer Note 5 and 33S to the standalone Ind AS financial statements.	We obtained understanding of the process followed by the Company in respect of the assessment of impairment of Intangible assets (Brand Name / Trademarks) with indefinite life and Goodwill.
The standalone balance sheet of the Company as on 31 March 2025 comprises of ₹ 310,070 lakhs of intangible assets with indefinite life and ₹ 205,582 lakhs of goodwill, pertaining to acquisition of a business in the earlier years, which in aggregate represents 82% of the total assets of the Company.	- Evaluated Company’s accounting policy in respect of impairment assessment of Intangibles with indefinite life and goodwill. - Evaluated the design and implementation and testing the operating effectiveness of key internal controls related to the Company’s process relating to the impairment analysis, key assumptions and review of the valuation methodology.
The recoverable value of the intangible assets with indefinite life and goodwill which is based on the value in use model, has been derived using the discounted cash flow (DCF) method. This method requires the Company to make significant assumptions such as discount rate, near and long-term revenue growth rate and projected margins which involves inherent uncertainty since they are based on future business prospects and economic outlook.	- Assessed the professional competence, objectivity and expertise of those involved in performing the valuation exercise for the Company. - Obtained understanding of the cash flow projections and assumptions used in the DCF model.

Financial statements



Key Audit Matter	Auditor's Response
Due to the materiality of above assets in the context of the standalone financial statements and judgements applied in determining the recoverable value, we have considered assessment of impairment of Intangible assets (Brand Name / Trademarks) with indefinite life and Goodwill to be a key audit matter.	- Tested the appropriateness of the input data considered for the purposes of valuation by reconciling the projected cash flows with the underlying business plan and related details. - Involved the internal valuation professionals with specialized skills and knowledge to assist in evaluating the impairment model used, evaluating the mathematical accuracy and assumptions (including discount rate and growth rate applied by the Company) and applying additional sensitivities to assess the reasonableness of the above key assumptions. - Performed a sensitivity analysis to evaluate the impact of change in key assumptions individually or collectively to the recoverable value. - Evaluated the adequacy of the Company's disclosures in the standalone financial statements in respect of its impairment testing.

Information Other than the Financial Statements and Auditor's Report Thereon

- The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis and Board's Report including annexures to Board's Report, but does not include the consolidated financial statements, standalone financial statements and our auditor's report thereon. The aforesaid other information is expected to be made available to use after the date of this auditor's report.
- Our opinion on the standalone financial statements does not cover the other information and will not express any form of assurance conclusion thereon.
- In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- When we read the other information, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance as required under SA 720 'The Auditor's responsibilities Relating to Other Information'

Responsibilities of Management and Board of Directors for the Standalone Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash

flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including Ind AS specified under section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Company's Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibility for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it

exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

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 standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to standalone financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the standalone financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the standalone

financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the standalone financial statements.

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 financial controls 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 standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

- As required by Section 143(3) of the Act, based on our audit we report that:
 - 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.
 - 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.
 - The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, the Statement of Cash Flows and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account.
 - In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.
 - On the basis of the written representations received from the directors as on 31 March 2025 taken on record by the Board of Directors, none of

the directors is disqualified as on 31 March 2025 from being appointed as a director in terms of Section 164(2) of the Act.

- f) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to standalone financial statements.
- g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us, the remuneration paid/ provided by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.
- h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements - Refer Note 33A to the standalone financial statements;
 - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
 - iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.
 - iv. (a) The Management has represented that, to the best of its knowledge and belief, as disclosed in the note 33E 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.

- (b) The Management has represented, that, to the best of its knowledge and belief, as disclosed in the note 33F 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 Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (c) Based on the audit procedures performed 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 (a) and (b) above, contain any material misstatement.
- v. The Company has not declared or paid any dividend during the year and has not proposed final dividend for the year.
- vi. Based on our examination, which included test checks, the Company has used accounting software systems for maintaining its books of account for the financial year ended 31 March 2025 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with and the audit trail has been preserved by the Company as per the statutory requirements for record retention.

2. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order.

Place: Mumbai
Date: 16 May 2025

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(Firm's Registration No.117366W/W-100018)

Nilesh Shah
Partner
Membership No. 049660
(UDIN: 25049660BMOCBU9079)

Annexure “A” to the Independent Auditor’s Report

(Referred to in paragraph 1(f) under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

Report on the Internal Financial Controls with reference to standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (the “Act”)

We have audited the internal financial controls with reference to standalone financial statements of Eureka Forbes Limited (the “Company”) as at 31 March 2025 in conjunction with our audit of the standalone Ind AS financial statements of the Company for the year ended on that date.

Management’s and Board of Directors’ Responsibilities for Internal Financial Controls

The Company’s management and Board of Directors are responsible for establishing and maintaining internal financial controls with reference to standalone financial statements based on the internal control with reference to standalone 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”. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the 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 Companies Act, 2013.

Auditor’s Responsibility

Our responsibility is to express an opinion on the Company’s internal financial controls with reference to standalone financial statements of the Company based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the “Guidance Note”) issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to standalone 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 standalone financial statements was 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 standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

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 standalone financial statements.

Meaning of Internal Financial Controls with reference to standalone financial statements

A company’s internal financial control with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal financial control with reference to standalone financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to standalone financial statements

Because of the inherent limitations of internal financial controls with reference to standalone 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 standalone financial statements to future periods are subject to the risk that the internal financial control with reference to standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to the explanations given to us, the Company has, in all material respects, an adequate internal financial controls with reference to standalone financial statements and such internal financial controls with reference to standalone

financial statements were operating effectively as at 31 March 2025, based on “the criteria for internal financial control with reference to standalone financial statements 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”.

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(Firm’s Registration No.117366W/W-100018)

Nilesh Shah
Partner

Place: Mumbai
Date: 16 May 2025

Membership No. 049660
(UDIN: 25049660BMOCBU9079)

Annexure “B” to the Independent Auditor’s Report

(Referred to in paragraph 2 under ‘Report on Other Legal and Regulatory Requirements’ section of our report to the members of Eureka Forbes Limited of even date)

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that,

- (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) The Company has a program of verification of property, plant and equipment, so to cover all the items once every three years, which in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. Pursuant to the program, all the Property, Plant and Equipment were due for verification during the year and were physically verified by the Management during the year.
- According to the information and explanations given to us, no material discrepancies were noticed on such verification.
- (c) With respect to immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the Company) disclosed in the financial statements included in property, plant and equipment, according to the information and explanations given to us and based on the examination of the registered sale deed / transfer deed / conveyance deed provided to us, we report that, the title deeds of such immovable properties are held in the name of the Company as at the balance sheet date and Immovable properties of land and buildings whose title deeds have been pledged as security for loans are held in the name of the Company based on the confirmations directly received by us from lenders, except for the following:

Sr. No.	Description of the property	As at Balance sheet date		Held in the name of	Whether promoter, Director, or their relative or employee	Period held since (Refer Note below)
		Gross carrying value (₹ in lakhs)	Net Carrying value (₹ in lakhs)			
1	B1/B2 701 Marathon Innova, Marathon NextGen, Off. Ganpatrao Kadam Marg, Lower Parel, Mumbai 400 013	5,141.20	4,817.83	Erstwhile Eureka Forbes Limited	No	February 01, 2022
2	Flat No. 701, 7 th Floor, Sterling Sea Face, “A” Wing, Dr. Annie Besant Road, Worli, Mumbai – 400 018.	918.05	852.33	Erstwhile Eureka Forbes Limited	No	February 01, 2022
3	Flat No.1103, 11 th Floor, Sterling Sea Face, “B” Wing, Dr. Annie Besant Road, Worli, Mumbai – 400 018.	918.05	854.07	Erstwhile Eureka Forbes Limited	No	February 01, 2022
4	Sarkar Castle Co-op. Hsg. Soc. Ltd., Flat No. 501, 5 th Floor, 43 Chimbai Road, Bandra (west) Mumbai – 400 050.	255.87	231.76	Erstwhile Eureka Forbes Limited	No	February 01, 2022

Sr. No.	Description of the property	As at Balance sheet date		Held in the name of	Whether promoter, Director, or their relative or employee	Period held since (Refer Note below)
		Gross carrying value (₹ in lakhs)	Net Carrying value (₹ in lakhs)			
5	Eden Wood “Cedar House” Co-op, Hsg. Society Ltd., Flat No.8C, Eden Woods, Village Chitalсар, Manpada, Smt. Gladу’s Alvares Marg, Thane (West) – 400 061.			Erstwhile Eureka Forbes Limited	No	February 01, 2022
6	Eden Wood “Cedar House” Co-op, Hsg. Society Ltd., Flat No.8D, Eden Woods, Village Chitalсар, Manpada, Smt. Gladу’s Alvares Marg, Thane (West) – 400 061.	300.03	273.46			
7	Eden Wood “Cedar House” Co-op, Hsg. Society Ltd., Flat No. 9C, Eden Woods, Village Chitalсар, Manpada, Smt. Gladу’s Alvares Marg, Thane (West) – 400 061.					
8	D-28/3, TTC Indl. Area Behind, Turbhe Telephone Exchange, Turbhe, Navi Mumbai - 400 705.	41.06	37.13	Erstwhile Eureka Forbes Limited	No	February 01, 2022
9	201 B, 2 nd Floor, The Orion 5, Koregaon Road, Pune – 411 001.	708.18	657.06	Erstwhile Eureka Forbes Limited	No	February 01, 2022
10	Shop No.201, 2 nd Floor, South End Cnclave, R. B. Connector, EKADP, Kolkata - 700 078.	389.66	362.67	Erstwhile Eureka Forbes Limited	No	February 01, 2022
11	Vedic Village Unit No. L – F8, Shikharpur, P. S. Rajarhet North 24 Parganas, Kolkata 700 135	122.40	114.40	Erstwhile Eureka Forbes Limited	No	February 01, 2022
12	3 rd floor, Nikhilesh Palace, Opp. Jawahar Nagar, 164/ 17-4, Ashpk Marg, Lucknow – 226 001	264.46	246.29	Erstwhile Eureka Forbes Limited	No	February 01, 2022
13	Shop No. 203 & 204, 2 nd Floor, The Guman _ II, “A” Block, Opp. Tagore Public School, Vaishali Nagar, Jaipur – 302 021	359.00	333.35	Erstwhile Eureka Forbes Limited	No	February 01, 2022
14	Unit No. 402-408, 4 th Floor, Sapphire heights, Plot No.12, Agra - Bombay Road, Indore – 452 010.	118.00	109.81	Erstwhile Eureka Forbes Limited	No	February 01, 2022
15	2 nd & 3 rd Floor, CLOUD-9, 81/1, The Swastik Co. Op. Hsg. Soc. Ltd., Navrangpura, Ahmedabad- 380 009.	320.00	297.10	Erstwhile Eureka Forbes Limited	No	February 01, 2022
16	Shop No. 2, 2 nd Floor, Shiv Pooja Shopping Centre, City Light Main Road, Surat – 395 .	323.31	300.85	Erstwhile Eureka Forbes Limited	No	February 01, 2022
17	Office NO. 102, 1 st Floor, Ivory Terrace, R. C. Dutta Road, Alkapuri, Baroda –390 005.	206.58	192.25	Erstwhile Eureka Forbes Limited	No	February 01, 2022
18	Ground Floor, Bharati Tower, A-Block, Forest Park, Bhubaneswar – 751 009.	308.70	287.59	Erstwhile Eureka Forbes Limited	No	February 01, 2022

Sr. No.	Description of the property	As at Balance sheet date		Held in the name of	Whether promoter, Director, or their relative or employee	Period held since (Refer Note below)
		Gross carrying value (₹ in lakhs)	Net Carrying value (₹ in lakhs)			
19	Shop No. B4 on 2 nd Floor, B5, C5 & D5 on 3 rd Floor, "Anmol Palani", No.88, G.N. Chetty Road. T. Nagar, Chennai – 600 017					
20	Shop No. B5 on 3 rd Floor, "Anmol, Palani", No.88, G. N. Chetty Road.T. Nagar, Chennai – 600 017	522.18	484.29	Erstwhile Eureka Forbes Limited	No	February 01, 2022
21	Shop No. C5 & D5 on 3 rd Floor, "Anmol Palani", No.88, G. N. ChettyRoad. T. Nagar, Chennai – 600017					
22	Unit No. 506,5 th Floor, Pavani Prestige, Commercial Building Complex,6-3-789, Ammerpet, Hyderabad – 500 016.	85.94	79.75	Erstwhile Eureka Forbes Limited	No	February 01, 2022
23	Unit No. 506,507 & 508, 5 th Floor, Pavani Prestige, Commercial Building Complex, 6-3-789, Ammerpet, Hyderabad – 500 016.	328.58	304.76	Erstwhile Eureka Forbes Limited	No	February 01, 2022
24	4 th Floor, Tutus Tower, NH –47, Bye-Pass Road, Padivattom, Cochin -682 024.	286.00	266.30	Erstwhile Eureka Forbes Limited	No	February 01, 2022
25	Khasra No.3946,3961-62, Lal Tappar Industrial Area, Majri Grant, Dehradun-248140	3462.28	3194.03	Erstwhile Eureka Forbes Limited	No	February 01, 2022
26	No. 143, C-4, Bommasandra Industrial Area, Off Hosur Road, Bangalore -560099	6108.51	5782.30	Erstwhile Eureka Forbes Limited	No	February 01, 2022

Note: Reason for all the above properties not being held in the name of the Company

The title deeds of the immovable properties are in the name of erstwhile Eureka Forbes Limited ("the EFL"). Due to the scheme of arrangement in the earlier years, EFL was amalgamated into Forbes & Company Limited and the said properties forming part of the Undertaking as defined in the scheme was demerged from Forbes & Company Limited into Forbes Enviro Solutions Limited, which has been renamed as Eureka Forbes Limited. The Company is in the process of getting the title transferred in its name pursuant to the aforesaid scheme of arrangement.

- (d) The Company has not revalued any of its property, plant and equipment (including Right of Use assets) and intangible assets during the year.
- (e) No proceedings have been initiated during the year or are pending against the Company as at 31 March 2025 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.
- (ii) (a) The inventories except for (goods-in-transit and stocks held with third parties), were physically

verified during the year by the Management at reasonable intervals. In our opinion and based on information and explanations given to us, the coverage and procedure of such verification by the Management is appropriate having regard to the size of the Company and the nature of its operations. For stocks held with third parties at the year-end, written confirmations have been obtained and in respect of goods in transit, the goods have been received subsequent to the year-end or required supporting are verified. No discrepancies of 10% or more in the aggregate for each class of inventories were noticed on

such physical verification of inventories/alternate procedures performed as applicable, when compared with the books of account.

- (b) According to the information and explanations provided to us, the Company has been sanctioned working capital limits exceeding ₹5 crores, in aggregate, at points of time during the year, from banks on the basis of security of current assets. In our opinion and according to the information and explanations given to us, the revised quarterly returns and statements comprising stock statements, and Statement of ageing analysis of trade receivables filed by the Company with such banks are in agreement with the unaudited books of account of the Company, of the respective quarters. For the quarter ended March 2025, the Company is in process of submitting, the returns/statements to the Banks.
- (iii) The Company has not made any investments in, provided any guarantee or security, and granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties during the year, and hence reporting under clause 3(iii) of the Order is not applicable.
- (iv) According to information and explanation given to us, the Company has not granted any loans, made investments or provided guarantees or securities, during the year that are covered under the provisions of sections 185 or 186 of the Companies Act, 2013, and hence reporting under clause (iv) of the Order is not applicable.
- (v) The Company has not accepted any deposit or amounts which are deemed to be deposits. Hence, reporting under clause (v) of the Order is not applicable.
- (vi) The maintenance of cost records has been specified by the Central Government under section 148(1) of the Companies Act, 2013. We have broadly reviewed the books of account maintained by the Company pursuant to the Companies (Cost Records and Audit) Rules, 2014, as amended, prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Companies Act, 2013, and are of the opinion that, prima facie, the prescribed cost records have been made and maintained by the Company. We have, however, not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.
- (vii) According to the information and explanations given to us, in respect of statutory dues:
- (a) Undisputed statutory dues, including Goods and Services Tax, Provident Fund, Employees' State Insurance, Income-tax, Sales tax, duty of Custom, cess and other material statutory dues applicable to the Company have generally been regularly deposited by it with the appropriate authorities though there has been a delay in few cases in respect of remittance of Employees' State Insurance and Goods and Services Tax. We have been informed that the provisions of the duty of Excise and Value added tax are not applicable to the Company.
- There were no undisputed amounts payable in respect of Goods and Service tax, Provident Fund, Income-tax, Sales Tax, Service Tax, duty of Custom, Duty of Excise, Value Added Tax, cess and other material statutory dues in arrears as at 31 March 2025 for a period of more than six months from the date they became payable.

- (b) Details of statutory dues referred to in sub-clause (a) above which have not been deposited as on 31 March 2025 on account of disputes are given below:

Name of the Statute	Nature of Dues	Forum where dispute is pending	Period to which the amount relates	Amount Involved (₹ in lakhs)	Amount Unpaid^ (₹ in lakhs)
Central Excise Act, 1944	Excise Duty	Appellate Tribunal	AY 2001-03	56.51	56.51
		Principal Commissioner of Central Excise	AY 2001-02 to AY 2006-07 and AY 2015-16	493.26	485.36
		CESAT, Bangalore	AY 2015-16 to AY 2018-19	893.04	822.65
Income Tax Act, 1961	Income Tax	Tribunal CIT (A)	AY 2008-09	84.68	84.68
			AY 2016-17,	1,539.05	1,539.05
			AY 2017-18,		
			AY 201819,		
			AY 2019-20, AY 2020-21		

Name of the Statute	Nature of Dues	Forum where dispute is pending	Period to which the amount relates	Amount Involved (₹ in lakhs)	Amount Unpaid^ (₹ in lakhs)
Sales Tax Act	Sales Tax	Deputy Commissioner Of Commercial Taxes	AY 2003- 04,	255.29	191.44
			AY 2004-05,		
			AY 2007-08 to AY 2014-15		
			AY 2013-14,		
			AY 201617		
			AY 201718c		
		Joint Commissioner Of Commercial Taxes	AY 2014-15	0.89	0.71
		Assistant Commissioner Of Sales Tax - Appeals	AY 2016-17	3.96	3.32
			AY 2017-18		
		Assistant Commissioner (assessment) Special Circle-II	AY 1999-00 to AY 2005-06	1,988.05	1,454.42
			AY 2013-14		
		Assessing Authority	AY 2017-18	0.75	0.37
			AY 2001-02 and AY 2004-05	351.28	221.71
		The Appellate Tribunal	AY 2017-18	42.88	42.77
Chapter V, Finance Act, 1994	Service Tax	Joint Commissioner (appeals) Trade Tax	AY 2004-05	6.48	4.21
		Assistant Commissioner (ST)	AY 2018-19	0.02	0.02
		Deputy Commissioner Of State Tax (Appeals)	AY 2003-04 and AY 2005-06	0.96	0.86
		Custom, Central Excise and Service Tax Appellate Tribunal	AY 2012-13 to AY 2018-19	858.03	797.57
		High Court of Karnataka	AY 2018-19 and AY 2019-20	42.68	42.68
		Joint Commissioner Appeals	AY 2018-19	9.67	9.67
		Appeal pending to be filed due to non-constitution of GST tribunal- (West Bengal)	AY 2019-20	7.08	7.08
Central Goods & Service Tax Act, 2017	Goods & Service Tax	First appellate authority- Uttar Pradesh State Tax	AY 2019-20	5.94	5.35
		First appellate authority- Himachal Pradesh State Tax	AY 2018-19 and AY 2019-20	1.59	1.59
		High Court of Karnataka	AY 2018-19	1,259.56	1,259.56
		First appellate authority- Uttarakhand State Tax	AY 2018-19 and AY 2019-20	5.64	5.64
		First appellate authority - Maharashtra State Tax	AY 2019-20	85.69	81.57
		First Appellate authority, Telangana Central tax	AY 2018-19 to AY 2020-21	56.85	52.58
		First Appellate authority, State tax, West Bengal	AY 2018-19	24.60	23.48

Name of the Statute	Nature of Dues	Forum where dispute is pending	Period to which the amount relates	Amount Involved (₹ in lakhs)	Amount Unpaid^ (₹ in lakhs)
Chapter V, Finance Act, 1994	Goods & Service Tax	First Appellate authority, State tax, Punjab	AY 2018-19	24.69	23.42
		First Appellate authority, State tax, Gujarat	AY 2018-19	2.15	2.15
		First Appellate authority, Himachal Pradesh State tax	AY 2020-21	1.03	1.03
		First Appellate authority, Himachal Pradesh State tax	AY 2019-20	0.98	0.98
		First Appellate authority, Uttarakhand Stata tax	AY 2019-20	14.64	14.64
		First Appellate Authority, Haryana State tax	AY 2018-19, AY 2019-20	21.14	21.14
		First Appellate Authority, Maharashtra State Tax	AY 2019-20	0.70	0.65
		First Appellate Authority, Punjab State Tax	AY 2019-20	90.79	86.08
		First Appellate Authority, Maharashtra State Tax	AY 2020-21	0.84	0.78
		First Appellate Authority, Madhya Pradesh State Tax	AY 2020-21	67.19	61.08
Rajasthan Stamp Act, 1988	Stamp Duty	First Appellate Authority, Jammu and Kashmir State Tax	AY 2020-21	4.36	4.15
		First Appellate Authority, Tamil Nadu State Tax	AY 2020-21	159.97	145.43
		First Appellate Authority, Karnataka State Tax	AY 2020-21	25.00	23.65
		First Appellate Authority, Gujarat State Tax	AY 2018-19	0.72	0.68
		First Appellate Authority, Uttarakhand State Tax	AY 2018-19 To AY 2021-22	62.35	59.23
		First Appellate Authority, Punjab State Tax	AY 2021-22	9.97	9.97
		First Appellate Authority, Karnataka State Tax	AY 2018-19	68.63	65.20
		First Appellate Authority, Gujarat State Tax	AY 2021-22	25.90	24.53
		First Appellate Authority, Andhra Pradesh State Tax	AY 2018-19	6.01	5.71
		First Appellate Authority, Punjab State Tax	AY 2018-19	4.62	4.39
		Rajasthan Tax Board	FY 2022-23	960.08	960.08

^ Amount unpaid is net of the amounts paid under protest.

(viii) There were no transactions relating to previously unrecorded income that were surrendered or disclosed as income in the tax assessments under the Income Tax Act, 1961 (43 of 1961) during the year.	(c) As represented to us by the Management, there were no whistle blower complaints received by the Company during the year and upto the date of this report.	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 indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.	(xx) The Company has fully spent the required amount towards Corporate Social Responsibility (CSR) and there are no unspent CSR amount for the year requiring a transfer to a Fund specified in Schedule VII to the Companies Act or special account in compliance with the provision of sub-section (6) of section 135 of the said Act. Accordingly, reporting under clause (xx) of the Order is not applicable for the year.
(ix) (a) In our opinion, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.	(xii) The Company is not a Nidhi Company and hence reporting under clause (xii) of the Order is not applicable.		
(b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.	(xiii) In our opinion, the Company is in compliance with Section 177 and 188 of the Companies Act, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the financial statements as required by the applicable accounting standards.	For DELOITTE HASKINS & SELLS LLP Chartered Accountants (Firm's Registration No.117366W/W-100018)	Nilesh Shah Partner Place: Mumbai Date: 16 May 2025 Membership No. 049660 (UDIN: 25049660BMOCBU9079)
(c) The Company has not taken any term loan during the year and there are no unutilised term loans at the beginning of the year and hence, reporting under clause (ix)(c) of the Order is not applicable.	(xiv) (a) In our opinion the Company has an adequate internal audit system commensurate with the size and the nature of its business.		
(d) On an overall examination of the financial statements of the Company, funds raised on short-term basis have, not been used during the year for long-term purposes by the Company.	(b) We have considered, the internal audit reports issued to the Company during the year and covering the period upto December 2024 and the final internal audit reports where issued after the balance sheet date covering the period January 2025 to March 2025 for the period under audit.		
(e) On an overall examination of the financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries. The Company did not have any joint ventures or associate companies during the year.	(xv) In our opinion during the year the Company has not entered into any non-cash transactions with any of its directors or directors of it's holding company, subsidiary company or persons connected with such directors and hence provisions of section 192 of the Companies Act, 2013 are not applicable to the Company.		
(f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries companies.	(xvi) (a) The Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause (xvi)(a), (b) and (c) of the Order is not applicable.		
(x) (a) The Company has not raised moneys by way of initial public offer or further public offer (including debt instruments) during the year and hence reporting under clause (x)(a) of the Order is not applicable.	(b) The Group does not have any CIC as part of the group and accordingly reporting under clause (xvi)(d) of the Order is not applicable.		
(b) During the year the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully or partly or optionally) and hence reporting under clause (x) (b) of the Order is not applicable to the Company.	(xvii) The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.		
(xi) (a) To the best of our knowledge, no fraud by the Company and no material fraud on the Company has been noticed or reported during the year.	(xviii) There has been no resignation of the statutory auditors of the Company during the year.		
(b) To the best of our knowledge, no report under sub-section (12) of section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.	(xix) On the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence		

Standalone Balance Sheet

as at March 31, 2025

₹ in Lakhs			
Particulars	Notes	As at March 31, 2025	As at March 31, 2024
ASSETS			
Non-current Assets			
(a) Property, plant and equipment	3	28,243.86	27,066.37
(b) Right of use assets	4	2,664.54	1,591.60
(c) Goodwill		2,05,581.67	2,05,581.67
(d) Other intangible assets	5	3,10,070.46	3,11,455.07
(e) Intangible assets under development	6	192.06	122.19
(f) Financial assets			
(i) Investments	7	2,524.86	2,524.86
(ii) Trade receivables	8	-	-
(iii) Other financial assets	10	1,543.83	1,220.37
(g) Income tax asset (net)	11	1,598.91	2,183.60
(h) Other non-current assets	12	2,728.32	1,265.85
Total Non-current Assets		5,55,148.51	5,53,011.58
Current Assets			
(a) Inventories	13	24,313.92	24,368.54
(b) Financial assets			
(i) Investments	7	5,894.94	5,494.84
(ii) Trade receivables	8	17,988.66	13,718.38
(iii) Cash and cash equivalents	14	6,951.06	5,551.79
(iv) Bank balances other than (iii) above	14	15,593.68	3,622.00
(v) Loans	9	5.36	6.38
(vi) Other financial assets	10	61.19	90.70
(c) Other current assets	12	5,006.81	6,155.54
Total Current Assets		75,815.62	59,008.17
Total Assets		6,30,964.13	612,019.75
EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	15	19,347.92	19,347.92
(b) Other equity	16	4,19,149.15	4,00,954.79
Total Equity		4,38,497.07	4,20,302.71
Liabilities			
Non-current Liabilities			
(a) Financial liabilities			
(i) Borrowings	17	-	-
(ii) Lease liabilities	20	1,547.04	409.66
(b) Provisions	21	95.69	357.17
(c) Deferred tax liabilities (net)	23	80,811.43	81,093.02
(d) Other non-current liabilities	22	15,086.81	13,150.68
Total Non-current Liabilities		97,540.97	95,010.53
Current Liabilities			
(a) Financial liabilities			
(i) Borrowings	17	-	2,491.97
(ii) Lease liabilities	20	1,008.31	969.18
(iii) Trade and other payables			
Total outstanding dues of micro enterprises and small enterprises	18	4,802.80	6,865.46
Total outstanding dues of creditors other than micro enterprises and small enterprises	18	13,940.44	15,060.55
(iv) Other financial liabilities	19	19,995.53	18,343.55
(b) Provisions	21	2,480.33	2,318.11
(c) Income tax liabilities (net)	11	11,328.33	5,570.38
(d) Other current liabilities	22	41,370.35	45,087.31
Total Current Liabilities		94,926.09	96,706.51
Total Liabilities		1,92,467.06	1,91,717.04
Total Equity and Liabilities		6,30,964.13	6,12,019.75

The accompanying notes are an integral part of the financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

For and behalf of the Board of Directors of Eureka Forbes Limited

Nilesh Shah

Partner

Mumbai, India

Dated : May 16, 2025

Arvind Uppal

Chairman

(DIN-00104992)

Gurugram, India

Dated : May 16, 2025

Pratik R. Pota

Managing Director & CEO

(DIN-00751178)

Mumbai, India

Dated : May 16, 2025

Gaurav Khandelwal

Chief Financial Officer

Mumbai, India

Dated : May 16, 2025

Pragya Kaul

Company Secretary

Mumbai, India

Dated : May 16, 2025

Standalone Statement of Profit and Loss

for the year ended March 31, 2025

₹ in Lakhs			
Particulars	Notes	Year ended March 31, 2025	Year ended March 31, 2024
I Income			
Revenue from operations	24	2,43,606.24	2,18,922.63
Other income and other gains / (losses) - net	25	1,410.20	852.94
Total Income		2,45,016.44	2,19,775.57
II Expenses			
Cost of materials consumed	26	92,124.38	83,359.00
Purchases of stock-in-trade	26	9,316.88	10,292.52
Changes in inventories of finished goods, spares, stock-in-trade and work-in-progress	26	45.50	(3,560.87)
Employee benefits expense	27	32,845.02	32,783.39
Finance costs	28	562.04	971.77
Depreciation and amortisation expense	29	5,757.94	5,312.49
Other expenses	30	82,985.43	76,862.03
Total expenses		2,23,637.19	2,06,020.33
III Profit before exceptional items and tax			
Add/(Less) : Exceptional items	33T	507.69	(1,514.90)
IV Profit before tax and after exceptional items			
Less: Tax expense			
Current tax	31	5,839.88	3,887.91
Deferred tax benefit	31	(281.59)	(804.42)
		5,558.29	3,083.49
V Profit for the year			
VI Other Comprehensive Income			
(A) Items that will not be reclassified to profit or loss			
(i) Remeasurements of the defined benefit plans gain/(loss)		(458.86)	(315.04)
(ii) Income tax relating to items that will not be reclassified to profit/(loss)		115.45	79.16
		(343.41)	(235.88)
VII Total comprehensive Income for the year			
Earnings per equity share:			
(1) Basic (in ₹)	32	8.40	4.73
(2) Diluted (in ₹)	32	8.40	4.72

The accompanying notes are an integral part of the financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

For and behalf of the Board of Directors of Eureka Forbes Limited

Nilesh Shah

Partner

Mumbai, India

Dated : May 16, 2025

Arvind Uppal

Chairman

(DIN-00104992)

Gurugram, India

Dated : May 16, 2025

Pratik R. Pota

Managing Director & CEO

(DIN-00751178)

Mumbai, India

Dated : May 16, 2025

Gaurav Khandelwal

Chief Financial Officer

Mumbai, India

Dated : May 16, 2025

Pragya Kaul

Company Secretary

Mumbai, India

Dated : May 16, 2025

Standalone Statement of Cash Flow

for the year ended March 31, 2025

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Cash flows from operating activities		
Profit before tax and after exceptional items	21,886.94	12,240.34
Adjustments for:		
Finance costs recognised in profit and loss	259.21	783.02
Interest on lease liabilities	302.83	188.75
Gain on modification/disposal of right of use assets	-	(9.58)
Gain on disposal of investment recognised in profit and loss	-	(47.68)
Interest Income	(711.07)	(190.61)
Gain on disposal of property, plant and equipment	(153.66)	(74.05)
Provision/write-off of doubtful debts, advances and other current assets	(82.87)	123.85
Depreciation and amortisation expenses on property, plant and equipment and intangible assets	4,374.21	4,097.42
Depreciation and amortisation expenses on right of use assets	1,383.73	1,215.07
Exceptional Items	793.43	1,514.90
Fair value of investment at FVTPL	(400.10)	(367.21)
Employee stock option scheme reserve	2,209.12	3,448.76
Net foreign exchange (gain)/loss - unrealised	(11.76)	6.37
Operating profit before working capital changes	29,850.01	22,929.35
Movements in working capital:		
(Increase)/decrease in trade and other receivables	(4,187.41)	(1,582.59)
(Increase)/decrease in inventories	(738.81)	(4,758.58)
(Increase)/decrease in loans and advances	1.02	0.14
(Increase)/decrease in other assets	1,142.03	(746.43)
(Increase)/decrease in other financial assets	(277.04)	(24.57)
Increase/(decrease) in trade and other payables	(3,171.01)	(928.10)
Increase/(decrease) in provisions	(558.10)	(253.34)
Increase/(decrease) in other liabilities	(128.85)	4,786.55
Cash generated from operations	21,931.84	19,422.43
Less : Income taxes refund received	618.17	97.07
Net cash generated from operating activities	22,550.01	19,519.50
Cash flows from investing activities		
Interest received	711.07	190.61
Proceeds from sale of mutual funds	-	2,500.00
Payments for property, plant and equipment, intangible assets under development, capital work in progress and other intangible assets	(5,949.93)	(2,945.32)
Proceeds from disposal of property, plant and equipment	410.86	336.78
Movement in bank balance other than cash & cash equivalents	(11,988.59)	(3,538.99)
Net cash used in investing activities	(16,816.59)	(3,456.92)

Standalone Statement of Cash Flow

for the year ended March 31, 2025

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Cash flows from financing activities		
Repayment of borrowings	(2,500.00)	(2,500.00)
Net decrease in working capital borrowings	-	(7,113.78)
Payment of lease liabilities	(1,582.97)	(1,375.48)
Interest paid	(251.18)	(757.53)
Net cash used in financing activities	(4,334.15)	(11,746.79)
Net increase in cash and cash equivalents	1,399.27	4,315.79
Cash and cash equivalents at the beginning of the year	5,551.79	1,236.00
Cash and cash equivalents at the end of the year	6,951.06	5,551.79
Net increase in cash and cash equivalents as disclosed above	1,399.27	4,315.79

Note:

- The above cash flow statement has been prepared under the “Indirect Method” as set out in the Indian Accounting Standard (IndAS - 7) statement of cash flows.
- Changes in carrying amount of Lease liabilities and Borrowings included under financing activities under statement of cash flow:

₹ in Lakhs		
Changes in liabilities arising from financing activities :	Year ended March 31, 2025	Year ended March 31, 2024
Opening balance	3,870.81	13,927.77
Changes due to cash flow	(4,082.97)	(10,989.26)
Non cash change (gain)/loss	2,767.51	932.30
Closing balance	2,555.35	3,870.81

The accompanying notes are an integral part of the financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

For and behalf of the Board of Directors of Eureka Forbes Limited

Nilesh Shah
PartnerMumbai, India
Dated : May 16, 2025**Arvind Uppal**
Chairman
(DIN-00104992)Gurugram, India
Dated : May 16, 2025**Pratik R. Pota**
Managing Director & CEO
(DIN-00751178)Mumbai, India
Dated : May 16, 2025**Gaurav Khandelwal**
Chief Financial OfficerMumbai, India
Dated : May 16, 2025**Pragya Kaul**
Company SecretaryMumbai, India
Dated : May 16, 2025

Standalone Statement of Changes in Equity

for the year ended March 31, 2025

A. Equity share capital

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024
Opening Balance at the beginning of the year	19,347.92	19,347.92
Movement during the year	-	-
Closing Balance at the end of the year	19,347.92	19,347.92

B. Other equity

As at March 31, 2025

₹ in Lakhs

Particulars	Reserves and Surplus				Total Other Equity
	Retained earnings	Securities Premium	Capital Reserve	Employee stock option scheme reserve	
As at April 1, 2024	9,959.87	3,87,063.43	482.73	3,448.76	4,00,954.79
Add:					
Add: Addition during the year	16,328.65	-	-	2,209.12	18,537.77
Other comprehensive loss for the year, net of income tax	(343.41)	-	-	-	(343.41)
Total comprehensive income for the year	15,985.24	-	-	2,209.12	18,194.36
Balance at March 31, 2025	25,945.11	3,87,063.43	482.73	5,657.88	4,19,149.15

As at March 31, 2024

₹ in Lakhs

Particulars	Reserves and Surplus				Total Other Equity
	Retained earnings	Securities Premium	Capital Reserve	Employee stock option scheme reserve	
As at April 1, 2023	1,038.90	3,87,063.43	482.73	-	3,88,585.06
Add:					
Add: Addition during the year	9,156.85	-	-	3,448.76	12,605.61
Other comprehensive loss for the year, net of income tax	(235.88)	-	-	-	(235.88)
Total comprehensive income for the year	8,920.97	-	-	3,448.76	12,369.73
Balance at March 31, 2024	9,959.87	3,87,063.43	482.73	3,448.76	4,00,954.79

In terms of our report attached
For Deloitte Haskins & Sells LLP
Chartered Accountants

For and behalf of the Board of Directors of Eureka Forbes Limited

Nilesh Shah Partner Mumbai, India Dated : May 16, 2025	Arvind Uppal Chairman (DIN-00104992) Gurugram, India Dated : May 16, 2025	Pratik R. Pota Managing Director & CEO (DIN-00751178) Mumbai, India Dated : May 16, 2025	Gaurav Khandelwal Chief Financial Officer Mumbai, India Dated : May 16, 2025	Pragya Kaul Company Secretary Mumbai, India Dated : May 16, 2025
--	--	---	--	--

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Background

Eureka Forbes Limited is a limited company incorporated and domiciled in India with its registered office situated at B1/B2, 701, Marathon Innova, Off Ganpatrao Kadam Marg, Lower Parel, (West), Mumbai – 400 013.

The Company is engaged in Manufacturing, selling, renting and servicing of Vacuum cleaners, Water Filter cum purifiers, trading in electronic air cleaning system etc.

Note 1: Basis of preparation of Financial statements

This note provides a list of material accounting policies adopted in the preparation of these financial statements. These policies have been consistently applied to all the years presented unless otherwise stated.

(a) Compliance with Indian Accounting Standards (Ind AS)

These standalone financial statements have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under section 133 of the Companies Act 2013 (the Act) [Companies (Indian Accounting Standards) Rules, 2015] and other relevant provisions of the Act.

(b) Historical Cost convention

The financial statements have been prepared on a historical cost basis, on accrual basis of accounting except for certain financial assets and liabilities (including derivative instruments) that are measured at fair value.

(c) Functional and presentation currency

These financial statements are presented in Indian Rupees (₹), which is also the Company's functional currency.

(d) Use of estimates and judgements

In preparing these 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 2(g) and 3 – Useful lives of Property, plant and equipment

Note 2(h) and 5 – Useful and indefinite lives of Intangible assets

Note 2(i) and 36 – Employee Benefit Expense

Note 2(o) and 33A– Provisions and Contingent liabilities

Note 33l (B)– Estimation for provision of Warranty Claims

Note 40 (a) – Impairment of Trade Receivables

Note 11 , Note 31, Note 43 and Note 2(m)– Income taxes

Note 23 , Note 31, Note 42 and Note 2(m)– Recognition of Deferred taxes

Note 2(l)– Refund Liabilities

Note 33S - Impairment testing of goodwill and intangible assets with indefinite useful life

Note 27 and Note 37 - Employee share option scheme expenses.

Share-based payments

Estimating fair value for share-based payment transactions requires determination of the most appropriate valuation model, which depends on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option or appreciation right, volatility and dividend yield and making assumptions about them. For the measurement of the fair value of equity-settled transactions with employees at the grant date, the Company uses a Black Scholes model and Monte-Carlo simulation model basis the type of option granted. The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 37.

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the next year is included in the note below.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

- (i) Note 33A and Note 33 (I) – Recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources.

- (ii) Note 33S - Impairment testing of goodwill and intangible assets with indefinite useful life

Assets are tested for impairment on an annual basis and whenever there is an indication that the recoverable amount is less than its carrying amount based on a number of factors including operating results, business plans, future cash flows and economic conditions. The recoverable amount is determined based on higher of value-in-use and fair value less cost to sell.

Market related information and estimates are used to determine the recoverable amount. Key assumptions on which management has based its determination of recoverable amount include estimated long term growth rates, weighted average cost of capital and estimated operating margins. Cash flow projections take into account past experience and represent management's best estimate about future developments.

- (iii) Note 37 - Employee share option scheme expenses.

(e) Measurement of fair values

A number of the Company's accounting policies and disclosures require the measurement of fair values, for both financial assets and liabilities.

Fair Value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The Fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the assets or liability

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy that categorizes into three levels, described as follows, the inputs to valuation techniques used to measure value. the fair value hierarchy gives the highest priority

to quoted prices in active markets for identical assets or liabilities (Level 1 inputs) and lowest priority to unobservable inputs (Level 3 inputs).

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).

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 is included in Note 39 – Financial instruments.

Note 2: MATERIAL ACCOUNTING POLICIES

(a) Foreign currency transactions

Transactions in currencies other than company's functional currency i.e. Indian Rupee are recognised at the exchange rate prevailing at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate prevailing at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are not translated. Exchange differences are recognised in profit or loss not retranslated, except exchange differences arising from the translation of the equity investments which are recognised at fair value through OCI (FVOCI) are recognised in other comprehensive income.

(b) Financial Instruments

Financial assets and financial liabilities are recognized when the Company becomes a party to the contractual provisions of the instruments. Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

(i) Financial Assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost (except for debt instruments that are designated as at fair value through profit or loss on initial recognition):

- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- the contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Investment in equity instruments of subsidiary, associates and joint ventures are measured at cost less impairment. All other financial assets are subsequently measured at fair value.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments other than those financial assets classified as at FVTPL. Interest income is recognised in profit or loss and is included in the "Other income" line item.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any gains or losses arising on re-measurement recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any dividend or interest earned on the financial asset and is included in the 'Other income' line item.

Investments in equity instruments at fair value through other comprehensive income (FVTOCI)

On initial recognition, the Company can make an irrevocable election (on an instrument-by-instrument basis) to present the subsequent changes in fair value in other comprehensive income. This election is not permitted if the equity investment is held for trading. These elected investments are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the reserve for 'equity instruments through other comprehensive income.

(ii) Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by a Company are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the 'Finance costs' line item.

(c) 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.

Financial Liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire.

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.

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) Impairment

(i) Impairment of financial instruments

The Company recognises loss allowances for expected credit loss on financial assets measured at amortised cost, trade receivables, other contractual rights to receive cash or other

financial assets and financial guarantee not designated as FVTPL.

The Company measures loss allowances at an amount equal to lifetime expected credit losses, except for the following, which are measured as 12 month expected credit losses :

- bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.
- 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. The Company follows 'simplified approach' for recognition of impairment loss allowance for trade receivables. The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognizes impairment loss allowance based on lifetime expected credit loss at each reporting date, right from its initial recognition.

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.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

(ii) Impairment of non-financial assets

The Company's non-financial assets, other than inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For impairment testing, assets that do not generate independent cash inflows are grouped together into cash-generating units (CGUs). Each CGU represents the smallest group of assets that generates cash inflows that are largely independent of the cash inflows of other assets or CGUs.

The recoverable amount of a CGU (or an individual asset) is the higher of its value in use and its fair value less costs to sell. 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 CGU (or the asset).

The Company's corporate assets do not generate independent cash inflows. To determine impairment of a corporate asset, recoverable amount is determined for the CGUs to which the corporate asset belongs.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the statement of profit and loss. Impairment loss recognised in respect of a CGU is allocated the CGU, and then to reduce the carrying amounts of the other assets of the CGU (or group of CGUs) on a pro rata basis.

An impairment loss in respect of assets other than goodwill 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.

(e) Cash and cash equivalents

For the purpose of presentation in the statement of cash flow, cash and cash equivalents including cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet and are not considered as integral part of Company's cash management.

(f) Inventories

Inventories are measured at the lower of cost or net realisable value. The cost of inventories is based on the weighted average method, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their present location and condition.

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 and other supplies held for use in the production of finished products are not written down below cost except in cases where material prices have declined and it is estimated that the cost of the finished products will exceed their net realisable value.

(g) Property plant and equipment

Freehold land is carried at historical cost. All other items of property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Property, plant and equipment acquired in a business combination are recognised at fair value at the acquisition date.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company.

Property, plant and equipment derecognised when it is

- no longer expected to generate future economic benefit or
- when it is disposed of

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Depreciation methods, estimated useful lives and residual value

Depreciation has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013 except in respect of the following categories of property, plant and equipment where the useful life is considered differently based on technical evaluation. Management believe that such estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used.

The estimated useful lives of property , plant and equipment for the current and comparative periods are as follows -

Type of Assets	Period
Plant & Machinery for cleaning services	5 years
Plant & Machinery on rent	6 years
Motor Cycles	3 years
Motor Cars	5 years
Office Equipment's	3 to 5 years

(h) Goodwill and other Intangible assets

Intangible assets are initially measured at cost. Such intangible assets are subsequently measured at cost less accumulated amortisation and any accumulated impairment losses.

An intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- (i) the technical feasibility of completing the intangible asset so that it will be available for use;
- (ii) the intention to complete the intangible asset and use;
- (iii) the ability to use the intangible asset;
- (iv) how the intangible asset will generate probable future economic benefits;
- (v) the availability of adequate technical, financial and other resources to complete the development and to use the intangible asset; and
- (vi) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Amortisation

Intangible assets acquired in a business combination are recognised at fair value at the acquisition date. Subsequently, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses, if any.

The useful lives of intangible assets are assessed as finite or indefinite. Finite-life intangible asset are amortised on a Straight line basis over the period of their estimated useful lives. Estimated useful lives by major class of finite life Intangible assets are as follow:

Type of Assets	Period
Technical Knowhow	5 years
Computer Software	5 years
Distributor network-Service	10 years
Distributor network-Product	10 years

Amortisation method, useful lives and residual values are reviewed at the end of each financial year and adjusted if appropriate.

Indefinite - life intangible assets comprises of brandname/trademarks for which there is no foreseeable Limit to the period over which they are expected to generate net cash inflows. These are considered to have an indefinite life, given the strength and durability of the brands and the level of marketing support.

For Indefinite life intangible assets, the assessment of indefinite life is reviewed annually to determine whether it continues, if not, it is impaired or changed prospectively basis revised estimates.

Goodwill is initially recognised based on the accounting policy for Business combination and is tested for impairment annually.

(i) Employee Benefits

(i) Short Term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

A liability is recognised for the amount expected to be paid e.g., under short-term cash bonus, if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the amount of obligation can be estimated reliably.

(ii) Defined Contribution Plans

Defined contribution plans are employee state insurance scheme and Government administered pension / provident fund scheme for all applicable employees and superannuation scheme for eligible employees. The Company's contribution to defined contribution plans are recognised in the Statement of Profit and Loss in the financial year to which they relate.

The Company makes specified monthly contributions towards Employee Provident Fund scheme to a separate trust administered by the Company. The minimum interest payable by the trust to the beneficiaries is being notified by the Government every year. The Company has an obligation to make good the shortfall, if any, between the return on investments of the trust and the notified interest rate.

(iii) Defined Benefit Plans

Gratuity Scheme

The Company operates a defined benefit gratuity plan for employees. The Company contributes to a separate trust administered by the Company towards meeting the Gratuity obligation. The Company's liability is determined on the basis of an actuarial valuation. Remeasurements of the net defined benefit liability as per the actuarial valuation report , which comprise actuarial gains and losses are recognised in OCI.

Other long term employee benefits

Entitlements to annual leave are recognised when they accrue to employees. The Company determines the liability for such accumulated leaves using the Projected Accrued Benefit method with actuarial valuations being carried out at each Balance Sheet date.

(iv) Employee stock option scheme policy

Employees of the Company receive remuneration in the form of share-based payments, whereby employees render services in exchange for equity instruments (equity-settled transactions).

Equity-settled transactions

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model.

That cost is recognised in employee benefits expense, together with a corresponding increase in equity, over the period in which the service and, where applicable, the performance conditions are fulfilled (the vesting period). The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and are the Company's best estimate of the number of equity instruments that will ultimately vest. The expense or credit in the statement of profit or loss for a period represents the movement in cumulative expense recognised as at the beginning and end of that period.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Company's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions. No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

When the terms of an equity-settled award are modified, the minimum expense recognised is the grant date fair value of the unmodified award, provided the original vesting terms of the award are met. An additional expense, measured as at the date of modification, is recognised for any modification that increases the total fair value of the share-based payment transaction, or is otherwise beneficial to the employee. Where an award is cancelled by the entity or by the counterparty, any remaining element of the fair value of the award is expensed immediately through profit or loss. The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share (refer Note 32).

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

(j) Research and Development

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following conditions have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

(k) Exceptional Items

Exceptional items are disclosed separately in the financial statements where it is necessary to do so to provide further understanding of the financial performance of the Company. These are material items of income or expense that have to be shown separately due to their nature or incidence.

(l) Lease Accounting

Ind AS 116 sets out principles for the recognition, measurement, presentation and disclosure of leases. Ind AS 116 introduces a single lessee accounting model and requires a lessee to recognise assets and

liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. For all leases except as noted above, a lessee is required to recognise a right-of-use asset (ROU Asset) representing its right to use the underlying leased asset and a lease liability representing its obligation to make lease payments in the balance sheet. Lessee will recognise depreciation of right-of-use assets and interest on lease liabilities in the statement of profit and loss.

The Company as a lessee

The Company's lease asset classes primarily consist of leases for Premises. 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:

- (i) the contract involves the use of an identified asset
- (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and
- (iii) 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. 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 these leases.

The lease payments that are not paid at the commencement date are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Company, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments) payable during the lease term and under reasonably certain extension options, less any lease incentives;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

As a practical expedient, Ind AS 116 permits a lessee not to separate non-lease components when bifurcation of the payments is not available between the two components, and instead account for any lease and associated non-lease components as a single arrangement. The Company has used this practical expedient. Contingent and variable rentals are recognized as expense in the periods in which they are incurred.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Company remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is

remeasured by discounting the revised lease payments using a revised discount rate.

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. Whenever the Company incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under Ind AS 37. The costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

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 cash flows 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 Company has entered into lease arrangements as a lessee for premises for operating customer relationship center , guest houses, head office and regional offices , residential premises for their employees so as to help the employees to get settled to new location and warehouse for receiving, storing and dispatch of goods. The average term of leases entered into is 3 year Incase of warehouses, on the basis of past practice the entire period of the contract has been considered for lease term depending on the reasonable certainty to continue with the same service provider. Generally, these lease contracts do not include extension or early termination options.

Extension and termination options are included in many of the leases. In determining the lease term the management considers all facts and circumstances

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

that create an economic incentive to exercise an extension option, or not exercise a termination option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

The aggregate depreciation expense on ROU assets is included under depreciation and amortization expense in the statement of Profit and Loss.

The Company as a lessor

Leases for which the Company is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. Ind AS 116 does not change substantially how a lessor accounts for leases. Under Ind AS 116, a lessor continues to classify leases as either finance leases or operating leases and account for those two types of leases differently. However, Ind AS 116 has changed and expanded the disclosures required, in particular with regard to how a lessor manages the risks arising from its residual interest in leased assets.

When the Company is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

For operating leases, rental income is recognized on a straight line basis over the term of the relevant lease.

(m) Revenue Recognition

The Company derives Revenue from sale of products primarily water purifiers and vacuum cleaners and providing related maintenance services. Revenue from sale of goods is recognised when control of the products being sold has transferred to the customer upon delivery. Revenue is measured net of taxes, returns, discounts, incentives and rebates earned by customers on the sales. Revenue from services are recognised over the period of time.

A refund liability (included in other current liabilities) is recognised for expected volume discounts payable to customers in relation to sales made until the end of the reporting period.

In relation to certain contracts where installation services are provided by the company, same is accounted as a separate performance obligation. Payment of the transaction price is due immediately when the customer purchases the goods/services except in certain cases where a credit term is agreed between company and customer.

Revenue is only recognised to the extent that it is highly probable a significant reversal will not occur. An estimate is made for goods that will be returned and a liability has been recognised for this amount as refund liability (included in other current liabilities). An asset has also been recorded (included in other current assets) for the corresponding inventory that is estimated to return to the company using a best estimate based on accumulated experience.

Company's obligation to repair or replace faulty products under the standard warranty terms is recognised as provision.

Dividend income is recognised when the right to receive payment is established and known.

Interest income from financial asset is recognised when it is probable that the economic benefit will flow to the company and the amount of income can be measured reliably. Interest income is accrued on time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

(n) Taxation

Income tax comprises current and deferred tax. It is recognised in profit & 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, in which the current and the deferred tax is also recognised directly in equity or in other comprehensive income.

Current Tax

Current tax is measured on the basis of estimated income and tax credits computed in accordance with the provisions of the Income Tax Act, 1961.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to tax authorities.

The entity shall recognise the income tax consequences of dividends in profit or loss, other comprehensive income or equity according to where the entity originally recognised those past transactions or events.

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.

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 liability are generally recognised for all taxable temporary differences. Deferred tax asset (including in respect of carried forward tax losses and tax credits) are recognised to the extent it is probable that the taxable profit will be available against which deductible temporary differences can be utilised.

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.

Uncertain Tax position

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate. The provision is estimated based on one of two methods, the expected value method (the sum of the probability weighted amounts in a range of possible outcomes) or the single most likely amount method, depending on which is expected to better predict the resolution of the uncertainty.

(o) Earnings Per Share

The Company presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during

the year. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding after adjusting for the effects of all potential dilutive ordinary shares.

(p) Provisions, Contingent Liabilities and Contingent Assets

A provision is recognized 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.

The amount recognised as provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period taking into account the risk and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

Contingent liabilities are possible obligations that arise from past events and whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events not wholly within the control of the Company. Contingent Liabilities are not recognised in the financial statements but are disclosed in the notes.

Contingent assets are disclosed where inflow of economic benefit is probable.

(q) Investment in Subsidiaries

The Company has elected to recognize its investments in subsidiaries at cost in accordance with the option available in IND AS 27, 'Separate Financial Statement'. The details of such investments are given in Note 7. Impairment policy applicable on such investments is explained in note 2 (d) above.

(r) Borrowing Cost

Borrowing Cost includes interest, amortization of ancillary cost incurred in connection with the arrangement of borrowings and exchange difference arising from foreign currency borrowings to the extent they are regarded as an adjustment to the interest cost.

Borrowing cost, if any, directly attributable to the acquisition, construction or production of an asset

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised, if any. All other borrowing costs are expensed in the period in which they occur.

(s) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker.

The board of directors of the Company assesses the financial performance and position of the Company and makes strategic decisions. The board

of directors, which has been identified as being the Chief Operating Decision Maker, consists of the key managerial personnel and the directors who are in charge of the corporate planning. Refer Note 33C for segment information presented.

(t) 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. For the year ended March 31, 2025, MCA has not notified any new standards or amendments to the existing standards applicable to the Company.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Note 3: Property, plant and equipment

	Freehold Land (refer note (d))	Buildings (refer note (d))	Plant and Machinery (refer note (b))	Assets-on lease (refer note (c))	Electrical Installation & Equipment	Laboratory Equipment	Office Equipment	Furniture and Fixtures	Vehicles	Computers	Total
As at 01 April 2023	6,405.00	14,813.25	4,946.39	7.19	264.41	126.07	87.12	242.48	1,144.26	810.57	28,846.74
Additions	-	99.10	1,360.27	-	27.25	13.29	34.63	59.74	24.59	255.72	1,874.59
Deletions	-	-	(112.55)	-	(18.95)	(26.78)	(11.93)	(24.01)	(163.53)	(77.63)	(435.38)
As at March 31, 2024	6,405.00	14,912.35	6,194.11	7.19	272.71	112.58	109.82	278.21	1,005.32	988.66	30,285.95
Additions	-	170.76	715.46	-	35.80	87.12	124.04	1,284.10	16.16	649.18	3,082.62
Deletions	-	(0.06)	(57.57)	-	(35.31)	(1.15)	(12.83)	(36.88)	(374.32)	(35.39)	(553.51)
As at March 31, 2025	6,405.00	15,083.05	6,852.00	7.19	273.20	198.55	221.03	1,525.43	647.16	1,602.45	32,815.06
Depreciation											
As at 01 April 2023	-	513.45	555.00	0.90	40.20	26.28	32.22	51.15	283.92	318.64	1,821.76
Charge for the year	-	444.88	492.02	1.14	34.72	21.72	19.55	35.74	252.92	267.76	1,570.45
Deletions	-	-	(36.06)	-	(4.32)	(9.32)	(7.85)	(13.82)	(79.21)	(22.05)	(172.63)
As at March 31, 2024	-	958.33	1,010.96	2.04	70.60	38.68	43.92	73.07	457.63	564.35	3,219.58
Charge for the year	-	450.33	514.43	1.14	30.33	21.60	35.47	202.48	154.58	237.58	1,647.94
Deletions	-	-	(19.19)	-	(11.70)	(0.60)	(7.69)	(11.30)	(234.27)	(11.57)	(296.32)
As at March 31, 2025	-	1,408.66	1,506.20	3.18	89.23	59.68	71.70	264.25	377.94	790.36	4,571.20
Net Block											
As at March 31, 2024	6,405.00	13,954.02	5,183.15	5.15	202.11	73.90	65.90	205.14	547.69	424.31	27,066.37
As at March 31, 2025	6,405.00	13,674.39	5,345.80	4.01	183.97	138.87	149.33	1,261.18	269.22	812.09	28,243.86

Notes:

- a. Refer Note 41 for assets pledged as security.
- b. Includes moulds given on Lease has a useful life of 15 years and depreciated accordingly.
- c. Assets given on Lease have a useful life of 6 years and depreciated accordingly.
- d. The title deeds in respect of freehold land and buildings which has been acquired in business combination, are held in the name of erstwhile Eureka Forbes Limited. The company is in the process of transferring the above freehold land and Buildings in its own name.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Note 4: Right of Use Assets

₹ in Lakhs			
Gross Block	Leasehold land#	ROU Assets - Buildings	Total
As at 01 April 2023	345.01	2,833.65	3,178.66
Additions	-	549.50	549.50
Deletions	-	(246.76)	(246.76)
As at March 31, 2024	345.01	3,136.39	3,481.40
Additions	-	2,456.67	2,456.67
Deletions	-	-	-
As at March 31, 2025	345.01	5,593.06	5,938.07
Depreciation			
As at 01 April 2023	6.16	1,093.47	1,099.63
Charge for the year	5.30	1,209.77	1,215.07
Deletions	-	(159.01)	(159.01)
Adjustments	-	(265.89)	(265.89)
As at March 31, 2024	11.46	1,878.34	1,889.80
Charge for the year	5.30	1,378.43	1,383.73
Deletions	-	-	-
As at March 31, 2025	16.76	3,256.77	3,273.53
Net Block			
As at March 31, 2024	333.55	1,258.05	1,591.60
As at March 31, 2025	328.25	2,336.29	2,664.54

Refer Note 41 for assets pledged as security.

Note 5: Other Intangible Assets

₹ in Lakhs						
Gross Block	Computer Software	Distributor network-Service	Distributor network-Product	Technical Knowhow	Brand Name / Trademarks	Total
As at 01 April 2023	126.73	20,557.83	3,966.24	19.79	2,91,119.26	3,15,789.85
Additions	1,194.14	-	-	-	-	1,194.14
Deletions	-	-	-	-	-	-
As at March 31, 2024	1,320.87	20,557.83	3,966.24	19.79	2,91,119.26	3,16,983.99
Additions	1,341.67	-	-	-	-	1,341.67
Deletions	-	-	-	-	-	-
As at March 31, 2025	2,662.54	20,557.83	3,966.24	19.79	2,91,119.26	3,18,325.66
Depreciation						
As at 01 April 2023	121.03	2,398.41	462.72	19.79	-	3,001.95
Charge for the year	74.57	2,055.78	396.62	-	-	2,526.97
Deletions	-	-	-	-	-	-
As at March 31, 2024	195.60	4,454.19	859.34	19.79	-	5,528.92
Charge for the year	273.87	2,055.79	396.62	-	-	2,726.28
Deletions	-	-	-	-	-	-
As at March 31, 2025	469.47	6,509.98	1,255.96	19.79	-	8,255.20
Net Block						
As at March 31, 2024	1,125.27	16,103.64	3,106.90	-	2,91,119.26	3,11,455.07
As at March 31, 2025	2,193.07	14,047.85	2,710.28	-	2,91,119.26	3,10,070.46

Notes:

a. Refer Note 33S for Impairment testing of goodwill and intangible assets with indefinite useful life.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Note 6: Intangible Assets Under Development (IAUD)

(i) Intangible asset under development movement

₹ in Lakhs		
Movement of intangible assets under development	As at March 31, 2025	As at March 31, 2024
Opening balance	122.19	245.93
Add: Additions during the year	916.85	598.71
Less: Expensed out during the year	(29.12)	-
Less: Capitalized during the year	(817.86)	(722.45)
Closing balance	192.06	122.19

(ii) Intangible Asset Under Development Schedule

₹ in Lakhs				
Amount of intangible assets under development for a period of	As at March 31, 2025		As at March 31, 2024	
	Projects in progress	Projects temporarily suspended	Projects in progress	Projects temporarily suspended
Less than 1 year	192.06	-	122.19	-
1-2 years	-	-	-	-
2-3 years	-	-	-	-
More than 3 years	-	-	-	-
Total	192.06	-	122.19	-

Note 7: Investments

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current Investments		
Unquoted Investments (all fully paid up)		
Investments in Equity Instruments		
5,00,000 (March 31, 2024: 5,00,000) equity shares of ₹ 10 fully paid up in Forbes Aquatech Limited	50.00	50.00
70,00,000 (March 31, 2024: 70,00,000) equity shares of ₹ 10 fully paid up in Infinite Water Solutions Private Limited	2,474.15	2,474.15
3,57,765 (March 31, 2024: 3,57,765) equity shares of AED 1000 fully paid up in Euro Forbes Limited (Includes 3,16,150 shares issued at discount)	35,148.04	35,148.04
Less: Impairment in value of investments in Euro Forbes Limited (Refer Note (a))	(35,148.04)	(35,148.04)
Total Unquoted Investments in subsidiaries at cost	2,524.15	2,524.15
Investments in Equity Instruments - Other Company		
7,143 (March 31, 2024: 7,143) equity shares of ₹ 10 fully paid up in Water Quality Association (Refer Note (b))	0.71	0.71
Total Unquoted Investments at cost	0.71	0.71
Total Non-current Investment	2,524.86	2,524.86
Aggregate value of unquoted investments and market value thereof	2,524.86	2,524.86
Aggregate amount of impairment in value of investments	35,148.04	35,148.04

Notes:

- a. The cost of investment in Euro Forbes Limited in the books of demerged undertaking that got merged into the company w.e.f February 01, 2022 amounted to ₹ 35,148.04 lakhs. This investment was fully impaired in the books of demerged undertaking (including ₹ 415.78 lakhs pertaining to Equity Component in Fair Value of financial guarantees).
- b. The Company has invested in 7,143 shares of face value ₹ 10 each in a non profit making organisation hence the fair value has been considered same as the carrying value.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Current Investments		
Unquoted Investments in Mutual Funds		
Nippon India Liquid Fund - Growth Plan Growth Option: 55,815.86 units (March 31, 2024: 55,815.86 units)	3,498.95	3,261.68
Tata Liquid Fund - Regular Plan - Growth: 59,228.91 units (March 31, 2024: 59,228.91 units)	2,395.99	2,233.16
Total Current Investment	5,894.94	5,494.84
Aggregate value of unquoted investments and market value thereof	5,894.94	5,494.84

Note 8: Trade Receivables

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current Trade Receivables		
Unsecured, considered good	-	-
Unsecured, credit impaired	361.75	361.75
Less: Allowance for doubtful debts	(361.75)	(361.75)
Total Non-current Trade Receivables	-	-

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Current Trade Receivables		
Unsecured, considered good	18,061.24	13,718.38
Unsecured, debts due from related parties (refer note 34(ii))	-	-
Unsecured, credit impaired	703.92	878.72
Unsecured, credit impaired from related parties (refer note 34(ii))	829.29	829.29
Less: Allowance for doubtful debts	(1,605.79)	(1,708.01)
Total Current Trade Receivables	17,988.66	13,718.38

Ageing for trade receivables from the due date of payment for each of the category as at March 31, 2025:

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed Trade Receivables - Considered good	Undisputed Trade Receivables - Credit impaired	Disputed Trade Receivables - Considered good	Disputed Trade Receivables - Credit impaired
Not due	10,515.54	-	-	-
Less than 6 months	6,258.19	-	-	-
6 months - 1 year	925.64	-	-	-
1-2 years	204.86	162.13	-	-
2-3 years	157.01	591.92	-	-
More than 3 years	-	1,140.91	-	-

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed Trade Receivables - Considered good	Undisputed Trade Receivables - Credit impaired	Disputed Trade Receivables - Considered good	Disputed Trade Receivables - Credit impaired
Total (A)	18,061.24	1,894.96	-	-
Less: Allowance for expected credit loss (B)	(72.58)	(1,894.96)	-	-
Total [(A) - (B)]	17,988.66	-	-	-

Ageing for trade receivables from the due date of payment for each of the category as at March 31, 2024:

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed Trade Receivables - Considered good	Undisputed Trade Receivables - Credit impaired	Disputed Trade Receivables - Considered good	Disputed Trade Receivables - Credit impaired
Not due	9,190.35	-	-	-
Less than 6 months	3,841.15	-	-	-
6 months - 1 year	504.36	53.34	-	-
1-2 years	182.52	1,018.77	-	-
2-3 years	0.00*	214.04	-	-
More than 3 years	0.00*	783.61	-	-
Total (A)	13,718.38	2,069.76	-	-
Less: Allowance for expected credit loss (B)	-	(2,069.76)	-	-
Total [(A) - (B)]	13,718.38	-	-	-

* Amount less than ₹ 0.01 lakhs

Notes:

- a. The Company's exposure to credit risk and loss allowances related to trade receivables are disclosed in Note 40(a).
- b. The Company uses simplified approach for trade receivable for calculating expected credit loss. Accordingly the company does not track changes in credit risk of individual trade receivable.
- c. Refer Note 41 for receivables pledged as security against borrowings.

Note 9: Loans

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Current Loans		
Loans to Employees		
- Unsecured, considered good	5.36	6.38
Total Current Loans	5.36	6.38

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Note 10: Other Financial Assets

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Other Non-current Financial Assets		
Bank deposits with more than 12 months maturity	0.92	45.71
Deposit with Banks held as Margin Money*	863.33	801.63
Security deposits - unsecured considered good	679.58	373.03
Total Other Non-current Financial Assets	1,543.83	1,220.37
Other Current Financial Assets		
Security deposits - unsecured considered good	61.19	90.70
Total Other Current Financial Assets	61.19	90.70

* ₹ 90.64 lakhs of deposits lodged as a security with government authorities.

Note 11: Income tax assets and liabilities

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Income tax assets (Net)		
Advance income-tax (net of Provision for Taxation)	1,598.91	2,183.60
Total Non-current Income tax assets	1,598.91	2,183.60
Income tax Liabilities (Net)		
Provision for Taxation (net of Advance Tax)	11,328.33	5,570.38
Total Current Income tax liabilities	11,328.33	5,570.38

Note 12: Other Assets

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Other Non-current Assets		
Unsecured considered good, unless stated otherwise		
Capital Advances	1,602.09	146.32
Prepaid Expenses	44.17	66.14
Balance with government authorities	1,082.06	1,053.39
Total Other Non-current Assets	2,728.32	1,265.85

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Other Current Assets		
Unsecured considered good, unless stated otherwise		
Prepaid Expenses	1,176.37	1,121.13
Right to Recover Returned Goods (Refer Note (1) below)	112.50	94.95
Balance with government authorities	2,009.23	2,859.31
Advances recoverable in cash or kind	1,708.71	2,080.15
Advances recoverable in cash or kind - considered doubtful	3,629.36	3,610.01
	8,636.17	9,765.55
Less: Provision for doubtful advances	(3,629.36)	(3,610.01)
Total Other Current Assets	5,006.81	6,155.54

Note (1): A return right gives the company a contractual right to recover the goods from a customer (return assets), if the customer exercises his right to return the goods. The right to recover returned goods is accounted for the products that are expected to be returned.

Note 13: Inventories

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Inventories (lower of cost or net realisable value)		
Raw Materials, Components and Packing Material (includes in transit ₹ 2,329.60 lakhs (March 31, 2024: ₹ 1,554.29 lakhs))	6,055.02	5,270.71
Finished Goods (includes in transit: ₹ 108.34 (March 31, 2024: ₹ 513.99 Lakhs))	2,727.09	5,110.44
Stock in Trade (includes in transit ₹ 868.95 lakhs (March 31, 2024: ₹ 1,286.86 Lakhs))	10,546.29	6,441.68
Spares & Accessories (includes in transit: ₹ 50.16 lakhs (March 31, 2024: ₹ 25.89 Lakhs))	4,985.52	7,545.71
	24,313.92	24,368.54

Refer Note 41 for inventories pledged as security against borrowing

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Note 14: Cash and cash equivalents and other bank balances

For the purposes of the statement of cash flows, cash and cash equivalents include cash on hand and in banks. Cash and cash equivalents at the end of the reporting period as shown in the cash flows statement can be reconciled to the related items in the balance sheet as follows:

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Balances with Banks in current accounts	5,912.20	5,390.06
Cheques, drafts on hand	4.43	62.15
Cash on hand	-	95.63
Deposits with original maturity of less than 3 Months	1,034.43	3.95
Total Cash & cash equivalents	6,951.06	5,551.79
Bank Balances other than cash & cash equivalents		
Deposits with original maturity of more than 12 months	9,073.08	6.97
Deposits with original maturity of more than 3 months but less than 12 months	6,520.60	3,615.03
Total Bank Balances other than cash & cash equivalents	15,593.68	3,622.00
Cash and cash equivalents as per cash flow statement	6,951.06	5,551.79

Note 15: Equity Share Capital

Particulars	Number of shares	Share capital ₹ in Lakhs
Authorised Share capital:		
As at April 01, 2023	25,00,00,000	25,000.00
Increase during the year	-	-
As at March 31, 2024	25,00,00,000	25,000.00
Increase during the year	-	-
As at March 31, 2025	25,00,00,000	25,000.00

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Issued and subscribed capital comprises:		
19,34,79,240 (Previous year: 19,34,79,240) fully paid equity shares of ₹ 10 each	19,347.92	19,347.92

₹ in Lakhs		
Movement in equity share capital:	Number of shares	Number of shares
As at April 01, 2023	19,34,79,240	19,34,79,240
Increase during the year	-	-
As at March 31, 2024	19,34,79,240	19,34,79,240
Increase during the year	-	-
As at March 31, 2025	19,34,79,240	19,34,79,240

- a. Fully paid equity shares have a par value of ₹ 10 each. Each holder of equity shares is entitled to one vote per share with a right to receive per share dividend declared by the Company. In the event of liquidation, the equity shareholders are entitled to receive remaining assets of the Company (after distribution of all preferential amounts) in the proportion of paid up equity shares held by the shareholders.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

b. Details of shares held by the holding company, the ultimate holding company, their subsidiaries and associates:

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Lunolux Limited, Cyprus (Holding Company)	12,10,41,730	12,10,41,730
Total as at the end of the year	12,10,41,730	12,10,41,730

c. Details of shares held by each shareholder holding more than 5% shares:

₹ in Lakhs				
Particulars	As at March 31, 2025		As at March 31, 2024	
	Number of shares held	% of holding	Number of shares held	% of holding
Lunolux Limited, Cyprus	12,10,41,730	62.56%	12,10,41,730	62.56%
India Discovery Fund Limited	-	0.00%	1,30,33,916	6.74%
Total	12,10,41,730	62.56%	13,40,75,646	69.30%

d. Details of shareholdings by the Promoters of the Company:

₹ in Lakhs				
Particulars	As at March 31, 2025		As at March 31, 2024	
	Number of shares held	% of holding	Number of shares held	% of holding
Fully paid equity shares				
Lunolux Limited, Cyprus (Holding Company)	12,10,41,730	62.56%	12,10,41,730	62.56%

e. For the period of five years immediately preceding the date as at which the Balance Sheet is prepared:

- i. Aggregate number and class of shares allotted as fully paid up pursuant to contract(s) without payment being received in cash:
- 19,34,79,240 Equity shares of ₹ 10 each allotted as fully paid-up pursuant to Scheme of Arrangement approved by the Hon'ble National Company Law Tribunal on January 25, 2022.
- ii. Aggregate number and class of shares allotted as fully paid up by way of bonus shares: Nil
- iii. Aggregate number and class of shares bought back: Nil

Note 16: Other equity

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Retained earnings		
Balance at beginning of year	9,959.87	1,038.90
Add: Profit for the year	16,328.65	9,156.85
Other comprehensive loss arising from re-measurement of defined benefit obligation, net of tax	(343.41)	(235.88)
Balance at end of the year	25,945.11	9,959.87

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Securities Premium		
Balance at beginning of the year	3,87,063.43	3,87,063.43
Add: Addition during the year	-	-
Balance at end of the year	3,87,063.43	3,87,063.43
Capital reserve		
Balance at beginning of the year	482.73	482.73
Add: Addition during the year	-	-
Balance at end of the year	482.73	482.73
Employee stock option scheme reserve		
Balance at beginning of the year	3,448.76	-
Add: Addition during the year	2,209.12	3,448.76
Balance at end of the year	5,657.88	3,448.76
Total Other Equity	4,19,149.15	4,00,954.79

Description of nature and purpose of reserves:

Retained Earnings

This reserve represents the cumulative profits of the company and the effects of remeasurement of defined benefit obligations. The reserve can be utilised in accordance with the provision of the Companies Act, 2013.

Securities premium

Securities premium is used to record the premium on issue of shares. The reserve can be utilised in accordance with the provisions of the Companies Act, 2013.

Capital Reserve

The Capital reserve has been created on cancellation of shares held by then existing shareholders of the company as per the composite scheme of arrangement approved by the national company Law tribunal on January 25, 2022.

Employee stock option scheme reserves

The share-based payments reserve is used to recognise the value of equity settled share-based payments provided to employees, including key management personnel, as part of their remuneration. Refer to Note 37 for further details of these plans.

Note 17: Borrowings

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Current Borrowings		
Secured – at amortised cost		
Term loans		
Banks - Rupee Term loan (Refer Note (a) below)	-	2,491.97
Loans repayable on demand		
Banks - Cash credit/Buyers credit (Refer Note (b) below)	-	-
Total Current Borrowings	-	2,491.97

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

- Rupee Term loan (RTL) from ICICI Bank amounting to ₹ 10,000.00 lakhs (No Outstanding as on March 31, 2025 (March 31, 2024: ₹ 2500.00 lakhs)) carries interest rate of 1 year MCLR and secured against pari pasu charge on tangible assets (Excluding vehicles and two wheelers purchased under Employee Benefit Scheme).
- Secured Short term borrowing from Axis, ICICI, Kotak and CITI bank is secured by pari-passu charge on hypothecation of stock-in-trade and book debts and carries interest @ 8.65% p.a to 9.40% p.a. during FY 2024-25.
- The Company has not been declared wilful defaulter by any bank or financial institution or other lender.

Note 18: Trade payables

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Total outstanding dues of micro enterprises and small enterprises	4,802.80	6,865.46
Total outstanding dues of creditors other than micro enterprises and small enterprises (Refer note below for dues to micro and small enterprises)	13,255.64	12,127.30
Trade payables to related parties (refer note 34(ii))	684.80	2,933.25
	18,743.24	21,926.01

Ageing for trade payables from the due date of payment for each of the category as at March 31, 2025:

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed dues - MSME	Undisputed dues - Others	Disputed dues - MSME	Disputed dues - Others
Not due	4,802.80	4,868.04	-	-
Less than 1 year	-	8,883.51	-	-
1-2 years	-	97.28	-	-
2-3 years	-	61.20	-	-
More than 3 years	-	30.41	-	-
Total	4,802.80	13,940.44	-	-

Ageing for trade payables from the due date of payment for each of the category as at March 31, 2024:

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed dues - MSME	Undisputed dues - Others	Disputed dues - MSME	Disputed dues - Others
Not due	6,864.83	10,330.64	-	-
Less than 1 year	0.63	4,520.05	-	-
1-2 years	-	164.47	-	-
2-3 years	-	22.08	-	-
More than 3 years	-	23.31	-	-
Total	6,865.46	15,060.55	-	-

Disclosures required under Section 22 of the Micro, Small and Medium Enterprises Development Act, 2006 under the Chapter on delayed payments to Micro and Small Enterprises:

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
(i) Principal amount remaining unpaid to MSME suppliers as on year end	4,802.80	6,865.46
(ii) Interest due on unpaid principal amount to MSME suppliers as on year end	-	-
(iii) The amount of interest paid along with the amounts of the payment made to the MSME suppliers beyond the appointed day	-	-
(iv) The amount of interest due and payable for the year (without adding the interest under MSME Development Act)	-	-
(v) The amount of interest accrued and remaining unpaid as on year end	-	-
(vi) The amount of interest due and payable to be disallowed under Income Tax Act, 1961	-	-

Note 19: Other Current Financial Liabilities

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Interest free trade deposits	4,909.21	5,141.23
Others:		
Dues to employees	7,168.32	6,871.95
Dues on account of customer rebate schemes and other contractual liabilities	7,918.00	6,330.37
Total Other Current Financial Liabilities	19,995.53	18,343.55

Note 20: Lease liabilities

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current Lease liabilities	1,547.04	409.66
Current Lease liabilities	1,008.31	969.18

Note 21: Provisions

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current Provisions		
Employee benefits - compensated absences	95.69	357.17
Total Non-current Provisions	95.69	357.17
Current Provisions		
Employee benefits - compensated absences	4.42	77.94
Gratuity payable	488.91	336.83
Other provisions		
Warranties (Refer Note 33I(B))	1,935.75	1,852.09
Others (Refer Note 33I(A))	51.25	51.25
Total Current Provisions	2,480.33	2,318.11

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Note 22: Other Liabilities

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Other Non-current Liabilities		
Contract Liabilities - Income received in advance (Refer Note 33J)	14,946.67	12,879.35
Deductions from employees for company's assets	140.14	271.33
Total Other Non-current Liabilities	15,086.81	13,150.68
Other Current Liabilities		
Contract liabilities - Income received in advance (Refer Note 33J)	32,857.18	37,707.35
Deductions from employees for company's assets	634.83	846.43
Advance from customers	3,301.06	1,900.96
Contract liabilities - Others (Refer Note (a) below)	182.93	305.42
Refund liabilities (Refer Note (b) below)	2,897.82	2,567.28
Statutory liabilities (Contributions to PF, pension, ESIC, withholding taxes, VAT, GST, PT, etc.)	1,496.53	1,759.87
Total Other Current Liabilities	41,370.35	45,087.31

Notes:

- a. Contract liability pertains to deferred revenue arising as a separate performance obligation.
- b. The company recognises a refund liability for the amount of consideration received when a customer has a right to return products within a given period. Refund liabilities also include amount recognised for various discounts and incentives payable to customers.

Note 23: Deferred tax balances (net)

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
The following is the analysis of deferred tax (assets)/liabilities presented in the balance sheet:		
Deferred tax assets	(1,617.72)	(1,830.50)
Deferred tax liabilities	82,429.15	82,923.52
Total Deferred tax balances (net)	80,811.43	81,093.02

Refer Note 42 for detailed components of Deferred taxes balances.

Note 24: Revenue from operations

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Sale of products	1,81,624.21	1,56,813.97
Sale of services	60,532.81	61,558.96
Other operating revenues		
Scrap sales	332.73	297.90
Other	1,116.49	251.80
Total Revenue from operations	2,43,606.24	2,18,922.63

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Note 25: Other Income and other gains/ (losses)

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Other Income		
Interest earned on financial assets that are not designated as at fair value through profit or loss:		
Bank deposits (at amortised cost)	623.39	182.43
Interest Others	87.68	8.18
Rental Income from Operating Lease	36.09	39.68
Others	100.54	124.13
Total (A)	847.70	354.42
Other gains/(losses) - net		
Gain on disposal of property, plant and equipment	153.66	74.05
Gain on disposal of Investments at FVTPL	-	47.68
Net foreign exchange gains	8.74	-
Net gain arising on financial assets measured at FVTPL	400.10	367.21
Gain on modification/disposal of Right of use assets	-	9.58
Total (B)	562.50	498.52
Total Other Income and other gains/ (losses) (A+B)	1,410.20	852.94

Note 26: Cost of goods sold

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Raw Materials, Components and Packing Materials		
Inventory at the beginning of the year	5,270.71	4,318.97
Add: Purchases	92,908.69	84,310.74
	98,179.40	88,629.71
Less: Inventory at the end of the year	(6,055.02)	(5,270.71)
Cost of Raw Materials, Components and Packing Materials consumed	92,124.38	83,359.00
Purchases of stock-in-trade	9,316.88	10,292.52
Changes in inventories of finished goods,spares, stock-in-trade and work-in-progress	838.93	(2,291.94)
Less: Disclosed under exceptional item (Refer note 33T)	(793.43)	(1,268.93)
Total Changes in inventories of finished goods,spares, stock-in-trade and work-in-progress	45.50	(3,560.87)

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Note 27: Employee benefits expense

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Salaries and Wages	28,876.77	27,665.24
Contribution to provident and other funds	1,383.38	1,356.33
Staff Welfare Expenses	375.75	313.06
Employee stock option scheme	2,209.12	3,448.76
Total Employee benefits expense	32,845.02	32,783.39

Note 28: Finance costs

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Interest on bank overdrafts and loans	251.18	756.34
Interest on Lease Liabilities	302.83	188.75
Other borrowing costs	8.03	26.68
Total Finance costs	562.04	971.77

Note 29: Depreciation and amortisation expense

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Depreciation of property, plant and equipment	1,647.93	1,570.45
Depreciation of right of use assets	1,383.73	1,215.07
Amortisation of intangible assets	2,726.28	2,526.97
Total Depreciation and amortisation expense	5,757.94	5,312.49

Note 30: Other expenses

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Electricity Power and fuel	260.26	255.21
Rent	597.63	509.54
Repairs and Maintenance:		
Building	77.59	59.18
Machinery	33.19	27.58
Others	624.60	502.15
Insurance	713.84	535.13
Advertisement	10,954.25	8,658.52
Selling and Sales Promotion	14,997.25	12,018.99
Freight, Forwarding and Delivery	6,659.19	6,374.24
Wages to contractual workers	1,544.22	1,440.26
Payment to Auditors (Refer details below)	99.73	95.89

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Printing and Stationery	79.62	101.89
Communication cost	580.76	750.59
Travelling and Conveyance	2,015.76	1,681.41
Legal and Professional Fees	2,095.89	1,387.57
Vehicle Running Expenses	104.68	345.99
Rates and taxes, excluding taxes on income	88.76	203.69
Conference Expenses	767.13	914.70
Service Charges	29,835.93	30,159.15
Information Technology Expenses	4,791.68	5,405.70
Logistics Expenses	2,445.37	1,974.53
Other Establishment Expenses	3,156.29	2,866.23
Corporate Social Responsibility Expenses (Refer Note 33K)	120.08	33.00
Directors' Sitting Fees	9.60	13.05
Bad Debts/Advances Written-Off	-	8.56
Provision for Doubtful Debts / Advances	(82.87)	123.85
Commission to Directors	415.00	385.00
Net foreign exchange losses	-	30.43
Total Other expenses	82,985.43	76,862.03
Payment to Auditors		
As Statutory auditor		
For Audit fee (includes Limited Review fees)	81.00	86.83
For other services	7.00	0.50
For reimbursement of expenses	4.61	1.56
As Cost auditor	7.12	7.00
	99.73	95.89

Note 31: Income tax recognised in statement of profit and loss

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Current tax		
In respect of the current year	5,839.88	3,887.91
	5,839.88	3,887.91
Deferred tax		
In respect of the current year	(281.59)	(804.42)
	(281.59)	(804.42)
Total income tax expense recognised in the current year	5,558.29	3,083.49

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

32 Earnings per share

The calculations of profit attributable to equity shareholders and weighted average number of equity shares outstanding for purposes of basic and diluted earnings per share calculation are as follows:

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Profit for the year attributable to equity share holders	16,328.65	9,156.85
Face value per equity shares	10	10
Weighted average number of equity shares used in the calculation of basic earnings per share (Nos.)	19,42,91,167	19,34,79,240
Weighted average number of equity shares used in the calculation of diluted earnings per share (Nos.)	19,42,92,453	19,40,49,754
Basic earnings per share (₹)	8.40	4.73
Diluted earnings per share (₹)	8.40	4.72

The earnings and weighted average number of equity shares used in the calculation of basic and diluted earnings per share are as follows:

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Profit for the year attributable to owners of the Company	16,328.65	9,156.85
Weighted average number of equity shares for the purposes of basic earnings per share (quantity in numbers)	19,42,91,167	19,34,79,240
Add: Share deemed to be issued in respect of employee stock option scheme	1,286	5,70,514
Weighted average number of equity shares for the purposes of diluted earnings per share (quantity in numbers)	19,42,92,453	19,40,49,754

33 Additional information to the financial statements

33A Contingent liabilities and commitments (to the extent not provided for)

(a) Contingent liabilities:

- Disputed Income Tax demands* - ₹ 1,623.73 lakhs (previous year ₹ 1,623.73 lakhs)
- Disputed Central Excise demands - ₹ 1,442.81 lakhs(previous year ₹ 1,442.81 lakhs)
- Disputed Sales Tax demands - ₹ 2,660.41 lakhs (previous year ₹ 3,389.89 lakhs)
- Disputed Service Tax demands - ₹ 858.03 lakhs (previous year ₹ 858.03 lakhs)
- Disputed civil suit - ₹ 90.84 lakhs (previous year - ₹ 90.84 lakhs)
- Disputed claims against the company not acknowledged as debt ₹ 42.85 lakhs (Previous Year ₹ 42.85 lakhs)
- Disputed Goods and Services Tax demand - ₹ 2,090.98 lakhs (previous year ₹ 1,601.02 lakhs)
- Disputed claims against the Company for certain Labour Law & related matters estimated at ₹ 42.50 lakhs (previous year ₹ 42.50 lakhs)

* In calculating the tax expense for the current year, the Company has considered taxability of certain income and allowability of certain expenditure for tax purpose based on the orders/judgments passed in further appeals in its own assessment of earlier year. Based on the same, no additional provision is envisaged necessary as on March 31, 2025 in respect of earlier years and current year.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

(b) Commitments:

- (i) Estimated amount of contracts remaining to be executed on capital account and not provided for - ₹ 2,853.76 lakhs (previous year ₹ 491.73 lakhs).
- (ii) Towards product performance guarantee ₹ 152.33 lakhs (previous year ₹ 269.55 lakhs)
- (iii) Towards service performance guarantee ₹ 115.64 lakhs (previous year ₹ 65.28 lakhs)

In respect of all items mentioned in (a) above, till the matter are finally decided, the timing of outflow of economic benefit cannot be ascertained.

33B a.) The company has given certain office / factory premises and moulds on operating lease basis. Details of which are as follows:

₹ in Lakhs

Particulars	Building		Plant and Machinery (Moulds)	
	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
Gross Amount	481.49	481.49	35.66	35.66
Accumulated Depreciation	198.83	179.20	33.19	31.50
Depreciation	19.64	19.64	1.70	1.70

- b.) The company has given commercial premises under cancellable operating lease. Lease rental income included in the statement of profit and loss for the year is ₹ 36.09/- Lakhs (Previous Year ₹ 39.68/- Lakhs) for Premises.

33C The Company is primarily engaged in the business of Health, Hygiene products and its services. Information reported to and evaluated regularly by chief operating decision maker for the purpose of resource allocation and assessing performance focuses on the business as a whole. Accordingly there is no other separate segment as per Indian Accounting Standard 108 dealing with "Operating Segment". The geographical segmentation is insignificant as the export turnover is less than 10% of the total turnover and also company's Non Current assets (other than Financial Instrument, deferred tax, post employment benefits and rights arising under insurance contracts) are located in India.

Revenue from transactions with a single external customer did not amount to 10% or more of the Company's revenue from external customers for current and previous year.

The Company's main revenue is from sale of water purifiers , spares and servicing.

₹ in Lakhs

Revenue from External Customers:	Year ended March 31, 2025	Year ended March 31, 2024
India	2,43,513.30	2,18,787.79
Outside India	92.94	134.84
Total Revenue	2,43,606.24	2,18,922.63

33D The Company did not have any material transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 during the current year and previous year.

33E The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (intermediaries) with the understanding that the intermediary shall:

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

- (a) directly or indirectly lend or invest in other persons or entites identified in any manner whatsoever by or on behalf of the Company (Ultmate Beneficiaries) or
- (b) provide any guarantee, security or the like to or on behalf of the Ultmate Beneficiaries.

33F The Company has not received any fund from any person(s) or entity(ies), including foreign entities (funding party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

- (a) directly or indirectly lend or invest in other persons or entites identified in any manner whatsoever by or on behalf of the funding party (ultimate beneficiaries) or
- (b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries.

33G ₹1,805.77 Lakhs (Previous year ₹1,600.82 lakhs) revenue expenses incurred during the year on Research and Development has been charged to the respective heads of accounts.

33H There are no scheme of arrangements which have been approved by the Competent Authority in terms of sections 230 to 237 of the Companies Act, 2013 during the current year.

33I Disclosures required by Indian Accounting Standard 37 "Provisions, Contingent Liabilities and Contingent Assets"

A)

₹ in Lakhs

Particulars	Year ended March 31, 2025		Year ended March 31, 2024	
	Excise Duty	Sales Tax	Excise Duty	Sales Tax
At the beginning of the year	49.96	1.29	49.96	1.29
Add: Movement during the year	-	-	-	-
At the end of the year	49.96	1.29	49.96	1.29

B) Warranty provision

The company gives warranty on certain products, towards satisfactory performance of products during the warranty period. Warranty provisions are made for expected future outflows where no reimbursements are expected and estimated based on using historical information on the nature frequency and average cost of warranty claims. The table given below gives information about movement in warranty provisions:

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024
At the beginning of the year	1,852.09	1,787.28
Add: Additions during the year*	1,935.75	1,852.09
Less: Utilization during the year	(1,852.09)	(1,787.28)
At the end of the year	1,935.75	1,852.09

*Included in Service Charges under Other Expenses

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

33J Remaining performance obligation towards rendering of maintenance contracts as at the year end is recognized as “Income received in advance” and presented in “Other liabilities”. This obligation pertains to maintenance services that would be carried out over the contract period for which company has received the advance. The service period ranges from 1 year to 4 year Management believes that 69% pertaining to remaining obligation as of the year ended 31 March 2025 will be recognised as revenue during the next financial year, 22% will be recognized as revenue in FY 26-27 and 9% will be recognised in FY 27-28.

Reconciliation of Revenue Recognised with contract price:

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Contract Price *	2,41,256.32	2,19,198.20
Adjustment for		
Less:		
Refund Liabilities - Sales Return estimate	250.00	211.52
Performance Liabilities	182.93	305.42
Unperformed performance obligation at the end the year	47,803.85	50,586.70
Unperformed on acquisition	-	-
Unperformed performance obligation at the beginning of the year	(50,586.70)	(50,828.07)
Revenue from continuing operations	2,43,606.24	2,18,922.63

* Net of Taxes

33K Corporate social responsibility expenditure:-

₹ in Lakhs						
Particulars	Year ended March 31, 2025			Year ended March 31, 2024		
a) Gross amount required to be spent by the company	120.08			33.00		
b) Amount spent during the year on:	Paid in cash	Yet to be paid	Total	Paid in cash	Yet to be paid	Total
(i) Construction/acquisition of any asset	-	-	-	-	-	-
(ii) Purposes other than (i) above	120.08	-	120.08	33.00	-	33.00

33L The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year or previous financial year.

33M The Company does not have any benami property, where any proceeding has been initiated or pending against the Company for holding any benami property.

33N The Company has complied with the number of layers prescribed under clause (87) of section 2 of the Companies Act read with Companies (Restriction on number of Layers) Rules, 2017.

33O The Company does not have any investment property during any reporting period, the disclosure related to fair value of investment property is not applicable.

33P The Company is not covered under Section 8 of the Companies Act, thus related disclosure is not applicable.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

33Q The Code on Social Security, 2020 (‘Code’) relating to employee benefits during employment and post-employment benefits received Presidential assent in September 2020. The Code has been published in the Gazette of India. However, the date on which the Code will come in to effect has not been notified. The Company will assess the impact of the Code when it comes into effect and will record any related impact in the period when the Code becomes effective.

33R The Company does not have any 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).

33S Impairment testing of goodwill and intangible assets with indefinite useful life:

The Group has identified its business of Health, Hygiene products and its Services as a single Cash Generating Unit (CGU).

The recoverable amount of the CGU has been calculated based on its value in use, estimated as the present value of projected future cash flows.

The values assigned to the key assumptions represent management’s assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources. Market related information and estimates are used to determine the recoverable amount.

Key assumptions on which management has based its determination of recoverable amount include estimated long-term growth rates, weighted average cost of capital and estimated operating margins. Cash flow projections take into account past experience and represent management’s best estimate about future developments.

The key assumptions used in the estimation of the recoverable amount are set out below:

₹ in Lakhs	
Particulars	March 31, 2025
Discount rate	12.50%
Terminal value growth rate	5.50%

The discount rate was derived basis the weighted-average cost of capital of debt and equity.

The cash flow projections included specific estimates for five years and a terminal growth rate thereafter. The terminal growth rate was determined based on management’s estimate of the longterm EBITDA growth rate, consistent with the assumptions that a market participant would make. Budgeted EBITDA was estimated taking into account past experience, adjusted for future expectations.

The company has performed a sensitivity analysis and has concluded that there are no reasonably possible changes to key assumptions that would cause the carrying amount of a CGU to exceed its recoverable amount.

33T Exceptional items for the year ended March 31, 2025 amounting to ₹ 507.69 lakhs pertains to the following:

(a) For the year ended March 31, 2024 a fire incident at Delhi warehouse location resulted in damages to inventory including raw materials, components, and finished goods. An insurance claim had been filed in due course to cover the losses sustained from this incident amounting to ₹1,514.90 lakhs (including GST). As of September 30, 2024 the company had received on account an initial amount of ₹300 lakhs against the claim in the second quarter of the financial year. Further, the company has received a full and final claim settlement amount of ₹1,001.12 lakhs in the fourth quarter of the financial year ended March 31, 2025.

An amount of ₹793.43 lakhs for the quarter ended March 31, 2025 which is charged to Statement of Profit & Loss, on account of phasing out of certain product category and models including its components, due to change in economic conditions and technological obsolescence.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

- (b) Exceptional items for the year ended March 31, 2024 amounting to ₹ 1,514.90 lakhs pertains to the following:
- An amount of ₹ 1,514.90 lakhs (including GST) for the quarter and year ended March 31, 2024 which is charged to Statement of Profit & Loss, on account of a fire at its Delhi warehouse location, resulting in damage to inventory, including raw materials, components, and finished goods. An insurance claim has been filed to cover the losses sustained from this incident.

33U **Share-based payments**

Estimating fair value for share-based payment transactions requires determination of the most appropriate valuation model, which depends on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option or appreciation right, volatility and dividend yield and making assumptions about them. For the measurement of the fair value of equity-settled transactions with employees at the grant date, the Company uses a Black Scholes model and Monte-Carlo simulation model basis the type of option granted. The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 37.

33V Figures for the previous year are re-arranged/regrouped, wherever necessary, to correspond with the current year disclosure.

33W The Financial Statements for the year ended March 31, 2025 were approved for issue by Company's Board of Directors on May 16, 2025.

34 Additional information to the financial statements for the year ended 31 March 2025

(I) Related Party Disclosures as at and for the year ended 31 March 2025

Particulars	Country
A Holding Company	
1 Lunolux Limited (Ultimately controlled and 100% owned by funds managed by Advent International Corporation ("AIC"))	Cyprus
B Subsidiaries	
1 Forbes Aquatech Limited	India
2 Infinite Water Solutions Private Limited	India
3 Forbes Lux FZE - Dubai	Dubai
4 Euro Forbes Limited - Dubai	Dubai
C Name of Post employment benefit plans with whom transactions were carried out during the year:	
1 Eureka Forbes Limited Employees Provident Fund	India
2 Eureka Forbes Limited Managing Staff Superannuation Scheme	India
3 Eureka Forbes Limited Employees Gratuity Fund	India
D Key Managerial Personnel	
1 Mr. Arvind Uppal - Chairman & Non executive director	
2 Mr. Pratik R Pota- Managing director & CEO	
3 Mr. Homi Katgara - Non executive Independent director	
4 Mr. Vinod Rao - Non executive Independent director	
5 Mrs. Gurveen Singh - Non executive Independent director	
6 Mr. Shashank Samant - Non executive Independent director	
7 Mr. Sahil Dalal - Non executive director	

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

(II) Transactions with Related Parties for the year ended 31 March 2025

₹ in Lakhs

Nature of Transaction	Forbes Aquatech Limited	Infinite Water Solutions Private Limited	Forbes Lux FZE	Eureka Forbes Limited Employees Provident Fund	Eureka Forbes Limited Managing Staff Superannuation Scheme	Eureka Forbes Limited Employees Gratuity Fund
Purchases						
Goods and Materials	416.06	3,664.89	-	-	-	-
Job work charges	153.28	-	-	-	-	-
	569.34	3,664.89	-	-	-	-
Sales /(Sales Return)						
Goods and Materials	20.67	15.76	-	-	-	-
	20.67	15.76	-	-	-	-
Expenses						
Contributions (Employer's) to Post Retirement Funds	-	-	-	1,617.31	103.86	560.41
Income						
Rent and other services	0.18	35.91	-	-	-	-
	0.18	35.91	-	-	-	-
Other Receipts						
Other Reimbursements	-	32.79	-	-	-	-
	-	32.79	-	-	-	-
Outstanding						
Trade Payables	103.14	572.75	8.90	-	-	-
Trade Receivables	-	-	829.29	-	-	-
Less: Allowance for doubtful debts	-	-	(829.29)	-	-	-
Other payables to the Trust	-	-	-	109.82	8.96	488.39
Other Deposits Payable	0.10	7.48	-	-	-	-
Total Outstanding	103.24	580.24	8.90	109.82	8.96	488.39

All transaction with these related parties are priced on an arm's length basis.

(III) Transactions with Related Parties for the year ended 31 March 2025

Parties in D : Key Managerial Personnel Remuneration

Managing Director & CEO

Particulars	Pratik R Pota
Short-term employee benefits	775.12
Post-employment benefits *	28.52
Share -based payments #	-
Total	803.64

* The above amounts do not include expenses for gratuity and leave encashment since actuarial valuation is carried out at an overall level.

The company has recognised an expense provision of ₹ 1,578.73 Lakhs. (previous year ₹ 2,142.36 Lakhs) towards employee stock options granted to key managerial personnel. The said amount represent fair value of option granted. The same has not been considered as managerial remuneration for the current year as defined under section 2(7B) of the Companies Act,2013 as the options have not been vested.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Aggregate remuneration paid/payable to managing director & CEO does not exceed the limit prescribed under section 197 of companies act, 2013

Directors Sitting Fees and Commission

₹ in Lakhs		
Name	Amount	Outstanding Amount as at March 31, 2025
Mr. Homi Katgara	27.90	27.00
Mr. Arvind Uppal	29.15	27.00
Mr. Vinod Rao	29.60	27.00
Mrs. Gurveen Singh	29.60	27.00
Mr. Shashank Samant	28.35	27.00
Total	144.60	135.00

Aggregate remuneration paid/payable to non-whole time directors does not exceeds the limit prescribed under section 197 of companies act, 2013.

Additional information to the financial statements for the year ended 31 March 2024

(I) Related Party Disclosures as at and for the year ended 31 March 2024

Particulars	Country
A Holding Company	
1 Lunolux Limited (Ultimately controlled and 100% owned by funds managed by Advent International Corporation ("AIC"))	Cyprus
B Subsidiaries	
1 Forbes Aquatech Limited	India
2 Infinite Water Solutions Private Limited	India
3 Forbes Lux FZE - Dubai	Dubai
4 Euro Forbes Limited - Dubai	Dubai
C Name of Post employment benefit plans with whom transactions were carried out during the year:	
1 Eureka Forbes Limited Employees Provident Fund	India
2 Eureka Forbes Limited Managing Staff Superannuation Scheme	India
3 Eureka Forbes Limited Employees Gratuity Fund	India
D Key Managerial Personnel	
1 Mr. Arvind Uppal - Chairman & Non executive director	
2 Mr. Pratik R Pota- Managing director & CEO	
3 Mr. Homi Katgara - Non executive Independent director	
4 Mr. Vinod Rao - Non executive Independent director	
5 Mrs. Gurveen Singh - Non executive Independent director	
6 Mr. Shashank Samant - Non executive Independent director	
7 Mr. Sahil Dalal - Non executive director	

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

(II) Transactions with Related Parties for the year ended 31 March 2024

₹ in Lakhs						
Nature of Transaction	Forbes Aquatech Limited	Infinite Water Solutions Private Limited	Forbes Lux FZE	Eureka Forbes Limited Employees Provident Fund	Eureka Forbes Limited Managing Staff Superannuation Scheme	Eureka Forbes Limited Employees Gratuity Fund
Purchases						
Goods and Materials	409.24	5,435.47	-	-	-	-
Job work charges	131.17	-	-	-	-	-
	540.41	5,435.47	-	-	-	-
Sales /(Sales Return)						
Goods and Materials	42.57	210.42	-	-	-	-
	42.57	210.42	-	-	-	-
Expenses						
Contributions (Employer's) to Post Retirement Funds	-	-	-	1,564.08	187.43	714.11
Income						
Rent and other services	0.18	39.50	-	-	-	-
	0.18	39.50	-	-	-	-
Other Receipts						
Other Reimbursements	-	46.62	-	-	-	-
	-	46.62	-	-	-	-
Outstanding						
Trade Payables	206.25	2,718.10	8.90	-	-	-
Trade Receivables	-	-	829.29	-	-	-
Less: Allowance for doubtful debts	-	-	(829.29)	-	-	-
Other payables to the Trust	-	-	-	98.41	13.02	347.59
Other Deposits Payable	0.10	7.48	-	-	-	-
Total Outstanding	206.35	2,725.58	8.90	98.41	13.02	347.59

All transaction with these related parties are priced on an arm's length basis.

(III) Transactions with Related Parties for the year ended 31 March 2024

Parties in D : Key Managerial Personnel Remuneration

Managing Director & CEO

Particulars	Pratik R Pota
Short-term employee benefits	647.38
Post-employment benefits *	22.92
Share -based payments #	-
Total	670.30

* The above amounts do not include expenses for gratuity and leave encashment since actuarial valuation is carried out at an overall level.

The company has recognised an expense provision of ₹ 2,142.36 Lakhs. (previous year Nil) towards employee stock options granted to key managerial personnel. The said amount represent fair value of option granted. The same has not been considered as managerial remuneration for the current year as defined under section 2(7B) of the Companies Act,2013 as the options have not been vested.

Aggregate remuneration paid/payable to managing director & CEO does not exceed the limit prescribed under section 197 of companies act, 2013.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Directors Sitting Fees and Commission

₹ in Lakhs

Name	Amount	Outstanding Amount as at March 31, 2024
Mr. Homi Katgara	29.55	27.40
Mr. Arvind Uppal	29.55	27.40
Mr. Vinod Rao	29.90	27.40
Mrs. Gurveen Singh	29.50	27.40
Mr. Shashank Samant	29.55	27.40
Total	148.05	137.00

Aggregate remuneration paid/payable to non-whole time directors does not exceeds the limit prescribed under section 197 of companies act, 2013.

35 Leases:

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024
Current lease liabilities	1,008.31	969.18
Non-current lease liabilities	1,547.04	409.66
Total	2,555.35	1,378.84

The following is the movement in lease liabilities during the year ended March 31, 2025:

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024
Balance at the beginning of the year	1,378.84	1,847.51
Additions	2,456.65	549.50
Finance cost accrued during the year	302.83	188.75
Deletions	-	(87.75)
(Gain)/Loss on Modification/Disposal of Right of use assets	-	(9.58)
Payment of lease liabilities	(1,582.97)	(1,375.48)
Adjustment	-	265.89
Balance at the end of the year	2,555.35	1,378.84

The table below provides details regarding the contractual maturities of lease liabilities as at March 31, 2025 on an undiscounted basis:

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024
Less than one year	1,220.55	969.18
One to five years	1,728.87	603.38
More than five years	9.58	10.46
Total	2,959.00	1,583.02

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Rental expense recorded for short-term leases was ₹ 597.63 Lakhs for the year ended March 31, 2025. (Previous Year: ₹ 509.54 Lakhs)

Ind AS 116 requires lessees to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Company makes an assessment on the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to the company's operations taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances. After considering current and future economic conditions, the company has concluded that no changes are required to lease period relating to the existing lease contracts.

Amounts recognised in statement of profit and loss

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024
Depreciation expense on right-of-use assets	1,383.73	1,215.07
Interest expense on lease liabilities	302.83	188.75
Expense relating to short-term leases	597.63	509.54

36 Employee benefit plans

(a) Provident Fund

The details of Eureka Forbes Limited Employees' Provident Fund and planned assets position as at March 31, 2025 is given below

₹ in Lakhs

Particulars	Valuation as at	
	March 31, 2025	March 31, 2024
Present value of benefit obligation at year end	16,821.66	15,950.48
Planned Assets at the year end	20,319.32	18,877.41
Discounting Rate	6.79%	7.22%
Expected Guaranteed interest rate	8.25%	8.25%
Average Expected Future Service	12 years	16 years

(b) Gratuity Fund

The principal assumptions used for the purposes of the actuarial valuations were as follows.

₹ in Lakhs

Particulars	Valuation as at	
	March 31, 2025	March 31, 2024
Discount rate(s)	6.79%	7.22%
Expected rate(s) of salary increase	5.00%	5.00%
Mortality rates	Indian Assured Lives Mortality 2012-14 (Urban)	Indian Assured Lives Mortality 2012-14 (Urban)

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Amounts recognised in statement of profit and loss/ other comprehensive income in respect of these defined benefit plans are as follows.

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Service cost:		
Current service cost	217.25	176.18
Net interest expense	25.10	39.80
Components of defined benefit costs recognised in profit or loss	242.35	215.98
Remeasurement on the net defined benefit liability:		
Return on plan assets (excluding amounts included in net interest expense)	23.44	(33.58)
Actuarial (gains) / losses arising from changes in financial assumptions	73.88	107.56
Actuarial (gains) / losses arising from experience adjustments	361.55	241.06
Components of defined benefit costs recognised in other comprehensive income	458.87	315.04
Total	701.22	531.02

The current service cost and the net interest expense for the year are included in the 'Employee benefits expense' line item in the statement of profit and loss.

The remeasurement of the net defined benefit liability is included in other comprehensive income.

The amount included in the balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows.

₹ in Lakhs		
Particulars	March 31, 2025	March 31, 2024
Present value of funded defined benefit obligation	(2,219.52)	(1,993.97)
Fair value of plan assets	1,741.88	1,657.14
Funded status	(477.64)	(336.83)
Restrictions on asset recognised	-	-
Others	-	-
Net liability arising from defined benefit obligation	(477.64)	(336.83)

Movements in the present value of the defined benefit obligation are as follows:

₹ in Lakhs		
Particulars	March 31, 2025	March 31, 2024
Opening defined benefit obligation	1,993.97	2,144.19
Current service cost	217.25	176.18
Interest cost	143.23	160.05
Remeasurement (gains)/losses:		
Actuarial gains and losses arising from changes in financial assumptions	73.88	107.56
Actuarial gains and losses arising from experience adjustments	361.55	241.06
Benefits paid	(570.36)	(835.07)
Closing defined benefit obligation	2,219.52	1,993.97

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Movements in the fair value of the plan assets are as follows.

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Opening fair value of plan assets	1,657.14	1,624.27
Interest income	118.13	120.25
Remeasurement gain (loss):		
Return on plan assets (excluding amounts included in net interest expense)	(23.44)	33.58
Contributions from the employer	560.41	714.11
Benefits paid	(570.36)	(835.07)
Closing fair value of plan assets	1,741.88	1,657.14

The fair value of the plan assets at the end of the reporting period for each category, are as follows.

₹ in Lakhs		
Particulars	Fair Value of plan asset as at	
	March 31, 2025	March 31, 2024
Government Of Indian Assets	300.62	296.82
State Government Securities	353.69	317.64
Special Deposit Scheme	41.03	41.03
Debt Instrument	589.45	712.35
Corporate Bond	199.44	104.05
Cash and cash equivalents	142.06	87.13
Others	20.95	20.97
Mutual Funds	94.64	77.15
Total	1,741.88	1,657.14

Maturity Analysis of the Benefits Payments from the Fund

₹ in Lakhs		
Particulars	March 31, 2025	March 31, 2024
Projected Benefits payable in future years from the date of reporting		
1 st Following Year	231.73	187.39
2 nd Following Year	104.44	141.56
3 rd Following Year	193.26	183.65
4 th Following Year	187.69	256.11
5 th Following Year	178.76	195.44
Sum of years 6 to 10	926.71	763.88
Sum of years 11 and above	2,542.68	2,121.07

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Sensitivity Analysis

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Presented benefit obligation on current assumptions	2,219.52	1,993.97
Discount rate (1% increase)	(165.18)	(133.63)
Discount rate (1% decrease)	190.59	152.92
Future salary growth (1% increase)	192.12	154.80
Future salary growth (1% decrease)	(169.30)	(137.49)
Attrition movement (1% increase)	20.05	22.23
Attrition movement (1% decrease)	(23.38)	(25.24)

The sensitivity analysis have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same method as applied in calculating the defined benefit obligation as recognised in the balance sheet.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior year.

37 Employee share option scheme expenses

A Employees Stock Option Plan (ESOP 2022)

The Company instituted an Employee Stock Option Scheme 2022 ("ESOP") for certain employees which provides for a grant of 1,75,21,597 options (each option convertible into shares) to employees. The Company has made grant of total 1,65,75,499 options as below:

₹ in Lakhs	
Grant date	No of Options
29-05-23	1,35,95,130
21-06-23	13,54,685
09-11-23	4,54,994
21-03-24	2,74,453
28-05-24	2,54,295
07-11-24	1,77,405
10-02-25	4,64,537
Total	1,65,75,499

Scheme Details

The Company has granted two categories of ESOP. The detail of options granted under the plan are as under:

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Terms of Category 1 (Service based) options

9,79,972 tenure based options to vest as under:

Vesting period	Type 1	Type 2
	On completion of 1 year period*	55% on completion of 1 year period* and 45% on completion on 2 nd Year
Grant date	29-May-23	29-May-23
Exercise price	210.00	400.93
No. of Options	9,67,396	12,576
Exercise period	Maximum period of 4 years from the date of Vesting.	
Method of settlement (cash/equity)	Equity shares	

* Type 1 Service based options and 55% of Type 2 options have vested during the year

The fair value of the share options is estimated at the grant date using Black Scholes Option Pricing ("BSOP") method, taking into account the terms and conditions upon which the share options were granted.

Terms of Category 2 (Performance based) options

1,55,95,527 tenure and performance based options to vest only upon the following conditions being met

- If 6 months Volume weighted average price of the share (VWAP) > 2.5x/ 3x/ 4.5x USD Multiple of Money (MoM) then employee will get variable number of ESOP depending on various range of MoM. (Range- minimum 2.5X MoM till more than 5X MoM)
- If investor sales the stake and Internal Rate of Return (IRR)/ MoM /VWAP achieved, employee will get variable number of ESOP which will vest in proportion to stake sale and range of MoM/ IRR.

Grant date	29-May-23	29-May-23	21-Jun-23	21-Jun-23	09-Nov-23	21-Mar-24	28-May-24	07-Nov-24	10-Feb-25
Exercise price	210	400.93	210	586.09	505.06	446.8	436.9	591.9	549
No. of Options	Minimum- 4281697;	Minimum- 379726;	Minimum- 779000;	Minimum- 469813;	Minimum- 384413	Minimum- 244254	Minimum- 224086	Minimum- 168358	Minimum- 372552
	Maximum- 9927421	Maximum- 2687737	Maximum- 804719	Maximum- 549966	Maximum- 454994	Maximum- 274453	Maximum- 254295	Maximum- 177405	Maximum- 464537
Vesting Period	Maximum period of vesting is 7 years from the date of Grant								
Exercise period	Maximum period of 4 years from the date of Vesting.								
Method of settlement (cash/ equity)	Equity shares								

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

The fair value of the share options is estimated at the grant date using Monte Carlo Simulation Pricing (“MCS”) method so as to evaluate whether the performance conditions have been achieved.

The details of the activity has been summarised below*:

Description	March 31, 2025
Outstanding at the beginning of the year	1,52,96,481
Exercisable at the beginning of the year	-
Granted during the year	8,96,237
Forfeited during the year	(14,39,786)
Exercised during the year	-
Vested during the year	(9,74,313)
Expired during the period	-
Transferred during the period	-
Outstanding at the end of the year	1,37,78,619
Exercisable at the end of the year	9,74,313
Weighted average remaining contractual life (in years)	3.14 years

*Considering variable number of options, the maximum number of options are considered for the purpose of disclosure.

Valuation of ESOP Scheme

The Black Scholes valuation model has been used for computing the weighted average fair value for Category 1 stock options considering the following inputs:

Particulars	March 31, 2025
Grant date	29-May-23
Weighted average share price/ market price per share (₹ per share)	401.10
Exercise price (₹ per share)	210-400.9
Dividend yield	1.80%
Expected Life of options granted (vesting and exercise price in years)	1- 2 years
Average risk free interest rate	6.7% - 6.8%
Expected Volatility	25.2% - 27.6%
Fair value of option per equity share	49.1 - 197.90

The Monte Carlo Simulation Pricing (“MCS”) method has been used for computing the fair value for Category 2 stock options considering the following inputs:

Particulars	March 31, 2025						
	29-May-23	21-Jun-23	09-Nov-23	21-Mar-24	28-May-24	07-Nov-24	10-Feb-25
Weighted average share price/ market price per share (₹ per share)	401.10	587.40	500.30	449.50	430.00	634.70	554.10
Exercise price (₹ per share)	210-400.9	210-586	505.10	446.80	436.90	591.90	549.00
Dividend yield	1.80%	1.80%	2.00%	2.00%	1.50%	1.00%	1.25%
Expected Life of options granted (in years)	4.9 - 7	4.85	4.46	4.10	3.92	3.47	3.21
Average risk free interest rate	6.70%	6.70%	6.9% - 7.3%	6.8% - 7.1%	6.90%	6.4% - 6.8%	6.4% - 6.8%
Expected Volatility	25.00%	25.00%	25.00%	25.00%	30.00%	38.9%, 36.1%	42.4%, 39.6%
Fair value of option per equity share	43.07-661.47	656.37- 919.63	714.13	769.17	795.54	867.47	955.29

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

B Effect of employee stock option plan on the Statement of Profit and Loss and on its financial position:

Particulars	₹ in Lakhs	
	March 31, 2025	March 31, 2024
Total employee compensation cost pertaining to stock option plan	2,209.12	3,448.76
Employee Stock option plan (ESOP) reserve	5,657.88	3,448.76

38 Financial instruments

Capital management

The Company's objectives when managing capital are to:

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- Maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Company may return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with the industry, the Company, primarily, uses the gearing ratio to monitor and maintain the capital structure which is as follows:

Net debt (total borrowings net of cash and cash equivalents) divided by 'total equity' (as shown in the balance sheet).

The gearing ratios were as follows:

Particulars	₹ in Lakhs	
	As at March 31, 2025	As at March 31, 2024
Borrowings	-	2,491.97
Less: Cash and cash equivalents	6,951.06	5,551.79
Net debt	(6,951.06)	(3,059.82)
Total equity	4,38,497.07	4,20,302.71
Net debt to equity ratio	(1.59%)	(0.73%)

39 Financial instruments – Fair values

Accounting classification and fair values

	As at March 31, 2025			As at March 31, 2024		
	FVTPL*	FVTOCI**	Amortised Cost	FVTPL*	FVTOCI**	Amortised Cost
Financial assets						
Cash and Bank Balances	-	-	22,544.74	-	-	9,173.79
Short-term loans and advances	-	-	5.36	-	-	6.38
Trade and other receivables	-	-	17,988.66	-	-	13,718.38
Current Investments	5,894.94	-	-	5,494.84	-	-
Non Current Investments #	-	0.71	2,524.15	-	0.71	2,524.15
Other Current financial Asset	-	-	61.19	-	-	90.70
Other Non Current financial Asset	-	-	1,543.83	-	-	1,220.37
Total Financial Asset	5,894.94	0.71	44,667.93	5,494.84	0.71	26,733.77

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs

	As at March 31, 2025			As at March 31, 2024		
	FVTPL*	FVTOCI**	Amortised Cost	FVTPL*	FVTOCI**	Amortised Cost
Financial liabilities						
Trade and other payables	-	-	18,743.24	-	-	21,926.01
Other Current financial liabilities	-	-	21,003.84	-	-	19,312.73
Other Non Current financial liabilities	-	-	1,547.04	-	-	409.66
Current Borrowings	-	-	-	-	-	2,491.97
Non Current Borrowings	-	-	-	-	-	-
Total Financial Liabilities	-	-	41,294.12	-	-	44,140.37

*Mandatorily measured at fair value in accordance with Ind AS 109

** Investments in equity instruments designated as such upon initial recognition in accordance with paragraph 5.7.5 of Ind AS 109.

These investments in equity instruments are not held for trading. Instead, they are held for medium or long term strategic purpose. Upon the application of IND AS 109, the company has chosen to designate these investments in equity instruments at FVTOCI as it is believed that this provides a more meaningful presentation for medium or long term strategic investment than reflecting changes in fair value immediately in profit and loss Account.

Includes investment in equity instruments of ₹ 2,524.15/- Lakhs (previous year ₹ 2,524.15/- lakhs) carried at cost less impairment.

Fair value Hierarchy

This section explains the judgement and the estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value

₹ in Lakhs

Financial assets and liabilities measured at fair value - recurring fair value measurements at 31 March 2025 (Refer note Below)	Level 1	Level 2	Level 3	Total
Financial assets				
Financial investment at FVTPL				
Unquoted Investments in Mutual funds	5,894.94	-	-	5,894.94
Financial investment at FVTOCI				
Unquoted Investments	-	-	0.71	0.71
Total Financial Asset	5,894.94	-	0.71	5,895.65
Financial Liabilities				
Total Financial Liabilities	-	-	-	-

₹ in Lakhs

Financial assets and liabilities measured at fair value - recurring fair value measurements At March 2024 (Refer note Below)	Level 1	Level 2	Level 3	Total
Financial assets				
Financial investment at FVTPL				
Unquoted Investments in Mutual funds	5,494.84	-	-	5,494.84
Financial investment at FVTOCI				
Unquoted Investments	-	-	0.71	0.71
Total Financial Asset	5,494.84	-	0.71	5,495.55
Financial Liabilities				
Total Financial Liabilities	-	-	-	-

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Reconciliation of level 3 fair value measurement of financial Instruments

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Opening Value of Fair Value	0.71	0.71
Fair value gain/(loss) recognised in statement of profit or Loss	-	-
Fair value gain/(loss) recognised in Other Comprehensive income	-	-
Purchases made during the year	-	-
Sales made during the year	-	-
Closing balance of fair value	0.71	0.71

Description of significant unobservable inputs to valuations for level 3 items

Significant unobservable Inputs	Relationship of unobservable Inputs to fair value
Long term revenue growth rates taking into accounts managements experience and knowledge of market conditions of the specific industries	A slight increase in the long term revenue growth rates used in isolation would result in increase in fair value
Long term pre tax operating margin taking into account managements experience and knowledge if market conditions of the specific industries	A significant increase in the long term pre tax operating margin used in isolation would result in increase in fair value
Weighted average cost of capital (WACC), determined using a Capital Asset pricing Model	A slight increase in the WACC used in isolation would result in decrease in Fair value

Valuation techniques and significant unobservable inputs

Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices or dealer quotes for similar instruments.
- All of the resulting fair value estimates are included in level 1 except for unlisted equity securities where the fair values have been determined based on present values and the discount rates used were adjusted for counterparty or own credit risk.
- The carrying amount of Trade receivables, Trade payables, cash and Cash Equivalents are considered to be the same as their Fair Values, due to their short term in nature.
- The Fair value of financial Instrument that are not traded in an active market is determined using valuation technique. The company uses its Judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period.

40 Financial instruments – Financial risk management

The Company's activities expose it to market risk , liquidity risk and credit risk. In order to minimise any adverse effects on the financial performance of the Company , such as foreign exchange forward contracts are entered to hedge certain foreign currency risk exposure .

This note explains the sources of risk which the entity is exposed to and how the entity manages the risk in the financial statements.

Risk	Exposure Arising from	Measurement	Management
Credit Risk	Cash and Cash Equivalents, trade receivables, financial assets measured at amortised cost and fair value through profit and loss.	Aging analysis, Credit Rating	Diversification of bank deposits, credit limits and letter of credit

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Risk	Exposure Arising from	Measurement	Management
Liquidity Risk	Borrowing and other liabilities	Rolling cash flow Forecast	Availability of committed credit lines and borrowing facilities
Market Risk- Foreign currency	Future commercial Transactions Recognised financial assets and liabilities not denominated in Indian rupee (₹)	Cash flow Forecasting Sensitivity analysis	Forward foreign currency Contracts Foreign currency option
Market Risk- Interest rate	Long-term borrowings at variable rate	Sensitivity analysis	Interest rate Swaps

The Company's risk management is carried out by the Treasury team under policies approved by the Finance committee. Treasury team identifies and evaluates financial risks.

(a) Credit risk

Credit risk arises from cash and cash equivalents, investments and deposits with banks, as well as credit exposures to customers including outstanding receivables.

The carrying amounts of financial assets represent the maximum credit risk exposure. The maximum exposure to credit risk at the reporting date was:

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Investments	5,894.94	5,494.84
Trade receivables	17,988.66	13,718.38
Cash and cash equivalents	6,951.06	5,551.79
Other bank balances	15,593.68	3,622.00
Loans	5.36	6.38
Other financial assets	1,605.02	1,311.07

Trade Receivables

The maximum exposure to credit risk for trade and other receivables by geographic region was as follows.

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
India	17,944.90	13,684.80
Other regions	43.76	33.58
Total	17,988.66	13,718.38

Impairment

The ageing of trade and other receivables that were not impaired was as follows.

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
0-1 Year	17,699.37	13,535.86
1-2 Year	204.86	182.52
2-3 Year	157.01	0.00*
More Than 3 Yrs	-	0.00*
Total	18,061.24	13,718.38

* Amount less than ₹ 0.01 lakhs

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

The movement in the allowance for impairment in respect of trade and other receivables during the year was as follows.

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Opening Balance	2,069.76	1,945.91
Amounts written off/ (written back) during the year	-	-
Impairment loss recognised	(102.22)	123.85
Balance	1,967.54	2,069.76

The Company held cash and cash equivalents of ₹ 6,951.06 lakhs at March 31, 2025 (March 31, 2024: ₹ 5,551.79 lakhs). The cash and cash equivalents are held with bank ₹ 6,946.63 lakhs at March 31, 2025 (March 31, 2024: ₹ 5,394.01 Lakhs)

(b) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted:

₹ in Lakhs						
Non-derivative financial liabilities	Contractual maturities of financial liabilities					Total
	Carrying amount	On Demand	0- 1 year	1-5 years	> 5 years	
As at March 31, 2025						
Banks - Long term loans	-	-	-	-	-	-
Loans from banks	-	-	-	-	-	-
Trade payables	18,743.24	-	18,554.34	188.90	-	18,743.24
Lease Liabilities	2,959.00	-	1,220.55	1,728.87	9.58	2,959.00
Other Payable	19,995.53	-	19,995.53	-	-	19,995.53
As at March 31, 2024						
Banks - Long term loans	2,491.97	-	2,491.97	-	-	2,491.97
Loans from banks	-	-	-	-	-	-
Trade payables	21,926.01	-	21,926.01	-	-	21,926.01
Lease Liabilities	1,583.02	-	969.18	603.38	10.46	1,583.02
Other Payable	18,343.55	-	18,343.55	-	-	18,343.55

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

(c) (i) **Market Risk- Foreign currency**

Exposure to currency risk

The currency profile of financial assets and financial liabilities as at March 31, 2025 and March 31, 2024:

Particulars	As at	As at	As at	As at
	March 31, 2025	March 31, 2025	March 31, 2025	March 31, 2025
	USD in Lakhs	EUR in Lakhs	SGD in Lakhs	JPY in Lakhs
Financial assets				
Other Non-current financial assets	7.66	-	-	-
Trade and other receivables	56.71	0.04	-	-
	64.37	0.04	-	-
Financial liabilities				
Trade and other payables	29.16	0.20	0.09	63.60
	29.16	0.20	0.09	63.60
Net Exposure	35.21	(0.16)	(0.09)	(63.60)

Particulars	As at	As at	As at	As at
	March 31, 2024	arch 31, 2024	March 31, 2024	March 31, 2024
	USD in Lakhs	EUR in Lakhs	SGD in Lakhs	JPY in Lakhs
Financial assets				
Other Non-current financial assets	1.30	-	-	-
Trade and other receivables	47.42	0.06	-	-
	48.72	0.06	-	-
Financial liabilities				
Trade and other payables	13.48	0.18	0.09	-
	13.48	0.18	0.09	-
Net Exposure	35.24	(0.12)	(0.09)	-

The following significant exchange rates have been applied.

Particulars	Year-end spot rate	
	As at	As at
	March 31, 2025	March 31, 2024
USD / ₹	85.53	83.34
EUR / ₹	92.60	89.93
SGD / ₹	63.69	61.68
JPY / ₹	0.57	-

Sensitivity analysis

The Sensitivity of profit or loss to changes in the exchange rates arises mainly from foreign currency denominated financial instruments

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

Effect in ₹	Profit or (loss)	
	Strengthening	Weakening
As at March 31, 2025		
USD 5% movement	(150.57)	150.57
EUR 5% movement	0.74	(0.74)
SGD 5% movement	0.30	(0.30)
JPY 5% movement	1.82	(1.82)
	(147.71)	147.71

Effect in ₹	Profit or (loss)	
	Strengthening	Weakening
As at March 31, 2024		
USD 5% movement	(146.83)	146.83
EUR 5% movement	0.54	(0.54)
SGD 5% movement	0.29	(0.29)
	(146.00)	146.00

In management's opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk because the exposure at the end of the reporting period does not reflect the exposure during the year.

(c) (ii) **Market Risk- Interest rate**

The Exposure of the Company borrowing to interest rate changes at the end of the reporting period are as follow:

Particulars	As at	As at
	March 31, 2025	March 31, 2024
Variable Rate Borrowing	-	2,491.97

The sensitivity analyses below have been determined based on the exposure to interest rates for non-derivative instruments at the end of the reporting period. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates had been 50 basis points higher/lower and all other variables were held constant, the company's:

- i) profit for the year ended March 31, 2025 would decrease/increase by ₹ 16.16 lakhs (2024: decrease/increase by ₹ 13.87 lakhs). This is mainly attributable to the company's exposure to interest rates on its variable rate borrowings.

The assumed movement in basis points for the interest rate sensitivity analysis is based on the currently observable market environment, showing a significantly higher volatility than in prior year.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

41 Assets pledged as security

The carrying amounts of assets pledged as security for current and non-current borrowings are:

₹ in Lakhs			
Particulars	Notes	As at March 31, 2025	As at March 31, 2024
Current			
Financial Assets			
Trade Receivable	8	17,988.66	13,718.38
Inventories	13	24,313.92	24,368.54
Total Current assets pledged as security		42,302.58	38,086.92
Non-current			
Land - Freehold	3	6,405.00	6,405.00
Land - Leasehold	4	328.25	333.55
Buildings	3	13,674.39	13,954.02
Other Property, plant and equipment *	3	8,164.47	6,707.35
Total Non Current assets pledged as security		28,572.11	27,399.92
Total assets pledged as security		70,874.69	65,486.84

* Property, plant and equipment as per note 3 includes moveable asset for employee benefits, which has not been pledged.

No charges or satisfaction are pending to be registered with ROC beyond the statutory period.

42 Movement in deferred tax balances

₹ in Lakhs								
Particulars	As at April 1, 2024	For the year 2024-25				As at March 31, 2025		
		Recognised in profit or loss	Acquired through business combination	Recognised in Goodwill	Recognised in OCI	Net	Deferred tax asset	Deferred tax liability
Deferred tax asset								
Property, plant and equipment	4,764.12	150.94	-	-	-	4,915.06	-	4,915.06
Provisions	(1,322.60)	121.21	-	-	-	(1,201.39)	(1,201.39)	-
Lease Liabilities	53.56	(26.07)	-	-	-	27.49	-	27.49
Merger expenses	(338.03)	28.71	-	-	-	(309.32)	(309.32)	-
Amortisation of Processing fees	2.02	(2.02)	-	-	-	-	-	-
Fair Valuation	78,103.81	(617.22)	-	-	-	77,486.59	-	77,486.59
Expenses allowed on Payment	(169.88)	62.87	-	-	-	(107.01)	(107.01)	-
Deferred Tax (Assets) /Liabilities	81,093.00	(281.58)	-	-	-	80,811.42	(1,617.72)	82,429.14

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs								
Particulars	As at April 1, 2023	For the year 2023-24				As at March 31, 2024		
		Recognised in profit or loss	Acquired through business combination	Recognised in Goodwill	Recognised in OCI	Net	Deferred tax asset	Deferred tax liability
Deferred tax asset								
Property, plant and equipment	4,637.80	126.32	-	-	-	4,764.12	-	4,764.12
Provisions	(1,378.08)	55.48	-	-	-	(1,322.60)	(1,322.60)	-
Lease Liabilities	58.28	(4.72)	-	-	-	53.56	-	53.56
Merger expenses	(27.98)	(310.05)	-	-	-	(338.03)	(338.03)	-
Amortisation of Processing fees	8.44	(6.42)	-	-	-	2.02	-	2.02
Fair Valuation	78,721.00	(617.19)	-	-	-	78,103.81	-	78,103.81
Expenses allowed on Payment	(122.04)	(47.84)	-	-	-	(169.88)	(169.88)	-
Deferred Tax (Assets) /Liabilities	81,897.42	(804.42)	-	-	-	81,093.00	(1,830.50)	82,923.51

43 Income Tax expense

(a) Amounts recognised in profit and loss

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Current income tax	5,839.88	3,887.91
Earlier year tax	-	-
Deferred income tax liability / (asset), net		
Origination and reversal of temporary differences	(281.59)	(804.42)
Tax expense for the year	5,558.29	3,083.49

(b) Amounts recognised in other comprehensive income

₹ in Lakhs						
Particulars	As at March 31, 2025			As at March 31, 2024		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurements of the defined benefit plans	(458.86)	115.45	(343.41)	(315.04)	79.16	(235.88)
Equity Instruments through Other Comprehensive Income				-	-	-
Total	(458.86)	115.45	(343.41)	(315.04)	79.16	(235.88)

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

(c) Reconciliation of effective tax rate

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Profit before tax	21,886.94	12,240.34
Tax using the Company's domestic tax rate : 25.168%	5,508.5	3,080.65
Tax effect of amounts which are not deductible (taxable) in calculating taxable income	30.2	8.30
Other tax adjustment (including re-assessment of deferred taxes post business combination)	19.6	(5.46)
Total	5,558.29	3,083.49

The tax rate used for the year 2024-25 and 2023-24 reconciliations above is the corporate tax rate of 25.168% payable by corporate entities in India on taxable profits under the Indian tax law.

44 Key Financial Ratios:

Sr. No	Particulars	Numerator	Denominator	2024-25	2023-24	% Change	Refer Note
1	Current Ratio (times)	Current assets	Current liabilities	0.80	0.61	30.89	a
2	Debt equity ratio (times)	Total debt	Equity	0.01	0.01	-	
3	Debt service coverage ratio (times)	Earnings available for debt service	Total debt service	4.96	1.41	251.61	b
4	Return on equity (%)	Net profit after tax	Average shareholder equity	3.80%	2.21%	71.98	c
5	Inventory turnover ratio (times)	Cost of Goods sold	Average inventory	4.17	3.96	5.27	
6	Trade receivables turnover ratio (times)	Net sales	Average accounts receivables	15.37	16.85	(8.83)	
7	Trade payable turnover ratio (times)	Total purchases	Average trade payables	5.03	4.23	18.96	
8	Net capital turnover ratio (times)	Sales	Current Assets minus Current Liabilities.	(12.75)	(5.81)	119.51	d
9	Net profit ratio (%)	Net profit after tax	Sales	6.70%	4.18%	60.25	e
10	Return on capital employed (%)	Earnings before interest and tax divided	Capital employed (refer note (h))	353.22%	-125.12%	(382.31)	f
11	Return on investment (%)	Return on Investment	Average total current investment	7.03%	6.35%	10.70	

Notes: Explanation for change in the ratio by more than 25%

- (a) Increase in current ratio due to increase in cash generation from business operation and reduction in borrowings.
- (b) Higher earning and repayment of borrowings during current year.
- (c) Higher net profit after tax during the current year with improved efficiency.

Notes to Standalone Financial Statements

for the year ended on March 31, 2025

- (d) Revenue growth along with higher efficiency on working capital improvement has resulted in an improvement in the ratio.
- (e) Higher net profit after tax during the current year with higher revenue.
- (f) Increase in earnings and reduction in borrowings on account of repayment.
- (g) The calculation for above ratios is in accordance with formula prescribed by Guidance note on Schedule III issued by the Institute of Chartered Accountants of India.
- (h) Capital employed = Tangible Net Worth# + Total Debt + Deferred Tax Liability.
- # In order to derive the tangible net worth, goodwill and other intangible assets have been reduced from the total net worth.

For and behalf of the Board of Directors of Eureka Forbes Limited

Arvind Uppal

Chairman
(DIN-00104992)

Gurugram, India
Dated : May 16, 2025

Pratik R. Pota

Managing Director & CEO
(DIN-00751178)

Mumbai, India
Dated : May 16, 2025

Gaurav Khandelwal

Chief Financial Officer

Mumbai, India
Dated : May 16, 2025

Pragya Kaul

Company Secretary

Mumbai, India
Dated : May 16, 2025

Independent Auditor’s Report

To The Members of
Eureka Forbes Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Eureka Forbes Limited (the “Parent”) and its subsidiaries, (the Parent and its subsidiaries together referred to as the “Group”) which comprise the Consolidated Balance Sheet as at 31 March 2025, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity for the year ended on that date, and notes to the financial statements, including a summary of 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, and based on the consideration of reports of the other auditors on separate financial statements of the subsidiaries referred to in the Other Matters section below, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 (the “Act”) in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act, (“Ind AS”) and other accounting principles generally accepted in India, of the consolidated state of affairs of

the Group as at 31 March 2025, and their consolidated profit, their consolidated total comprehensive income, their consolidated cash flows and their consolidated changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing (“SA”s) specified under section 143 (10) of the Act. Our responsibilities under those Standards are further described in the Auditor’s Responsibility for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (“ICAI”) together with the ethical requirements that are relevant to our audit of the consolidated financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI’s Code of Ethics. We believe that the audit evidence obtained by us and the audit evidence obtained by the other auditors in terms of their reports referred to in the sub-paragraph (a) of the Other Matters section below, is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Key Audit Matter	Auditor’s Response
Impairment of Intangible assets (Brand Name / Trademarks) with indefinite life and Goodwill impairment.	Principal audit procedures performed:
Refer Note 5 and 33S to the consolidated Ind AS financial statements.	We obtained understanding of the process followed by the Group in respect of the assessment of impairment of Intangible assets (Brand Name / Trademarks) with indefinite life and Goodwill.
The consolidated balance sheet of the Group as on 31 March 2025 comprises of ₹ 310,070 lakhs of intangible assets with indefinite life and ₹ 205,582 lakhs of goodwill, pertaining to acquisition of a business in the earlier years, which in aggregate represents 81% of the total assets of the Group.	- Evaluated Group’s accounting policy in respect of impairment assessment of Intangibles with indefinite life and goodwill. - Evaluated the design and implementation and testing the operating effectiveness of key internal controls related to the Group’s process relating to the impairment analysis, key assumptions and review of the valuation methodology.

Key Audit Matter	Auditor’s Response
The recoverable value of the intangible assets with indefinite life and goodwill which is based on the value in use model, has been derived using the discounted cash flow (DCF) method. This method requires the Group to make significant assumptions such as discount rate, near and long-term revenue growth rate and projected margins which involves inherent uncertainty since they are based on future business prospects and economic outlook.	- Assessed the professional competence, objectivity and expertise of those involved in performing the valuation exercise for the Group. - Obtained understanding of the cash flow projections and assumptions used in the DCF model. - Tested the appropriateness of the input data considered for the purposes of valuation by reconciling the projected cash flows with the underlying business plan and related details. - Involved the internal valuation professionals with specialized skills and knowledge to assist in evaluating the impairment model used, evaluating the mathematical accuracy and assumptions (including discount rate and growth rate applied by the Group) and applying additional sensitivities to assess the reasonableness of the above key assumptions. - Performed a sensitivity analysis to evaluate the impact of change in key assumptions individually or collectively to the recoverable value. - Evaluated the adequacy of the Group’s disclosures in the consolidated financial statements in respect of its impairment testing.

Information Other than the Financial Statements and Auditor’s Report Thereon

- The Parent’s Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis and Board’s Report including annexures to Board’s Report, but does not include the consolidated financial statements, standalone financial statements and our auditor’s report thereon. The aforesaid other information is expected to be made available to us after the date of this auditor’s report.
- Our opinion on the consolidated financial statements does not cover the other information and will not express any form of assurance conclusion thereon.
- In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available, compare with the financial statements of the subsidiaries audited by the other auditors, to the extent it relates to these entities and, in doing so, place reliance on the work of the other auditors and consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated. Other information so far as it relates to the subsidiaries is traced from their financial statements audited by the other auditors.

- When we read the other information, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance as required under SA 720 ‘The Auditor’s responsibilities Relating to Other Information’.

Responsibilities of Management and Board of Directors for the Consolidated Financial Statements

The Parent’s Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these consolidated financial statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated changes in equity of the Group in accordance with the accounting principles generally accepted in India, including Ind AS specified under section 133 of the Act. The respective Board of Directors of the companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group 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, which have been used for the purpose of preparation of the consolidated financial statements by the Directors of the Parent, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group are responsible for assessing the ability of the respective entities to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intend to liquidate their respective entities or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group are also responsible for overseeing the financial reporting process of the Group.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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 consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls 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 Parent has adequate internal financial controls with reference to consolidated 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.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities or business activities included in the consolidated financial statements of which we are the independent auditors. For the other entities or business activities included in the consolidated financial statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the consolidated financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the consolidated financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the consolidated financial statements.

We communicate with those charged with governance of the Parent and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls 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 consolidated 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.

Other Matter

We did not audit the financial statements of 4 subsidiaries, whose financial statements reflect total assets of ₹ 5,824.19 lakhs as at 31 March 2025, total revenues of ₹ 4,355.86 lakhs and net cash inflows amounting to ₹ 2,418.89 lakhs for the year ended on that date, as considered in the consolidated financial statements. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the reports of the other auditors.

Our opinion on the consolidated financial statements above and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matter with respect to our reliance on the work done and the reports of the other auditors.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on the separate financial statements of the subsidiaries referred to in the Other Matter section above we report, to the extent applicable that:
 - a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.
 - b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept by the Group, including relevant records so

far as it appears from our examination of those books and the reports of the other auditors.

- c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.
- d) In our opinion, the aforesaid consolidated 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 of the Parent as on 31 March 2025, taken on record by the Board of Directors of the Company and the reports of the statutory auditors of its subsidiary companies incorporated in India, none of the directors of the Group companies incorporated in India is disqualified as on 31 March 2025 from being appointed as a director in terms of Section 164 (2) of the Act.
- f) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure A" which is based on the auditors' reports of the Parent and subsidiary companies incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls with reference to consolidated financial statements of those companies.
- g) With respect to the other matter to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us and based on the auditor's reports of subsidiary companies incorporated in India, the remuneration paid/ provided by the Parent and such subsidiary companies to their respective directors during the year is in accordance with the provisions of section 197 of the Act.
- h) With respect to the other matter to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

- i) The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group - Refer Note 33A to the consolidated financial statements;
- ii) The Group did not have any material foreseeable losses on long-term contracts including derivative contracts.
- iii) There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Parent, and its subsidiary companies incorporated in India.
- iv) (a) The respective Managements of the Parent and its subsidiaries, which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries respectively that, to the best of their knowledge and belief, as disclosed in the note 33E to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Parent or any of such subsidiaries 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 Parent or any of such subsidiaries ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (b) The respective Managements of the Parent and its subsidiaries, which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries respectively that, to the best of their knowledge and belief, as disclosed in the note 33F to the consolidated financial statements, no funds have been received by the Parent or any of such subsidiaries from any person(s) or entity(ies), including foreign entities

("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Parent or any of such subsidiaries shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- (c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

- v. The Parent and its subsidiaries which are companies incorporated in India, whose financial statements have been audited under the Act, have not declared or paid any dividend during the year and have not proposed final dividend for the year.
- vi. Based on our examination which included test checks and that performed by the respective auditors of the subsidiaries incorporated in India whose financial statements have been audited under the Act, the Parent and its subsidiary companies incorporated in India have used accounting software systems for maintaining their respective books of account for the financial year ended 31 March 2025 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of audit, we and respective other auditors, whose reports have been furnished to us by the Management of the Parent, have not come across any instance of the audit trail feature being tampered with. Additionally, the audit trail has been preserved by the Parent and above referred subsidiary companies incorporated in India as per the statutory requirements for record retention.

- 2. With respect to the matters specified in clause (xxi) of paragraph 3 and paragraph 4 of the Companies (Auditor's Report) Order, 2020 ("CARO"/ "the Order") issued by the Central Government in terms of Section 143(11) of the Act, according to the information and explanations given to us, and based on the CARO reports issued by us and the auditors of respective companies included in the consolidated financial statements to which reporting under CARO is applicable, as provided to us by the Management of the Parent, we report that there are no qualifications or adverse remarks by the respective auditors in the CARO reports of the said companies included in the consolidated financial statements.

Place: Mumbai
Date: 16 May 2025

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(Firm's Registration No.117366W/W-100018)

Nilesh Shah
Partner
Membership No. 049660
(UDIN: 25049660BMOCBV1617)

Annexure “A” to the Independent Auditor’s Report

(Referred to in paragraph 1(f) under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

Report on the Internal Financial Controls with reference to consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (the “Act”)

In conjunction with our audit of the consolidated Ind AS financial statements of the Company as at and for the year ended 31 March 2025, we have audited the internal financial controls with reference to consolidated financial statements of Eureka Forbes Limited (hereinafter referred to as “Parent”) and its subsidiary companies, which are companies incorporated in India, as of that date.

Management’s and Board of Directors’ Responsibilities for Internal Financial Controls

The respective Company’s management and Board of Directors of the Parent, its subsidiary companies, incorporated in India, are responsible for establishing and maintaining internal financial controls with reference to consolidated financial statements based on “the internal control with reference to consolidated financial statements criteria established by the respective Companies 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 (ICAI)”. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor’s Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements of the Parent and its subsidiary companies, which are companies incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the “Guidance Note”) issued by the ICAI and the Standards on Auditing, prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to consolidated 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

consolidated financial statements was 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 consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors of the subsidiary companies, which are companies incorporated in India, in terms of their reports referred to in the Other Matter paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements of the Parent, its subsidiary companies, which are companies incorporated in India.

Meaning of Internal Financial Controls with reference to consolidated financial statements

A company’s internal financial control with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal financial control with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to consolidated financial statements

Because of the inherent limitations of internal financial controls with reference to consolidated 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 consolidated financial statements to future periods are subject to the risk that the internal financial control with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors referred to in the Other Matters paragraph below, the Parent, its subsidiary companies which are companies incorporated in India, have, in all material respects, an adequate internal financial controls with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at 31 March 2025, based on the criteria for internal

financial control with reference to consolidated financial statements established by the respective companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the ICAI.

Other Matter

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements insofar as it relates to two subsidiary companies which are companies incorporated in India, is based solely on the corresponding reports of the auditors of such companies incorporated in India.

Our opinion is not modified in respect of the above matter.

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(Firm’s Registration No.117366W/W-100018)

Nilesh Shah

Partner

Place: Mumbai
Date: 16 May 2025

Membership No. 049660
(UDIN: 25049660BMOCBV1617)

Consolidated Balance Sheet

as at March 31, 2025

		₹ in Lakhs	
Particulars	Notes	As at March 31, 2025	As at March 31, 2024
ASSETS			
Non-current Assets			
(a) Property, plant and equipment	3	28,518.78	27,360.48
(b) Right of use assets	4	2,664.54	1,594.79
(c) Goodwill	5a	2,05,581.67	2,05,581.67
(d) Goodwill on consolidation	5b	299.46	299.46
(e) Other intangible assets	6a	3,10,070.46	3,11,455.07
(f) Intangible assets under development	6b	192.07	122.19
(g) Financial assets			
(i) Investments	7	1.42	1.42
(ii) Trade receivables	8	-	-
(iii) Other financial assets	10	1,591.91	1,268.45
(h) Income tax asset (net)	11	2,224.37	3,117.80
(i) Deferred tax assets (net)	23	119.94	125.11
(j) Other non-current assets	12	2,743.92	1,279.41
Total Non-current Assets		5,54,008.54	5,52,205.85
Current Assets			
(a) Inventories	13	25,289.46	25,270.70
(b) Financial assets			
(i) Investments	7	5,894.94	5,494.84
(ii) Trade receivables	8	18,011.55	13,751.84
(iii) Cash and cash equivalents	14	9,550.93	6,132.17
(iv) Bank balances other than (iii) above	14	15,614.59	3,622.50
(v) Loans	9	48.15	48.07
(vi) Other financial assets	10	61.19	90.70
(c) Other current assets	12	5,302.73	6,322.95
Total Current Assets		79,773.54	60,733.77
Total Assets		6,33,782.08	6,12,939.62
EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	15	19,347.92	19,347.92
(b) Other equity	16	4,21,520.82	4,03,216.45
Non-controlling interest		121.28	119.97
Total Equity		4,40,990.02	4,22,684.34
Liabilities			
Non-current Liabilities			
(a) Financial liabilities			
(i) Borrowings	17	-	-
(ii) Lease liabilities	20	1,547.04	409.66
(b) Provisions	21	118.13	377.67
(c) Deferred tax liabilities (net)	23	80,853.99	81,135.58
(d) Other non-current liabilities	22	15,086.81	13,150.68
Total Non-current Liabilities		97,605.97	95,073.59
Current Liabilities			
(a) Financial liabilities			
(i) Borrowings	17	-	2,491.97
(ii) Lease liabilities	20	1,008.31	972.81
(iii) Trade and other payables			
Total outstanding dues of micro enterprises and small enterprises	18	4,837.83	6,936.87
Total outstanding dues of creditors other than micro enterprises and small enterprises	18	13,479.34	12,427.39
(iv) Other financial liabilities	19	20,062.65	18,416.32
(b) Provisions	21	2,533.32	2,366.46
(c) Income tax liabilities (net)	11	11,888.32	6,476.65
(d) Other current liabilities	22	41,376.33	45,093.22
Total Current Liabilities		95,186.10	95,181.69
Total Liabilities		1,92,792.07	1,90,255.28
Total Equity and Liabilities		6,33,782.08	6,12,939.62

The accompanying notes are an integral part of the financial statements
In terms of our report attached
For Deloitte Haskins & Sells LLP For and behalf of the Board of Directors of Eureka Forbes Limited
Chartered Accountants

Nilesh Shah Partner	Arvind Uppal Chairman (DIN-00104992)	Pratik R. Pota Managing Director & CEO (DIN-00751178)	Gaurav Khandelwal Chief Financial Officer	Pragya Kaul Company Secretary
Mumbai, India Dated : May 16, 2025	Gurugram, India Dated : May 16, 2025	Mumbai, India Dated : May 16, 2025	Mumbai, India Dated : May 16, 2025	Mumbai, India Dated : May 16, 2025

Consolidated Statement of Profit and Loss

for the year ended March 31, 2025

		₹ in Lakhs	
Particulars	Notes	Year ended March 31, 2025	Year ended March 31, 2024
I Income			
Revenue from Operations	24	2,43,691.43	2,18,925.02
Other income and other gains / (losses) - net	25	1,456.46	877.95
Total Income		2,45,147.89	2,19,802.97
II Expenses			
Cost of Materials Consumed	26	91,576.86	82,128.68
Purchases of stock-in-trade	26	9,343.97	10,382.56
Changes in inventories of finished goods, spares, stock-in-trade and work-in-progress	26	(154.32)	(3,655.31)
Employee benefits expense	27	33,048.50	32,980.08
Finance costs	28	562.90	977.45
Depreciation and amortisation expense	29	5,800.19	5,402.70
Other expenses	30	83,317.70	77,224.53
Total expenses		2,23,495.80	2,05,440.70
III Profit before exceptional items and tax		21,652.09	14,362.27
Add/(Less) : Exceptional items	33T	417.69	(1,514.90)
IV Profit before tax and after exceptional items		22,069.78	12,847.37
Less: Tax expense			
Current tax	31	5,901.97	4,083.35
Deferred tax benefit	31	(273.66)	(800.95)
		5,628.31	3,282.40
V Profit for the year		16,441.47	9,564.97
VI Other Comprehensive Income			
Items that will not be reclassified to profit and loss			
Remeasurements of the defined benefit plans gain/(loss)		(458.86)	(315.04)
Income tax relating to above		112.25	77.76
Items that may be reclassified to statement of profit and loss			
Exchange difference on translation of financial statements of foreign operations		1.65	24.58
		(344.96)	(212.70)
VII Total Comprehensive Income for the year		16,096.51	9,352.27
Profit for the year attributable to:			
- Owners of the Company		16,440.04	9,563.86
- Non-controlling interests		1.43	1.11
		16,441.47	9,564.97
Other comprehensive income for the year attributable to:			
- Owners of the Company		(344.84)	(212.69)
- Non-controlling interests		(0.12)	(0.01)
		(344.96)	(212.70)
Total comprehensive income for the year attributable to:			
- Owners of the Company		16,095.19	9,351.17
- Non-controlling interests		1.32	1.10
		16,096.51	9,352.27
Earnings per equity share:			
(1) Basic (in ₹)	32	8.46	4.94
(2) Diluted (in ₹)	32	8.46	4.93

The accompanying notes are an integral part of the financial statements
In terms of our report attached
For Deloitte Haskins & Sells LLP For and behalf of the Board of Directors of Eureka Forbes Limited
Chartered Accountants

Nilesh Shah Partner	Arvind Uppal Chairman (DIN-00104992)	Pratik R. Pota Managing Director & CEO (DIN-00751178)	Gaurav Khandelwal Chief Financial Officer	Pragya Kaul Company Secretary
Mumbai, India Dated : May 16, 2025	Gurugram, India Dated : May 16, 2025	Mumbai, India Dated : May 16, 2025	Mumbai, India Dated : May 16, 2025	Mumbai, India Dated : May 16, 2025

Consolidated Statement of Cash Flow

for the year ended March 31, 2025

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Cash flows from operating activities		
Profit before tax and after exceptional items	22,069.78	12,847.37
Adjustments for:		
Finance costs recognised in profit and loss	260.07	786.46
Interest on lease liabilities	302.83	190.99
Gain on modification/disposal of right of use assets	-	(9.58)
Gain on disposal of investments recognised in profit and loss	-	(47.68)
Fair value of Investment at FVTPL	(400.10)	(367.21)
Interest income	(721.76)	(206.12)
Gain on disposal of property, plant and equipment	(153.41)	(60.13)
Net foreign exchange (gain)/loss - unrealised	(12.86)	24.22
Remeasurements of the defined benefit plans	-	78.15
Provision/write-off of doubtful debts, advances and other current assets	(79.37)	161.99
Depreciation and amortisation expenses on property, plant and equipment and intangible assets	4,413.28	4,148.85
Depreciation and amortisation expenses on right of use assets	1,386.91	1,253.85
Exceptional items	883.43	1,514.90
Employee stock option scheme reserve	2,209.12	3,448.76
Operating Profit before Working capital Changes	30,157.92	23,764.82
Movements in working capital:		
(Increase)/decrease in trade and other receivables	(4,180.34)	(1,546.88)
(Increase)/decrease in inventories	(902.19)	(4,782.50)
(Increase)/decrease in loans and advances	(0.08)	(41.55)
(Increase)/decrease in other assets	1,007.56	(784.51)
(Increase)/decrease in other Financial assets	(277.04)	(93.71)
Increase/(decrease) in trade and other payables	(1,035.33)	(1,501.31)
Increase/(decrease) in provisions	(551.55)	(244.75)
Increase/(decrease) in other liabilities	(134.43)	4,817.84
Cash generated from operations	24,084.52	19,587.45
Less : Income taxes (paid) / refund received	515.38	(140.27)
Net cash generated from operating activities	24,599.90	19,447.18
Cash flows from investing activities		
Interest received	721.76	206.12
Payments for property, plant and equipment, intangible assets under development and other intangible assets	(5,966.12)	(2,839.53)
Proceeds from sale of mutual funds	-	2,500.00
Proceeds from disposal of property, plant and equipment	410.86	338.66
Movement in Bank Balance other than Cash & Cash equivalents	(12,009.00)	(3,368.11)
Net cash used in investing activities	(16,842.50)	(3,162.86)

Consolidated Statement of Cash Flow

for the year ended March 31, 2025

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Cash flows from financing activities		
Repayment of borrowings	(2,500.00)	(2,496.43)
Net decrease in working capital borrowings	-	(7,139.43)
Payment of lease liabilities	(1,586.60)	(1,418.87)
Interest paid	(252.04)	(951.96)
Net cash used in financing activities	(4,338.64)	(12,006.69)
Net Increase in cash and cash equivalents	3,418.76	4,277.63
Cash and cash equivalents at the beginning of the year	6,132.17	1,854.54
Cash and cash equivalents at the end of the year	9,550.93	6,132.17
Net Increase in cash and cash equivalents as disclosed above	3,418.76	4,277.63

Note: The above Cash Flow Statement has been prepared under the “Indirect Method” as set out in the Indian Accounting Standard (Ind AS-7) Statement of Cash Flow.

Changes in carrying amount of lease liabilities and borrowings included under financing activities under statements of cash flow :

₹ in Lakhs		
Changes in liabilities arising from financing activities :	Year ended March 31, 2025	Year ended March 31, 2024
Opening Balance	3,874.44	13,994.62
Changes due to cash flow	(4,086.60)	(11,054.73)
Non-cash change loss	2,767.51	934.55
Closing balance	2,555.35	3,874.44

In terms of our report attached
For Deloitte Haskins & Sells LLP
Chartered Accountants

For and behalf of the Board of Directors of Eureka Forbes Limited

Nilesh Shah Partner	Arvind Uppal Chairman (DIN-00104992)	Pratik R. Pota Managing Director & CEO (DIN-00751178)	Gaurav Khandelwal Chief Financial Officer	Pragya Kaul Company Secretary
Mumbai, India Dated : May 16, 2025	Gurugram, India Dated : May 16, 2025	Mumbai, India Dated : May 16, 2025	Mumbai, India Dated : May 16, 2025	Mumbai, India Dated : May 16, 2025

Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

A. Equity share capital

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024
Opening Balance at the beginning of the year	19,347.92	19,347.92
Movement during the year	-	-
Closing Balance at the end of the year	19,347.92	19,347.92

B. Other equity

As at March 31, 2025

₹ in Lakhs

Particulars	Reserves and Surplus						Non-controlling interest	Total Other Equity
	Retained earnings	Securities Premium	Capital Reserve	Employee stock option scheme reserve	Foreign Currency Translation Reserve	Attributable to Owners of the Company		
As at April 1, 2024	11,290.47	3,87,063.45	1,413.14	3,448.76	0.63	4,03,216.45	119.96	4,03,336.41
Add:								
Profit for the year	16,440.09	-	-	-	-	16,440.09	1.43	16,441.52
Other comprehensive loss for the year, net of income tax	(346.49)	-	-	-	-	(346.49)	(0.12)	(346.61)
Exchange difference on translation of non-intergral foreign operations arisen during the year	-	-	-	-	1.65	1.65	-	1.65
Total comprehensive income for the year	16,093.60	-	-	-	1.65	16,095.25	1.31	16,096.56
Additions during the year	-	-	-	2,209.12	-	2,209.12	-	2,209.12
Balance at March 31, 2025	27,384.07	3,87,063.45	1,413.14	5,657.88	2.28	4,21,520.82	121.27	4,21,642.09

Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

As at March 31, 2024

₹ in Lakhs

Particulars	Reserves and Surplus					Attributable to Owners of the Company	Non-controlling interest	Total Other Equity
	Retained earnings	Securities Premium	Capital Reserve	Employee stock option scheme reserve	Foreign Currency Translation Reserve			
As at April 1, 2023	1,963.88	3,87,063.45	1,413.14	-	(23.95)	3,90,416.52	118.86	3,90,535.38
Add:								
Profit for the year	9,563.86	-	-	-	-	9,563.86	1.11	9,564.97
Other comprehensive loss for the year, net of income tax	(237.27)	-	-	-	-	(237.27)	(0.01)	(237.28)
Exchange difference on translation of non-intergral foreign operations arisen during the year	-	-	-	-	24.58	24.58	-	24.58
Total comprehensive income for the year	9,326.59	-	-	-	24.58	9,351.17	1.10	9,352.27
Additions during the year	-	-	-	3,448.76	-	3,448.76	-	3,448.76
Balance at March 31, 2024	11,290.47	3,87,063.45	1,413.14	3,448.76	0.63	4,03,216.45	119.96	4,03,336.41

The accompanying notes are an integral part of the financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

For and behalf of the Board of Directors of Eureka Forbes Limited

Nilesh Shah

Partner

Arvind Uppal

Chairman
(DIN-00104992)

Pratik R. Pota

Managing Director & CEO
(DIN-00751178)

Gaurav Khandelwal

Chief Financial Officer

Pragya Kaul

Company Secretary

Mumbai, India

Dated : May 16, 2025

Gurugram, India

Dated : May 16, 2025

Mumbai, India

Dated : May 16, 2025

Mumbai, India

Dated : May 16, 2025

Mumbai, India

Dated : May 16, 2025

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Background

The consolidated financial statements comprise financial statements of Eureka Forbes Limited (the company) and its subsidiaries (collectively, the Group) for the year ended 31 March 2025. Eureka Forbes Limited is a limited company incorporated and domiciled in India with its registered office situated at B1/B2, 701, Marathon Innova, Off Ganpatrao Kadam Marg, Lower Parel, (West), Mumbai – 400013.

The Group is engaged in Manufacturing, selling, renting and servicing of Vacuum cleaners, Water Filter cum purifiers, trading in electronic air cleaning system etc.

Note 1:

A. Basis of preparation of consolidated financial statements

This note provides a list of material accounting policies adopted in the preparation of these consolidated financial statements. These policies have been consistently applied to all the years presented unless otherwise stated.

(a) Compliance with Indian Accounting Standards (Ind AS)

These consolidated financial statements have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under section 133 of the Companies Act 2013 (the Act) [Companies (Indian Accounting Standards) Rules, 2015] and other relevant provisions of the Act.

(b) Historical Cost convention

The Consolidated financial statements have been prepared on a historical cost basis, on accrual basis of accounting except for certain financial assets and liabilities (including derivative instruments) that are measured at fair value and the assets and liabilities of 2 subsidiaries whose financial statements have been prepared on realization basis.

(c) Functional and presentation currency

These consolidated financial statements are presented in Indian Rupees (₹), which is also the group's functional currency.

(d) Use of estimates and judgements

In preparing these consolidated 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 consolidated financial statements is included in the following notes:

Note 2(g) and Note 3 – Useful lives of Property, plant and equipment

Note 2(h), Note 5(a) and Note 6(a) – Useful and indefinite lives of Intangible assets

Note 2(i) and Note 27 and Note 36 – Employee Benefit Expense

Note 21, Note 33A and Note 33I – Provisions and Contingent liabilities

Note 21 and Note 33I – Estimation for provision of Warranty Claims

Note 8 – Impairment of Trade Receivables

Note 2(n), Note 11, Note 31 and Note 44 – Income taxes

Note 2(n), Note 23 and Note 43 – Recognition of Deferred taxes

Note 2(m)– Refund Liabilities

Note 2(q) and Note 5(b) - Impairment of Goodwill on consolidation

Note 33S - Impairment testing of goodwill and intangible assets with indefinite useful life

Note 27 and Note 37 - Employee stock option scheme expense

Share-based payments

Estimating fair value for share-based payment transactions requires determination of the most appropriate valuation model, which depends on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option or appreciation right, volatility and dividend yield and making assumptions about them. For the measurement of the fair value of equity-settled

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

transactions with employees at the grant date, the Company uses a Black Scholes model and Monte-Carlo simulation model basis the type of option granted. The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 37.

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the next year is included in the note below.

- (i) Note 33A and Note 33I – Recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources.
- (ii) Note 33S - Impairment testing of goodwill and intangible assets with indefinite useful life

Assets are tested for impairment on an annual basis and whenever there is an indication that the recoverable amount is less than its carrying amount based on a number of factors including operating results, business plans, future cash flows and economic conditions. The recoverable amount is determined based on higher of value-in-use and fair value less cost to sell. Market related information and estimates are used to determine the recoverable amount. Key assumptions on which management has based its determination of recoverable amount include estimated long term growth rates, weighted average cost of capital and estimated operating margins. Cash flow projections take into account past experience and represent management's best estimate about future developments.

- (iii) Note 37 - Employee share option scheme – The cost of equity-settled transactions is determined by fair value at the grant date using an appropriate valuation model and recognized as an employee benefits expense over the vesting period. This expense reflects the best estimate of the number of equity instruments that will ultimately vest. Service and non-market performance conditions are assessed separately from market conditions, which are included in the grant date fair value. Modifications to awards are expensed based on the increased fair value, and cancellations are

expensed immediately. The dilutive effect of outstanding options is included in diluted earnings per share calculations.

(e) Measurement of fair values

A number of the group's accounting policies and disclosures require the measurement of fair values, for both financial assets and liabilities.

Fair Value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The Fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the assets or liability.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy that categorizes into three levels, described as follows, the inputs to valuation techniques used to measure value. the fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1 inputs) and lowest priority to unobservable inputs (Level 3 inputs).

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).

The group 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 is included in Note 39 – Financial instruments.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

B. Principles of Consolidation

- (a) The Consolidated Financial Statements relate to Eureka Forbes Limited (the "Company"), and its subsidiaries (the Company and its subsidiaries constitute the "Group") which have been prepared in accordance with the Indian Accounting Standard on Consolidated Financial Statements (Ind AS) 110 and Investments in Associates and Joint Ventures (Ind AS) 28 specified under section 133 of the Companies Act, 2013. Further the Consolidated Financial Statements include investments in associates accounted for using equity method in accordance with the Accounting Standard on Accounting for investments in associates in consolidated financial Statements (Ind AS) 28 specified under section 133 the Companies Act, 2013.
- (b) The financial statements of the Company and its subsidiaries have been consolidated on line-by-line basis by adding together the book values of like items of assets, liabilities, income and expenses, after fully eliminating intra-group balances, intra-group transactions and resulting unrealized profits or losses.
- (c) The excess of cost of investment in the subsidiary over the Group's portion of equity of the subsidiary, at the date on which investment is made, is recognized in the financial statements as Goodwill on Consolidation.
- (d) The excess of Group's portion of equity of the subsidiary over the cost of the investments by the Group, at the date on which investments is made, is treated as Capital Reserve on Consolidation.
- (e) The Goodwill / Capital Reserve is determined separately for each subsidiary company and such amounts are not set off between different entities.
- (f) Non-controlling Interests in the net assets of the subsidiaries consist of :

- (i) The amount of equity attributable to non-controlling interest at the date on which investment is made; and
- (ii) The non-controlling interest's share of movements in the equity since the date the parent-subsidiary relationship came into existence. The losses applicable to the non-controlling interest in a consolidated subsidiary may exceed the non-controlling interest in the equity of subsidiary. The excess, and any further losses applicable to the non-controlling interest, are adjusted against the controlling interest except to the extent that the non-controlling interest has a binding obligation to, and is able to, make good the losses.

- (g) Figures pertaining to the subsidiaries have been reclassified wherever necessary to bring them in line with the Company's financial statements.

(h) Subsidiaries

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Control is achieved when the company has:

- Power over the investee
- Is exposed or has rights to variable returns from its involvement with the investee, and
- has the ability to use its Power over the investee to affect its returns

Subsidiaries are included in the consolidated financial statements from the point in time at which the control is transferred to the Group and are no longer included in the consolidated financial statements from the point in time at which the control ceases.

The list of subsidiary companies which are included in the consolidation and the Group's holdings therein are as under:

Name of the Subsidiary (with effect from 1 st February 2022)	Incorporated in	Percentage of Holding and Voting power (%)
		As at March 31, 2025
Forbes Aquatech Limited	India	88.49
Infinite Water Solutions Private Limited	India	100
Euro Forbes Limited *	UAE	100
Forbes Lux FZE *	UAE	100

* The management of these 2 subsidiaries have changed the basis of accounting from going concern basis to liquidation basis. This change of basis was adopted considering that management intends to cease operations of these companies and liquidate them.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

(i) Jointly Controlled Entities and Associates:

Interests in jointly controlled entities comprise of the share of the Group's interest in a company in which the Group has acquired joint control over its economic activities by contractual agreement.

Entities are consolidated as Jointly controlled entities or associates when the Group, either directly or indirectly, has a long-term holding usually corresponding to at least 20% but not more than 50% of the voting rights and on the basis of which the Group has a joint control or significant influence during the year, unless it can be clearly proven otherwise.

Interests in jointly controlled entities and associate companies are included in the consolidated financial statements of the Group from the point in time at which the joint control or significant influence is transferred to the Group and are no longer included in the consolidated financial statements from the point in time at which the joint control or significant influence ceases. Interests in joint ventures and associate entities are aggregated in the consolidated financial statements by using Equity Method specified in Indian Accounting standard (Ind AS) 28.

The Group's holdings in jointly controlled entities and associate companies are reported in the Consolidated Balance Sheet at an amount corresponding to the Group's share of the jointly controlled entities and associate companies' net assets including goodwill / capital reserve on consolidation and any impairment.

When the Group's share of any accumulated losses exceed the acquisition value of an investment, the book value is set to zero and the reporting of future losses ceases, unless the Group is committed on the basis of guarantees or other obligations to the company in question.

The portion of unrealised profits and losses corresponding to the Group's participation in the jointly controlled entity and associate company is eliminated in conjunction with transactions between the Group and the jointly entities and associate companies; however unrealised losses are not eliminated if the cost of the transferred asset cannot be recovered. The corresponding adjustment is made to the value of investments in the jointly controlled entities and associate companies.

Note 2: Material Accounting Policies

(a) (i) Foreign currency transactions

Transactions in currencies other than company's functional currency i.e. Indian Rupee are recognised at the exchange rate prevailing at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate prevailing at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are not re-translated. Exchange differences are recognised in profit or loss not retranslated, except exchange differences arising from the translation of the equity investments which are recognised at fair value through OCI (FVOCI) are recognised in other comprehensive income.

(ii) Foreign Subsidiaries

The consolidated financial statements includes two subsidiaries (previous year: nil) incorporated outside India whose financial statements have been drawn up in accordance with the generally accepted accounting practices (GAAP) as applicable in those countries. These financial statements have been re-stated in Indian Rupees and the resultant exchange gain / loss on conversion has been carried forward as Foreign Currency Translation Reserve. In the opinion of the Management, based on the analysis of the significant transactions at subsidiaries, no material adjustments are required to be made to comply with group accounting policies / Indian GAAP.

(b) Financial Instruments

Financial assets and financial liabilities are recognized when the Group becomes a party to the contractual provisions of the instruments. Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Financial Assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost (except for debt instruments that are designated as at fair value through profit or loss on initial recognition):

- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- the contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Investment in equity instruments of subsidiary, associates and joint ventures are measured at cost less impairment. All other financial assets are subsequently measured at fair value.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments other than those financial assets classified as at FVTPL. Interest income is recognised in profit or loss and is included in the "Other income" line item.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any gains or losses arising on re-measurement recognised in profit or loss. The net gain or loss recognised in profit

or loss incorporates any dividend or interest earned on the financial asset and is included in the 'Other income' line item.'

Investments in equity instruments at fair value through other comprehensive income (FVTOCI)

On initial recognition, the Group can make an irrevocable election (on an instrument-by-instrument basis) to present the subsequent changes in fair value in other comprehensive income. This election is not permitted if the equity investment is held for trading. These elected investments are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the reserve for 'equity instruments through other comprehensive income'.

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by a Company are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the 'Finance costs' line item.

(c) Derecognition

Financial Assets

The group derecognises a financial asset when the contractual rights to the cash flows from the financial

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

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 group neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

If the group 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.

Financial Liabilities

The group derecognises a financial liability when its contractual obligations are discharged or cancelled or expire.

The group 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.

Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the group 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) Impairment

(i) Impairment of financial asset

The Group recognises loss allowances for expected credit loss on financial assets measured at amortised cost, trade receivables, other contractual rights to receive cash or other financial assets and financial guarantee not designated as FVTPL.

The Group measures loss allowances at an amount equal to lifetime expected credit losses, except for the following, which are measured as 12 month expected credit losses:

bank balances for which credit risk (i.e. the risk of default occurring over the expected

life of the financial instrument) has not increased significantly since initial recognition.

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. The Group follows 'simplified approach' for recognition of impairment loss allowance for trade receivables. The application of simplified approach does not require the Group to track changes in credit risk. Rather, it recognizes impairment loss allowance based on lifetime expected credit loss at each reporting date, right from its initial recognition.

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 group 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 Group 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 Entity's historical experience and informed credit assessment and including forward- looking information.

(ii) Impairment of non-financial assets

The Entity's non-financial assets, other than inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For impairment testing, assets that do not generate independent cash inflows are grouped together into cash-generating units (CGUs). Each CGU represents the smallest group of assets that generates cash inflows that are largely independent of the cash inflows of other assets or CGUs.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

The recoverable amount of a CGU (or an individual asset) is the higher of its value in use and its fair value less costs to sell. 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 CGU (or the asset).

The Entity's corporate assets do not generate independent cash inflows. To determine impairment of a corporate asset, recoverable amount is determined for the CGUs to which the corporate asset belongs.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the statement of profit and loss. Impairment loss recognised in respect of a CGU is allocated to the CGU, and then to reduce the carrying amounts of the other assets of the CGU (or group of CGUs) on a pro rata basis.

An impairment loss in respect of assets other than goodwill for which impairment loss has been recognised in prior periods, the Entity 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 amortization, if no impairment loss had been recognised.

(e) Cash and cash equivalents

For the purpose of presentation in the statement of cash flow, cash and cash equivalents including cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet and are not considered as integral part of Group's cash management.

(f) Inventories

Inventories are measured at the lower of cost or net realisable value. The cost of inventories is based on the weighted average method, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their present location and condition.

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 and other supplies held for use in the production of finished products are not written down below cost except in cases where material prices have declined and it is estimated that the cost of the finished products will exceed their net realisable value.

(g) Property plant and equipment

Freehold land is carried at historical cost. All other items of property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Property, plant and equipment acquired in a business combination are recognised at fair value at the acquisition date.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the group.

Depreciation methods, estimated useful lives and residual value

Depreciation has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013 except in respect of the following categories of assets, in whose case the life of the assets has been assessed as under based on technical advice, taking into account the nature of the asset, the estimated usage of the asset, the operating conditions of the asset, past history of replacement, anticipated technological changes etc.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

The estimated useful lives of property, plant and equipment for the current and comparative periods (as applicable) are as follows –

In the case of Indian Entities

Type of Assets	Period
Plant & Machinery for cleaning services	5 years
Plant & Machinery on rent	6 years
Motor Cycles	3 years
Motor Cars	5 years
Office Equipments	3 to 5 years

In the case of Foreign Entities

Type of Assets	Period
Vehicles	5 years
Furniture and Office Equipments	2 to 5 years

(h) Goodwill and other Intangible assets

Intangible assets are initially measured at cost. Such intangible assets are subsequently measured at cost less accumulated amortization and any accumulated impairment losses.

An intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- (i) the technical feasibility of completing the intangible asset so that it will be available for use;
- (ii) the intention to complete the intangible asset and use;
- (iii) the ability to use the intangible asset;
- (iv) how the intangible asset will generate probable future economic benefits;
- (v) the availability of adequate technical, financial and other resources to complete the development and to use the intangible asset; and
- (vi) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition

criteria listed above. Where no intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Amortization

Intangible assets acquired in a business combination are recognised at fair value at the acquisition date. Subsequently, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses, if any.

The useful lives of intangible assets are assessed as finite or indefinite. Finite-life intangible asset are amortised on a Straight line basis over the period of their estimated useful lives. Estimated useful lives by major class of finite life intangible assets are as follow:

Type of Assets	Period
Technical Knowhow	5 years
Computer Software	5 years
Distributor network – Service	10 years
Distributor network - Product	10 years

Amortization method, useful lives and residual values are reviewed at the end of each financial year and adjusted if appropriate.

Indefinite - life intangible assets comprises of Brand Name / Trademarks for which there is no foreseeable Limit to the period over which they are expected to generate net cash inflows. These are considered to have an indefinite life, given the strength and durability of the brands and the level of marketing support.

For Indefinite life intangible assets, the assessment of indefinite life is reviewed annually to determine whether it continues, if not, it is impaired or changed prospectively basis revised estimates.

Goodwill is initially recognised based on the accounting policy for Business combination and is tested for impairment annually.

(i) Employee Benefits

Short Term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid e.g., under short-term cash bonus, if the group has a present legal or constructive obligation to pay this amount as a result

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

of past service provided by the employee, and the amount of obligation can be estimated reliably.

Defined Contribution Plans

Defined contribution plans are employee state insurance scheme and Government administered pension fund scheme for all applicable employees and superannuation scheme for eligible employees. The group's contribution to defined contribution plans are recognised in the Statement of Profit and Loss in the consolidated financial year to which they relate.

The company makes specified monthly contributions towards Employee Provident Fund scheme to a separate trust administered by the Company / deposited to EPFO . The minimum interest payable by the trust to the beneficiaries is being notified by the Government every year. The Company has an obligation to make good the shortfall, if any, between the return on investments of the trust and the notified interest rate.

Defined Benefit Plans

Gratuity Scheme

The Group operates a defined benefit gratuity plan for employees. The Group contributes to a separate trust administered by the Group towards meeting the Gratuity obligation. The Group's liability is determined on the basis of an actuarial valuation. Remeasurements of the net defined benefit liability as per the actuarial valuation report, which comprise actuarial gains and losses are recognised in OCI.

In the case of certain Indian Subsidiaries

In case of certain Indian Subsidiaries, the gratuity liability is unfunded. The group accounts for gratuity benefits payable in future based on the calculation performed annually by a qualified actuary using the projected unit credit method at the end of the year. Actuarial Gains and Losses are recognized in OCI.

Other long term employee benefits

Entitlements to annual leave are recognised when they accrue to employees. The Group determines the liability for such accumulated leaves using the Projected Accrued Benefit method with actuarial valuations being carried out at each Balance Sheet date.

There are other Group companies that have internal or external pension plans. However, these plans are not material for the Group and therefore no further information is disclosed.

Since the above pension plans are operated as per the laws of respective countries, no adjustment has been carried out for differences if any with Indian GAAP as the same is considered to be immaterial.

(i) Employee stock option scheme policy

Employees of the Group receive remuneration in the form of share-based payments, whereby employees render services in exchange for equity instruments (equity-settled transactions).

Equity-settled transactions

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. That cost is recognised in employee benefits expense (Note 27), together with a corresponding increase in equity, over the period in which the service and, where applicable, the performance conditions are fulfilled (the vesting period). The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and are the Group's best estimate of the number of equity instruments that will ultimately vest. The expense or credit in the statement of profit or loss for a period represents the movement in cumulative expense recognised as at the beginning and end of that period.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions. No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

When the terms of an equity-settled award are modified, the minimum expense recognised is the grant date fair value of the unmodified award, provided the original

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

vesting terms of the award are met. An additional expense, measured as at the date of modification, is recognised for any modification that increases the total fair value of the share-based payment transaction, or is otherwise beneficial to the employee. Where an award is cancelled by the entity or by the counterparty, any remaining element of the fair value of the award is expensed immediately through profit or loss. The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share (refer Note 32).

(k) Research and Development

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following conditions have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

(l) Lease Accounting

Ind AS 116 sets out principles for the recognition, measurement, presentation and disclosure of leases. Ind AS 116 introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. For all leases except as noted above, a lessee is required to recognise a right-of-use asset (ROU Asset) representing its right to use the underlying leased asset and a lease liability representing its obligation to make lease payments in the balance sheet. Lessee will recognise depreciation of right-of-use assets and interest on lease liabilities in the statement of profit and loss.

(i) The Group as a lessee

The Group's lease asset classes primarily consist of leases for Premises. The group 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 group assesses whether: (1) the contract involves the use of an identified asset (2) the group has substantially all of the economic benefits from use of the asset through the period of the lease and (3) the group has the right to direct the use of the asset.

At the date of commencement of the lease, the Group 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 Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease. 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 these leases.

The lease payments that are not paid at the commencement date are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments) payable during the lease term and under reasonably certain extension options, less any lease incentives;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

As a practical expedient, Ind AS 116 permits a lessee not to separate non-lease components when bifurcation of the payments is not available between the two components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has used this practical expedient. Contingent and variable rentals are recognized as expense in the periods in which they are incurred.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

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. Whenever the Company incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under Ind AS 37. The costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

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 cash flows 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 Group has entered into lease arrangements as a lessee for premises for operating customer relationship centre, guest houses, head office and regional offices, residential premises for their employees so as to help the employees to get settled to new location and warehouse for receiving, storing and dispatch of goods and vehicles. The average term of leases entered into is 3 years. Incase of warehouses, on the basis of past practice the entire period of the contract has been considered for lease term depending on the reasonable certainty to continue with the same service provider. Generally, these lease

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

contracts do not include extension or early termination options.

Extension and termination options are included in many of the leases. In determining the lease term the management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

The aggregate depreciation expense on ROU assets is included under depreciation and amortization expense in the statement of Profit and Loss.

(ii) The Group as a lessor

Leases for which the Group is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. Ind AS 116 does not change substantially how a lessor accounts for leases. Under Ind AS 116, a lessor continues to classify leases as either finance leases or operating leases and account for those two types of leases differently. However, Ind AS 116 has changed and expanded the disclosures required, in particular with regard to how a lessor manages the risks arising from its residual interest in leased assets.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

For operating leases, rental income is recognized on a straight line basis over the term of the relevant lease.

(m) Revenue Recognition

The Group derives Revenue from sale of products primarily water purifiers and vacuum cleaners and providing related maintenance services. Revenue from sale of goods is recognised when control of the products being sold has transferred to the customer

upon delivery. Revenue is measured net of taxes, returns, discounts, incentives and rebates earned by customers on the sales. Revenue from services are recognised over the period of time.

A refund liability (included in other current liabilities) is recognised for expected volume discounts payable to customers in relation to sales made until the end of the reporting period.

In relation to certain contracts where installation services are provided by the group, same is accounted as a separate performance obligation. Payment of the transaction price is due immediately when the customer purchases the goods/services except in certain cases where a credit term is agreed between group and customers.

Revenue is only recognised to the extent that it is highly probable a significant reversal will not occur. An estimate is made for goods that will be returned and a liability has been recognised for this amount as refund liability (included in other current liabilities). An asset has also been recorded (included in other current assets) for the corresponding inventory that is estimated to return to the group using a best estimate based on accumulated experience.

Group's obligation to repair or replace faulty products under the standard warranty terms is recognised as provision.

Dividend income is recognised when the right to receive payment is established and known.

Interest income from financial asset is recognised when it is probable that the economic benefit will flow to the company and the amount of income can be measured reliably. Interest income is accrued on time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

(n) Taxation

Income tax comprises current and deferred tax. It is recognised in profit & 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, in which the current and the deferred tax is also recognised directly in equity or in other comprehensive income.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Current Tax

Current tax is measured on the basis of estimated income and tax credits computed in accordance with the provisions of the Income Tax Act, 1961.

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.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to tax authorities. Also refer Note 33A for Uncertain Tax Position.

The entity shall recognise the income tax consequences of dividends in profit or loss, other comprehensive income or equity according to where the entity originally recognised those past transactions or events.

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 liability are generally recognised for all taxable temporary differences. Deferred tax asset (including in respect of carried forward tax losses and tax credits) are recognised to the extent it is probable that the taxable profit will be available against which deductible temporary differences can be utilised.

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.

Uncertain Tax position

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate. The provision is estimated based on one of two methods, the expected value method (the sum of the probability weighted amounts in a range of possible outcomes) or the single most likely amount method, depending on which is expected to better predict the resolution of the uncertainty.

(o) Earnings Per Share

The group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the group by the weighted average number of ordinary shares outstanding during the period. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding after adjusting for the effects of all potential dilutive ordinary shares.

(p) Provisions and Contingencies

A provision is recognized 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.

The amount recognised as provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period taking into account the risk and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

Contingent liabilities are possible obligations that arise from past events and whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events not wholly within the control of the Company. Contingent Liabilities are not recognised in the financial statements but are disclosed in the notes.

Contingent assets are disclosed where inflow of economic benefit is probable.

(q) Goodwill On Consolidation

Goodwill is deemed to have an indefinite useful life and is reported at acquisition value with deduction for accumulated impairments. Goodwill is tested for impairment on an annual basis and whenever there is an indication that the recoverable amount of a cash generating unit is less than its carrying amount based on a number of factors including operating results, business plans, future cash flows and economic conditions. The recoverable amount of cash generating units is determined based on higher of value-in-use and fair value less cost to sell. The goodwill impairment test is performed at the level of the cash generating unit or groups of cash-generating units which are

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

benefitting from the synergies of the acquisition and which represents the lowest level at which goodwill is monitored for internal management purposes.

Market related information and estimates are used to determine the recoverable amount. Key assumptions on which management has based its determination of recoverable amount include estimated long term growth rates, weighted average cost of capital and estimated operating margins. Cash flow projections take into account past experience and represent management's best estimate about future developments.

(r) Borrowing Cost

Borrowing Cost includes interest, amortization of ancillary cost incurred in connection with the arrangement of borrowings and exchange difference arising from foreign currency borrowings to the extent they are regarded as an adjustment to the interest cost.

Borrowing cost, if any, directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised, if any. All other borrowing costs are expensed in the period in which they occur.

(s) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker. The Board of Directors of the respective group companies assess the financial performance and position of the Group and makes strategic decisions. The Board of Directors, which have been identified as being the Chief Operating Decision Maker, consists of the key managerial personnel and the directors who are in charge of the corporate planning. Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

(t) 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. For the year ended March 31, 2025, MCA has not notified any new standards or amendments to the existing standards applicable to the Group.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Note 5b: Goodwill on Consolidation

₹ in Lakhs		
Gross Block	Goodwill on Consolidation	Total
As at 01 April 2023	299.46	299.46
Additions	-	-
Deletions	-	-
As at March 31, 2024	299.46	299.46
Additions	-	-
Deletions	-	-
As at March 31, 2025	299.46	299.46
Impairment		
As at 01 April 2023	-	-
Charge for the year	-	-
Deletions	-	-
As at March 31, 2024	-	-
Charge for the year	-	-
Deletions	-	-
As at March 31, 2025	-	-
Net Block		
As at March 31, 2024	299.46	299.46
As at March 31, 2025	299.46	299.46

Note 6a: Other Intangible Assets

₹ in Lakhs						
Gross Block	Computer Software	Distributor network-Service	Distributor network-Product	Technical Knowhow	Brand Name / Trademarks	Total
As at 01 April 2023	126.74	20,557.83	3,966.24	19.79	2,91,119.26	3,15,789.86
Additions	1,194.13	-	-	-	-	1,194.13
Deletions	-	-	-	-	-	-
As at March 31, 2024	1,320.87	20,557.83	3,966.24	19.79	2,91,119.26	3,16,983.99
Additions	1,341.66	-	-	-	-	1,341.66
Deletions	-	-	-	-	-	-
As at March 31, 2025	2,662.53	20,557.83	3,966.24	19.79	2,91,119.26	3,18,325.65
Depreciation						
As at 01 April 2023	121.03	2,398.41	462.72	19.79	-	3,001.95
Charge for the year	74.57	2,055.78	396.62	-	-	2,526.97
Deletions	-	-	-	-	-	-
As at March 31, 2024	195.60	4,454.19	859.34	19.79	-	5,528.92
Charge for the year	273.87	2,055.78	396.62	-	-	2,726.27
Deletions	-	-	-	-	-	-
As at March 31, 2025	469.47	6,509.97	1,255.96	19.79	-	8,255.19
Net Block						
As at March 31, 2024	1,125.27	16,103.64	3,106.90	-	2,91,119.26	3,11,455.07
As at March 31, 2025	2,193.06	14,047.86	2,710.28	-	2,91,119.26	3,10,070.46

Notes:
Refer Note 33S for Impairment testing of goodwill and intangible assets with indefinite useful life.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Note 6b: Intangible Assets Under Development

₹ in Lakhs		
Movement of Intangible Assets Under Development	As at March 31, 2025	As at March 31, 2024
Opening balance	122.19	245.93
Add: Additions during the year	916.85	598.71
Less: Expensed out during the year	(29.12)	-
Less: Capitalized during the year	(817.85)	(722.45)
Closing balance	192.07	122.19

₹ in Lakhs				
Amount of intangible assets under development for a period of	As at March 31, 2025		As at March 31, 2024	
	Projects in progress	Projects temporarily suspended	Projects in progress	Projects temporarily suspended
Less than 1 year	192.07	-	122.19	-
1-2 years	-	-	-	-
2-3 years	-	-	-	-
More than 3 years	-	-	-	-
Total	192.07	-	122.19	-

Note 7: Investments

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current Investments		
Unquoted Investments (all fully paid up)		
Investments in Equity Instruments - Other Companies		
14,286 (March 31, 2024: 14,286) equity shares of ₹ 10 fully paid up in Water Quality Association (Refer Note below)	1.42	1.42
Total Unquoted Investments at cost	1.42	1.42
Total Non-current Investment	1.42	1.42
Aggregate value of unquoted investments and market value thereof	1.42	1.42

Note: The Group has invested in 14,286 shares of face value ₹ 10 each in a non profit making organisation hence the fair value has been considered same as the carrying value.

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Current Investments		
Unquoted Investments in Mutual Funds		
Nippon India Liquid Fund - Growth Plan Growth Option: 55,815.86 units (March 31, 2024: 55,815.86 units)	3,498.95	3,261.68
Tata Liquid Fund - Regular Plan - Growth: 59,228.91 units (March 31, 2024: 59,228.91 units)	2,395.99	2,233.16
Total Current Investment	5,894.94	5,494.84
Aggregate value of unquoted investments and market value thereof	5,894.94	5,494.84

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Note 8: Trade Receivables

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current Trade Receivables		
Unsecured, credit impaired	361.75	361.75
Less: Allowance for doubtful debts	(361.75)	(361.75)
Total Non-current Trade Receivables	-	-

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Current Trade Receivables		
Unsecured, considered good	18,084.12	13,751.84
Unsecured, credit impaired from related parties (Refer Note 34)	703.93	878.72
Less: Allowance for doubtful debts	(776.50)	(878.72)
Total Current Trade Receivables	18,011.55	13,751.84

Ageing for trade receivables from the due date of payment for each of the category as at March 31, 2025:

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed Trade Receivables - Considered good	Undisputed Trade Receivables - Credit impaired	Disputed Trade Receivables - Considered good	Disputed Trade Receivables - Considered good
Not due	11,163.93	-	-	-
Less than 6 months	5,632.68	-	-	-
6 months - 1 year	925.64	-	-	-
1-2 years	204.86	162.14	-	-
2-3 years	157.01	591.92	-	-
More than 3 years	-	311.62	-	-
Total (A)	18,084.12	1,065.68	-	-
Less: Allowance for expected credit loss (B)	(72.57)	(1,065.68)	-	-
Total [(A) - (B)]	18,011.55	-	-	-

Ageing for trade receivables from the due date of payment for each of the category as at March 31, 2024:

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed Trade Receivables - Considered good	Undisputed Trade Receivables - Credit impaired	Disputed Trade Receivables - Considered good	Disputed Trade Receivables - Considered good
Not due	10,481.44	-	-	-
Less than 6 months	2,564.47	-	-	-
6 months - 1 year	501.03	56.67	-	-
1-2 years	130.36	272.22	-	-
2-3 years	74.11	93.34	-	-
More than 3 years	0.43	818.24	-	-
Total (A)	13,751.84	1,240.47	-	-

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed Trade Receivables - Considered good	Undisputed Trade Receivables - Credit impaired	Disputed Trade Receivables - Considered good	Disputed Trade Receivables - Considered good
Less: Allowance for expected credit loss (B)*	-	(1,240.47)	-	-
Total [(A) - (B)]	13,751.84	-	-	-

Notes:

- a. The Group's exposure to credit risk and loss allowances related to trade receivables are disclosed in Note 41.
- b. The Group uses simplified approach for trade receivable for calculating expected credit loss. Accordingly the Group does not track changes in credit risk of individual trade receivable.
- c. Refer Note 42 for receivables pledged as security against borrowings.

Note 9: Loans

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Current Loans		
Loans to Employees		
- Unsecured, considered good	48.15	48.07
Total Current Loans	48.15	48.07

Note 10: Other Financial Assets

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Other Non-current Financial Assets		
Bank deposits with more than 12 months maturity	0.92	45.71
Deposit with Banks held as Margin Money*	863.33	801.63
Security deposits - unsecured considered good	727.66	421.11
Total Other Non-current Financial Assets	1,591.91	1,268.45
Other Current Financial Assets		
Security deposits - unsecured considered good	61.19	90.70
Total Other Current Financial Assets	61.19	90.70

* Includes a total amount of ₹ 90.64 Lakhs of deposits lodged as security with Government authorities.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Note 11: Income tax assets and liabilities

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Income tax assets (Net)		
Advance income-tax (net of Provision for Taxation)	2,224.37	3,117.80
Total Non-current Income tax assets	2,224.37	3,117.80
Income tax Liabilities (Net)		
Provision for Taxation (net of Advance Tax)	11,888.32	6,476.65
Total Current Income tax liabilities	11,888.32	6,476.65

Note 12: Other Assets

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Other Non-current Assets		
Unsecured considered good, unless stated otherwise		
Capital Advances	1,602.09	150.24
Prepaid Expenses	44.17	66.14
Balance with government authorities	1,097.66	1,063.03
Total Other Non-current Assets	2,743.92	1,279.41

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Other Current Assets		
Unsecured considered good, unless stated otherwise		
Prepaid Expenses	1,185.56	1,127.18
Right to Recover Returned Goods (Refer Note (a) below)	112.50	94.95
Balance with government authorities	2,063.79	2,933.43
Advances recoverable in cash or kind	1,940.88	2,167.39
Advances recoverable in cash or kind - considered doubtful	3,629.36	3,610.01
	8,932.09	9,932.96
Less: Provision for doubtful advances	(3,629.36)	(3,610.01)
Total Other Current Assets	5,302.73	6,322.95

Notes:

- a. A return right gives the Group a contractual right to recover the goods from a customer (return assets), if the customer exercises his right to return the goods. The right to recover returned goods is accounted for the products that are expected to be returned.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Note 13: Inventories

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Inventories (lower of cost or net realisable value)		
Raw Materials, Components and Packing Material (includes in transit ₹ 2,511.76 lakhs (March 31, 2024: ₹ 1,790.15 lakhs))	6,732.53	6,008.69
Finished Goods (includes in transit: ₹ 108.34 lakhs (March 31, 2024: ₹ 513.99 Lakhs))	2,949.99	5,274.62
Stock in Trade (includes in transit ₹ 868.95 lakhs (March 31, 2024: ₹ 1,286.86 Lakhs))	10,546.29	6,441.68
Spares & Accessories (includes in transit: ₹ 50.16 lakhs (March 31, 2024: ₹ 25.89 Lakhs))	4,985.52	7,545.71
Work-in-Progress	75.13	-
	25,289.46	25,270.70

Refer Note 42 for inventories pledged as security against borrowing

Note 14: Cash and cash equivalents and other bank balances

For the purposes of the statement of cash flows, cash and cash equivalents include cash on hand and in banks. Cash and cash equivalents at the end of the reporting period as shown in the cash flows statement can be reconciled to the related items in the balance sheet as follows:

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Balances with Banks in current accounts	6,590.07	5,546.81
Cheques, drafts on hand	4.43	62.15
Cash on hand	-	95.63
Deposits with original maturity of less than 3 Months	2,956.43	427.58
Total Cash & cash equivalents	9,550.93	6,132.17
Bank Balances other than cash & cash equivalents		
Deposits with original maturity of more than 12 months	9,073.08	7.47
Deposits with original maturity of more than 3 months but less than 12 months	6,541.51	3,615.03
Total Bank Balances other than cash & cash equivalents	15,614.59	3,622.50
Cash and cash equivalents as per cash flow statement	9,550.93	6,132.17

Note 15: Equity Share Capital

Particulars	Number of shares	Share capital ₹ in Lakhs
Authorised Share capital:		
As at April 01, 2023	25,00,00,000	25,000
Increase during the year	-	-
As at March 31, 2024	25,00,00,000	25,000
Increase during the year	-	-
As at March 31, 2025	25,00,00,000	25,000

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Issued and subscribed capital comprises:		
19,34,79,240 (Previous year: 19,34,79,240) fully paid equity shares of ₹ 10 each	19,347.92	19,347.92

Movement in equity share capital:	Number of shares	Number of shares
As at April 01, 2023	19,34,79,240	19,347.92
Increase during the year	-	-
As at March 31, 2024	19,34,79,240	19,347.92
Increase during the year	-	-
As at March 31, 2025	19,34,79,240	19,347.92

a. Fully paid equity shares have a par value of ₹ 10. Each holder of equity shares is entitled to one vote per share with a right to receive per share dividend declared by the Company. In the event of liquidation, the equity shareholders are entitled to receive remaining assets of the Company (after distribution of all preferential amounts) in the proportion of equity shares held by the shareholders.

b. Details of shares held by the holding Group, the ultimate holding Group, their subsidiaries and associates:

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Lunolux Limited, Cyprus (Holding Company)	12,10,41,730	12,10,41,730
Total as at the end of the year	12,10,41,730	12,10,41,730

c. Details of shares held by each shareholder holding more than 5% shares:

₹ in Lakhs				
Particulars	As at March 31, 2025		As at March 31, 2024	
	Number of shares held	% of holding	Number of shares held	% of holding
Lunolux Limited, Cyprus	12,10,41,730	62.56%	12,10,41,730	62.56%
India Discovery Fund Limited	-	0.00%	1,30,33,916	6.74%
Total	12,10,41,730	62.56%	13,40,75,646	69.30%

d. Details of shareholdings by the Promoters of the Group:

₹ in Lakhs				
Particulars	As at March 31, 2025		As at March 31, 2024	
	Number of shares held	% of holding	Number of shares held	% of holding
Fully paid equity shares				
Lunolux Limited, Cyprus (Holding Company)	12,10,41,730	62.56%	12,10,41,730	62.56%

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

e. For the period of five years immediately preceding the date as at which the Balance Sheet is prepared:

- Aggregate number and class of shares allotted as fully paid up pursuant to contract(s) without payment being received in cash:
19,34,79,240 Equity shares of ₹ 10 each allotted as fully paid-up pursuant to Scheme of Arrangement approved by the Hon'ble National Company Law Tribunal on January 25, 2022.
- Aggregate number and class of shares allotted as fully paid up by way of bonus shares: Nil
- Aggregate number and class of shares bought back: Nil

Note 16: Other equity

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Retained earnings		
Balance at beginning of year	11,290.47	1,963.88
Add: Profit for the year	16,440.09	9,563.86
Other comprehensive loss arising from re-measurement of defined benefit obligation, net of tax	(346.49)	(237.27)
Balance at end of the year	27,384.07	11,290.47
Securities Premium		
Balance at beginning of the year	3,87,063.45	3,87,063.45
Add: Addition during the year	-	-
Balance at end of the year	3,87,063.45	3,87,063.45
Capital reserve		
Balance at beginning of the year	1,413.14	1,413.14
Add: Addition during the year	-	-
Balance at end of the year	1,413.14	1,413.14
Employee stock option scheme reserve		
Balance at beginning of the year	3,448.76	-
Add: Addition during the year (Refer Note 37)	2,209.12	3,448.76
Balance at end of the year	5,657.88	3,448.76
Forex Currency Translation Reserve		
Balance at beginning of the year	0.63	(23.95)
Add/(Less): Addition during the year	1.65	24.58
Balance at end of the year	2.28	0.63
Total Other Equity	4,21,520.82	4,03,216.45

Description of nature and purpose of reserves:

Retained Earnings

This reserve represents the cumulative profits of the Group and the effects of remeasurement of defined benefit obligations. The reserve can be utilised in accordance with the provision of the Companies Act, 2013.

Securities premium

Securities premium is used to record the premium on issue of shares. The reserve can be utilised in accordance with the provisions of the Companies Act, 2013.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Capital Reserve

The Capital reserve has been created on cancellation of shares held by then existing shareholders of the Group as per the composite scheme of arrangement approved by the national Group Law tribunal on January 25, 2022.

Employee stock option scheme reserve

The share-based payments reserve is used to recognise the value of equity settled share-based payments provided to employees, including key management personnel, as part of their remuneration. Refer to Note 37 for further details of these plans.

Forex Currency Translation Reserve

Exchange differences relating to the translation of the results and net assets of Group's foreign operations from their functional currencies to the Group's presentation currency (i.e. ₹) are recognised directly in other comprehensive income and accumulated in the foreign currency translation reserve. Gain and losses on derivatives that are designated as hedging instruments for hedges of net investments in foreign operations are included in the foreign currency translation reserve. Exchange differences previously accumulated in the foreign currency translation reserve (in respect of translating both the net assets of foreign operations and hedges of foreign operations) are reclassified to profit or loss on the disposal of foreign operations.

Note 17: Borrowings

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Current Borrowings		
Secured – at amortised cost		
Term loans		
Banks - Rupee Term loan (Refer Note (a) below)	-	2,491.97
Loans repayable on demand		
Banks - Cash credit/Buyers credit (Refer Note (b) to (c) below)	-	-
Total Current Borrowings	-	2,491.97

- a. Rupee Term loan (RTL) from ICICI Bank amounting to ₹ 10,000.00 lakhs (No Outstanding as on March 31, 2025 (March 31, 2024: ₹ 2,500.00 lakhs)) carries interest rate of 1 year MCLR and secured against pari pasu charge on tangible assets (Excluding vehicles and two wheelers purchased under Employee Benefit Scheme).
- b. Secured Short term borrowing from Axis, ICICI, Kotak and CITI bank is secured by pari-passu charge on hypothecation of stock-in-trade and book debts and carries interest @ 8.65% p.a to 9.40% p.a. during FY 2024-25.
- c. The Group has not been declared wilful defaulter by any bank or financial institution or other lender.

Note 18: Trade payables

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Total outstanding dues of micro enterprises and small enterprises	4,837.83	6,936.87
Total outstanding dues of creditors other than micro enterprises and small enterprises (Refer Note (a) below for dues to Micro and Small Enterprises)	13,479.34	12,427.39
Total Trade Payables	18,317.17	19,364.26

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Ageing for trade payables from the due date of payment for each of the category as at March 31, 2025:

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed dues - MSME	Undisputed dues - Others	Disputed dues - MSME	Disputed dues - Others
Not due	4,835.95	5,073.64	-	-
Less than 1 year	1.88	8,219.80	-	-
1-2 years	-	97.28	-	-
2-3 years	-	61.20	-	-
More than 3 years	-	21.51	-	5.91
Total	4,837.83	13,473.43	-	5.91

Ageing for trade payables from the due date of payment for each of the category as at March 31, 2024:

₹ in Lakhs				
Outstanding for following periods from due date of payment	Undisputed dues - MSME	Undisputed dues - Others	Disputed dues - MSME	Disputed dues - Others
Not due	6,934.68	9,588.75	-	-
Less than 1 year	2.19	2,631.75	-	-
1-2 years	-	164.47	-	-
2-3 years	-	22.08	-	-
More than 3 years	-	14.43	-	5.91
Total	6,936.87	12,421.48	-	5.91

Note (a): Disclosures required under Section 22 of the Micro, Small and Medium Enterprises Development Act, 2006 under the Chapter on delayed payments to Micro and Small Enterprises:

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
(i) Principal amount remaining unpaid to MSME suppliers as on year end	4,837.83	6,932.04
(ii) Interest due on unpaid principal amount to MSME suppliers as on year end	-	4.83
(iii) The amount of interest paid along with the amounts of the payment made to the MSME suppliers beyond the appointed day	-	-
(iv) The amount of interest due and payable for the year (without adding the interest under MSME Development Act)	-	-
(v) The amount of interest accrued and remaining unpaid as on year end	-	4.83
(vi) The amount of interest due and payable to be disallowed under Income Tax Act, 1961	-	4.83

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Note 19: Other Financial Liabilities

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Other Current Financial Liabilities		
Interest free trade deposits	4,909.51	5,141.53
Others:		
Dues to employees	7,188.15	6,887.57
Dues on account of customer rebate schemes and other contractual liabilities	7,964.98	6,387.21
Unclaimed dividend	0.01	0.01
Total Other Current Financial Liabilities	20,062.65	18,416.32

Note 20: Lease liabilities

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current Lease liabilities	1,547.04	409.66
Current Lease liabilities	1,008.31	972.81

Refer Note 35 for detailed components of Lease liabilities.

Note 21: Provisions

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Non-current Provisions		
Employee benefits - compensated absences	96.72	360.57
Gratuity payable (Refer Note 36)	21.41	17.10
Total Non-current Provisions	118.13	377.67
Current Provisions		
Employee benefits - compensated absences	4.55	78.08
Gratuity payable (Refer Note 36)	541.77	385.04
Other provisions		
Warranties (Refer Note 33I - B)	1,935.75	1,852.09
Others (Refer Note 33I - A)	51.25	51.25
Total Current Provisions	2,533.32	2,366.46

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Note 22: Other Liabilities

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Other Non-current Liabilities		
Contract Liabilities - Income received in advance (Refer Note 33J)	14,946.67	12,879.35
Deductions from employees for Group's assets	140.14	271.33
Total Other Non-current Liabilities	15,086.81	13,150.68
Other Current Liabilities		
Contract Liabilities - Income received in advance (Refer Note 33J)	32,857.20	37,707.35
Deductions from employees for Group's assets	634.83	846.43
Advance from customers	3,301.08	1,901.67
"Contract liabilities - Others (Refer Note (a) below)	182.93	305.42
Refund liabilities (Refer Note (b) below)	2,897.82	2,567.28
Statutory liabilities (Contributions to PF, pension, ESIC, withholding taxes, VAT, GST, PT, etc.)	1,502.47	1,765.07
Total Other Current Liabilities	41,376.33	45,093.22

Notes:

- a: Contract liability pertains to deferred revenue arising as a separate performance obligation.
- b: The Group recognises a refund liability for the amount of consideration received when a customer has a right to return products within a given period. Refund liabilities also include amount recognised for various discounts and incentives payable to customers.

Note 23: Deferred tax balances (net)

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
The following is the analysis of deferred tax (assets)/liabilities presented in the balance sheet:		
Deferred tax assets (net)	119.94	125.11
Deferred tax liabilities (net)	80,853.99	81,135.58
Total Deferred tax balances (net)	80,734.05	81,010.47

Refer Note 43 for detailed components of Deferred taxes balances.

Note 24: Revenue from operations

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Sale of products	1,81,702.75	1,56,808.88
Sale of services	60,532.81	61,558.96
Other operating revenues		
Scrap sales	339.38	305.38
Other	1,116.49	251.80
Total Revenue from operations	2,43,691.43	2,18,925.02

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Note 25: Other Income and other gains/ (losses)

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Other Income		
Interest income earned on financial assets that are not designated as at fair value through profit or loss:		
Bank deposits (at amortised cost)	634.08	197.92
Interest Others	87.68	8.20
Others	154.79	186.03
Total (A)	876.55	392.15
Other gains/(losses) - net		
Gain on disposal of property, plant and equipment	153.41	60.13
Gain on disposal of Investments at FVTPL	-	47.68
Net foreign exchange gains	26.40	1.20
Net gain arising on financial assets measured at FVTPL	400.10	367.21
Gain on modification/disposal of Right of use assets	-	9.58
Total (B)	579.91	485.80
Total Other Income and other gains (A+B)	1,456.46	877.95

Note 26: Cost of goods sold

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Raw Materials, Components and Packing Materials		
Inventory at the beginning of the year	6,008.68	5,127.47
Add: Purchases	92,390.71	83,009.90
	98,399.39	88,137.37
Less: Inventory at the end of the year	(6,732.53)	(6,008.68)
Less: Disclosed under Exceptional Item (Refer note 33T)	(90.00)	
Cost of Raw Materials, Components and Packing Materials consumed	91,576.86	82,128.68
Purchases of stock-in-trade	9,343.97	10,382.56
Changes in inventories of finished goods, spares, stock-in-trade and work-in-progress	639.11	(2,386.37)
Less: Disclosed under exceptional item (Refer note 33T)	(793.43)	(1,268.93)
Total Changes in inventories of finished goods, spares, stock-in-trade and work-in-progress	(154.32)	(3,655.31)

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Note 27: Employee benefits expense

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Salaries and Wages	29,056.43	27,838.10
Contribution to provident and other funds	1,397.24	1,371.62
Staff Welfare Expenses	385.71	321.60
Employee stock option scheme (Refer Note 37)	2,209.12	3,448.76
Total Employee benefits expense	33,048.50	32,980.08

Note 28: Finance costs

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Interest on bank overdrafts and loans	252.04	759.78
Interest on Lease Liabilities	302.83	190.99
Other borrowing costs	8.03	26.68
Total Finance costs	562.90	977.45

Note 29: Depreciation and amortisation expense

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Depreciation of property, plant and equipment	1,687.00	1,621.88
Depreciation of right of use assets	1,386.91	1,253.85
Amortisation of intangible assets	2,726.28	2,526.97
Total Depreciation and amortisation expense	5,800.19	5,402.70

Note 30: Other expenses

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Electricity Power and fuel	298.37	307.67
Rent	640.20	517.42
Repairs and Maintenance:		
Building	89.55	59.18
Machinery	37.40	35.11
Others	631.96	519.52
Insurance	722.81	547.32
Advertisement	10,954.25	8,658.52
Selling and Sales Promotion	14,997.25	12,018.99
Freight, Forwarding and Delivery	6,770.84	6,493.71
Wages to contractual workers	1,664.78	1,543.49
Payment to Auditors (Refer details below)	119.10	111.92

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Printing and Stationery	81.03	103.63
Communication cost	586.95	756.05
Travelling and Conveyance	2,018.02	1,682.39
Legal and Professional Fees	2,146.71	1,478.46
Vehicle Running Expenses	105.25	346.72
Rates and taxes, excluding taxes on income	90.08	205.87
Conference Expenses	767.13	914.70
Service Charges	29,682.65	30,027.98
Information Technology Expenses	4,791.68	5,405.87
Logistics Expenses	2,445.37	1,974.53
Other Establishment Expenses	3,194.01	2,904.44
Corporate Social Responsibility Expenses (Refer Note 33K)	137.08	51.00
Directors' Sitting Fees	9.60	13.05
Bad Debts/Advances Written-Off	3.50	38.14
Provision for Doubtful Debts / Advances	(82.87)	123.85
Commission to Directors	415.00	385.00
Total Other expenses	83,317.70	77,224.53
Payment to Auditors		
As Statutory auditor		
For Audit fee (includes Limited Review fees)	96.64	100.61
For other services	7.00	0.50
For reimbursement of expenses	5.09	1.56
As Cost auditor	8.12	7.00
As Tax auditor	2.25	2.25
	119.10	111.92

Note 31: Income tax recognised in statement of profit and loss

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Current tax		
In respect of the current year	5,901.97	4,084.65
In respect of prior years	-	(1.30)
	5,901.97	4,083.35
Deferred tax		
In respect of the current year	(273.66)	(800.95)
	(273.66)	(800.95)
Total income tax expense recognised in the current year	5,628.31	3,282.40

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

32 Earnings per share

The calculations of profit attributable to equity shareholders and weighted average number of equity shares outstanding for purposes of basic and diluted earnings per share calculation are as follows:

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Profit/(Loss) for the year attributable to equity share holders	16,440.04	9,563.86
Face value per equity shares	10	10
Weighted average number of equity shares used in the calculation of basic earnings per share (Nos.)	19,42,91,167	19,34,79,240
Weighted average number of equity shares used in the calculation of diluted earnings per share (Nos.)	19,42,92,453	19,40,49,754
Basic earnings per share (₹)	8.46	4.94
Diluted earnings per share (₹)	8.46	4.93

Basic Earnings per share

The earnings and weighted average number of equity shares used in the calculation of basic earnings per share are as follows:

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Profit for the year attributable to owners of the Company	16,440.04	9,563.86
Weighted average number of equity shares for the purposes of basic earnings per share (Quantity in numbers)	19,42,91,167	19,34,79,240

Diluted Earnings per share

The earnings and weighted average number of equity shares used in the calculation of diluted earnings per share are as follows:

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Profit for the year attributable to owners of the Company	16,440.04	9,563.86
Weighted average number of equity shares for the purposes of basic earnings per share (quantity in numbers)	19,42,91,167	19,34,79,240
Add: Share deemed to be issued in respect of employee stock option scheme	1,286	5,70,514
Weighted average number of equity shares for the purposes of diluted earnings per share (quantity in numbers)	19,42,92,453	19,40,49,754

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

33 Additional information to the financial statements

33A Contingent liabilities and commitments (to the extent not provided for)

(a) Contingent liabilities:

- (i) Disputed Income Tax demands* - ₹ 2,220.59 lakhs (previous year ₹ 2,220.59 lakhs)
- (ii) Disputed Central Excise demands - ₹ 1,551.09 lakhs(previous year ₹ 1,551.09 lakhs)
- (iii) Disputed Sales Tax demands - ₹ 2,679.15 lakhs (previous year ₹ 3,412.98 lakhs)
- (iv) Disputed Service Tax demands - ₹ 858.03 lakhs (previous year ₹ 858.03 lakhs)
- (v) Disputed civil suit - ₹ 90.84 lakhs (previous year - ₹ 90.84 lakhs)
- (vi) Disputed claims against the Group not acknowledged as debt ₹ 42.85 lakhs (Previous Year ₹ 42.85 lakhs)
- (vii) Disputed Goods and Services Tax demand - ₹ 2,093.1 lakhs (previous year ₹ 1,602.93 lakhs)
- (viii) Disputed claims against the Group for certain Labour Law & related matters estimated at ₹ 42.50 lakhs (previous year ₹ 42.50 lakhs)

* In calculating the tax expense for the current year, the Group has considered taxability of certain income and allowability of certain expenditure for tax purpose based on the orders/judgments passed in further appeals in its own assessment of earlier year. Based on the same, no additional provision is envisaged necessary as on March 31, 2025 in respect of earlier years and current year.

In respect of all items mentioned above, till the matter are finally decided, the timing of outflow of economic benefit cannot be ascertained.

(b) Commitments:

- (i) Estimated amount of contracts remaining to be executed on capital account and not provided for - ₹ 2,853.76 lakhs (previous year ₹ 491.73 lakhs).
- (ii) Towards product performance ₹ 152.33 lakhs (previous year ₹ 269.55 lakhs)
- (iii) Towards service performance ₹ 115.64 lakhs (previous year ₹ 65.28 lakhs)

33B a) The Group has given certain office / factory premises and moulds on operating lease basis. Details of which are as follows:

Particulars	Building		Plant and Machinery (Moulds)	
	As at	As at	As at	As at
	March 31, 2025	March 31, 2024	March 31, 2025	March 31, 2024
Gross Amount	481.49	481.49	35.66	35.66
Accumulated Depreciation	198.83	179.20	33.19	31.50
Depreciation	19.64	19.64	1.70	1.70

- b) The Group has given commercial premises under cancellable operating lease. Lease rental income included in the statement of profit and loss for the year is ₹ nil Lakhs (Previous Year ₹ nil Lakhs) for Premises.

33C The Group is primarily engaged in the business of Health, Hygiene products and its services. Information reported to and evaluated regularly by chief operating decision maker for the purpose of resource allocation and assessing performance focuses on the business as a whole. Accordingly there is no other separate segment as per Indian Accounting Standard 108 dealing with "Operating Segment" . The geographical segmentation is insignificant as the export turnover is less than 10% of the total turnover and also Group's Non Current assets (other than Financial Instrument, deferred tax, post employment benefits and rights arising under insurance contracts) are located in India.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Revenue from transactions with a single external customer did not amount to 10% or more of the Group's revenue from external customers for current and previous year.

The Group's main revenue is from sale of water purifiers , spares and servicing.

Revenue from External Customers :	₹ in Lakhs	
	Year ended March 31, 2025	Year ended March 31, 2024
India	2,43,598.49	2,18,790.18
Outside India	92.94	134.84
Total Revenue	2,43,691.43	2,18,925.02

33D The Group did not have any material transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 during the current year and previous year.

33E The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (intermediaries) with the understanding that the intermediary shall:

- (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or
- (b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

33F The Group has not received any fund from any person(s) or entity(ies), including foreign entities (funding party) with the understanding (whether recorded in writing or otherwise) that the Group shall:

- (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the funding party (ultimate beneficiaries) or
- (b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries.

33G ₹1,805.77 Lakhs (Previous year ₹1,600.82 lakhs) revenue expenses incurred during the year on Research and Development has been charged to the respective heads of accounts.

33H There are no scheme of arrangements which have been approved by the Competent Authority in terms of sections 230 to 237 of the Companies Act, 2013 during the current year.

33I Disclosures required by Indian Accounting Standard 37 "Provisions, Contingent Liabilities and Contingent Assets"

A)

Particulars	₹ in Lakhs			
	Year ended March 31, 2025		Year ended March 31, 2024	
	Excise Duty	Sales Tax	Excise Duty	Sales Tax
At the beginning of the year	49.96	1.29	49.96	1.29
Additional provision during the year	-	-	-	-
Write back during the Year	-	-	-	-
At the end of the year	49.96	1.29	49.96	1.29

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

B) Warranty provision

The Group gives warranty on certain products, towards satisfactory performance of products during the warranty period. Warranty provisions are made for expected future outflows where no reimbursements are expected and estimated based on using historical information on the nature frequency and average cost of warranty claims. The table given below gives information about movement in warranty provisions:

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
At the beginning of the year	1,852.09	1,787.28
Add: Additions during the year*	1,935.75	1,852.09
Less: Utilization during the year	(1,852.09)	(1,787.28)
At the end of the year	1,935.75	1,852.09

*Included in Service Charges under Other Expenses

33J Remaining performance obligation towards rendering of maintenance contracts as at the year end is recognized as "Income received in advance" and presented in "Other liabilities". This obligation pertains to maintenance services that would be carried out over the contract period for which company has received the advance. The service period ranges from 1 year to 4 year Management believes that 69% pertaining to remaining obligation as of the year ended 31 March 2025 will be recognised as revenue during the next financial year, 22% will be recognized as revenue in FY 26-27 and 9% will be recognised in FY 27-28.

Reconciliation of Revenue Recognised with contract price:

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Contract Price *	2,41,341.53	2,19,200.59
Adjustment for		
Less:		
Refund Liabilities - Sales Return estimate	250.00	211.52
Performance Liabilities	182.93	305.42
Unperformed performance obligation at the end the year	47,803.87	50,586.70
Unperformed performance obligation at the beginning of the year	(50,586.70)	(50,828.07)
Revenue from continuing operations	2,43,691.43	2,18,925.02

* Net of Taxes

33K Corporate social responsibility expenditure:-

₹ in Lakhs						
Particulars	Year ended March 31, 2025			Year ended March 31, 2024		
a) Gross amount required to be spent by the Group	137.08			50.94		
b) Amount spent during the year on:	Yet to be paid			Paid in cash	Yet to be paid	Total
(i) Construction/acquisition of any asset	-	-	-	-	-	-
(ii) Purposes other than (i) above	137.08	-	137.08	51.00	-	51.00

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

33L The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year or previous financial year.

33M The Group does not have any benami property, where any proceeding has been initiated or pending against the Group for holding any benami property.

33N The Group has complied with the number of layers prescribed under clause (87) of section 2 of the Companies Act read with Companies (Restriction on number of Layers) Rules, 2017.

33O The Group does not have any investment property during any reporting period, the disclosure related to fair value of investment property is not applicable.

33P The Group is not covered under Section 8 of the Companies Act, thus related disclosure is not applicable.

33Q The Code on Social Security, 2020 ('Code') relating to employee benefits during employment and post-employment benefits received Presidential assent in September 2020. The Code has been published in the Gazette of India. However, the date on which the Code will come in to effect has not been notified. The Group will assess the impact of the Code when it comes into effect and will record any related impact in the period when the Code becomes effective.

33R The Group does not have any 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).

33S Impairment testing of goodwill and intangible assets with indefinite useful life:

The Group has identified its business of Health, Hygiene products and its services as a single Cash Generating Unit (CGU).

The recoverable amount of the CGU has been calculated based on its value in use, estimated as the present value of projected future cash flows.

The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources. Market related information and estimates are used to determine the recoverable amount.

Key assumptions on which management has based its determination of recoverable amount include estimated long-term growth rates, weighted average cost of capital and estimated operating margins. Cash flow projections take into account past experience and represent management's best estimate about future developments.

The key assumptions used in the estimation of the recoverable amount are set out below.

₹ in Lakhs	
Particulars	March 31, 2025
Discount rate	12.50%
Terminal value growth rate	5.50%

The discount rate was derived basis the weighted-average cost of capital of debt and equity.

The cash flow projections included specific estimates for five years and a terminal growth rate thereafter. The terminal growth rate was determined based on management's estimate of the long-term EBITDA growth rate, consistent with the assumptions that a market participant would make. Budgeted EBITDA was estimated taking into account past experience, adjusted for future expectations.

The Group has performed a sensitivity analysis and has concluded that there are no reasonably possible changes to key assumptions that would cause the carrying amount of a CGU to exceed its recoverable amount.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

- 33T Exceptional items for the year ended March 31, 2025 amounting to ₹ 417.69 lakhs pertains to the following:
- A) Exceptional items for the year ended March 31, 2024 pertains to a fire incident at Delhi warehouse location resulting in damages to inventory including raw materials, components, and finished goods. An insurance claim had been filed in due course to cover the losses sustained from this incident amounting to ₹1,514.90 lakhs (including GST).
- As of September 30, 2024 the company had received on account an initial amount of ₹300 lakhs against the claim in the second quarter of the financial year. Further, the company has received a full and final claim settlement amount of ₹1,001.12 lakhs in the fourth quarter of the financial year ended March 31, 2025.
- An amount of ₹883.43 lakhs for the quarter ended March 31, 2025 which is charged to Statement of Profit & Loss, on account of phasing out of certain product category and models including its components, due to change in economic conditions and technological obsolescence.
- B) Exceptional items for the year ended March 31, 2024 amounting to ₹ 1,514.90 lakhs pertains to the following:
- An amount of ₹ 1,514.90 lakhs (including GST) for the quarter and year ended March 31, 2024 which is charged to Statement of Profit & Loss, on account of a fire at its Delhi warehouse location, resulting in damage to inventory, including raw materials, components, and finished goods. An insurance claim has been filed to cover the losses sustained from this incident.
- 33U Estimating fair value for share-based payment transactions requires determination of the most appropriate valuation model, which depends on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option or appreciation right, volatility and dividend yield and making assumptions about them. For the measurement of the fair value of equity-settled transactions with employees at the grant date, the Group uses a Black Scholes model and Monte-Carlo simulation model basis the type of option granted. The assumptions and models used for estimating fair value for share-based payment transactions are disclosed.
- 33V Figures for the previous year are re-arranged/regrouped, wherever necessary, to correspond with the current year disclosure.
- 33W The Financial Statements for the year ended March 31, 2025 were approved for issue by Group's Board of Directors on May 16, 2025.

34 Additional information to the financial statements for the year ended 31 March 2025

(I) Related Party Disclosures as at and for the year ended 31 March 2025

Particulars	Country
A Holding Company	
1 Lunolux Limited (Ultimately controlled and 100% owned by funds managed by Advent International Corporation ("AIC"))	Cyprus
B Subsidiaries	
1 Forbes Aquatech Limited	India
2 Infinite Water Solutions Private Limited	India
3 Forbes Lux FZE - Dubai	Dubai
4 Euro Forbes Limited - Dubai	Dubai
C Name of Post employment benefit plans with whom transactions were carried out during the year:	
1 Eureka Forbes Limited Employees Provident Fund	India
2 Eureka Forbes Limited Managing Staff Superannuation Scheme	India
3 Eureka Forbes Limited Employees Gratuity Fund	India

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Particulars	
D Key Managerial Personnel	
1 Mr. Arvind Uppal - Chairman & Non executive director	
2 Mr. Pratik R Pota- Managing director & CEO	
3 Mr. Homi Katgara - Non executive Independent director	
4 Mr. Vinod Rao - Non executive Independent director	
5 Mrs. Gurveen Singh - Non executive Independent director	
6 Mr. Shashank Samant - Non executive Independent director	
7 Mr. Sahil Dalal - Non executive director	

(II) Transactions with Related Parties for the year ended March 31, 2025

Nature of Transaction	₹ in Lakhs		
	Eureka Forbes Limited Employees Provident Fund	Eureka Forbes Limited Managing Staff Superannuation Scheme	Eureka Forbes Limited Employees Gratuity Fund
Expenses			
Contributions (Employer's) to Post Retirement Funds	1,617.31	103.86	560.41
Outstanding			
Other payables to the Trust	109.82	8.96	488.39

All the related party transactions entered into by the Group are at arm's length basis.

(III) Transactions with Related Parties for the year ended 31 March 2025

Parties in D : Key Managerial Personnel Remuneration

Managing Director & CEO

Particulars	Pratik R Pota
Short-term employee benefits	775.12
Post-employment benefits *	28.52
Share based payments #	-
Total	803.64

* The above amounts do not include expenses for gratuity and leave encashment since actuarial valuation is carried out at an overall level.

The company has recognised an expense provision of ₹ 1,578.73 Lakhs. (previous year ₹ 2,142.36 Lakhs) towards employee stock options granted to key managerial personnel. The said amount represent fair value of option granted. The same has not been considered as managerial remuneration for the current year as defined under section 2(7B) of the Companies Act,2013 as the options have not been vested.

Aggregate remuneration paid/payable to managing director & CEO does not exceed the limit prescribed under section 197 of the Companies Act, 2013.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Directors Sitting Fees and Commission

₹ in Lakhs		
Name	Amount	Outstanding Amount as at March 31, 2025
Mr. Homi Katgara	27.90	27.00
Mr. Arvind Uppal	29.15	27.00
Mr. Vinod Rao	29.60	27.00
Mrs. Gurveen Singh	29.60	27.00
Mr. Shashank Samant	28.35	27.00
Total	144.60	135.00

Aggregate remuneration paid/payable to non-whole time directors does not exceeds the limit prescribed under section 197 of companies act, 2013.

Additional information to the financial statements for the year ended 31 March 2024

(I) Related Party Disclosures as at and for the year ended 31 March 2024

Particulars	Country
A Holding Company	
1 Lunolux Limited (Ultimately controlled and 100% owned by funds managed by Advent International Corporation ("AIC"))	Cyprus
B Subsidiaries	
1 Forbes Aquatech Limited	India
2 Infinite Water Solutions Private Limited	India
3 Forbes Lux FZE - Dubai	Dubai
4 Euro Forbes Limited - Dubai	Dubai
C Name of Post employment benefit plans with whom transactions were carried out during the year:	
1 Eureka Forbes Limited Employees Provident Fund	India
2 Eureka Forbes Limited Managing Staff Superannuation Scheme	India
3 Eureka Forbes Limited Employees Gratuity Fund	India
D Key Managerial Personnel	
1 Mr. Arvind Uppal - Chairman & Non executive director	
2 Mr. Pratik R Pota- Managing director & CEO	
3 Mr. Homi Katgara - Non executive Independent director	
4 Mr. Vinod Rao - Non executive Independent director	
5 Mrs. Gurveen Singh - Non executive Independent director	
6 Mr. Shashank Samant - Non executive Independent director	
7 Mr. Sahil Dalal - Non executive director	

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

(II) Transactions with Related Parties for the year ended March 31, 2024

₹ in Lakhs			
Nature of Transaction	Eureka Forbes Limited Employees Provident Fund	Eureka Forbes Limited Managing Staff Superannuation Scheme	Eureka Forbes Limited Employees Gratuity Fund
Expenses			
Contributions (Employer's) to Post Retirement Funds	1,564.08	187.43	714.11
Outstanding			
Other payables to the Trust	98.41	13.02	347.59

(III) Transactions with Related Parties for the year ended 31 March 2024

Parties in D : Key Managerial Personnel Remuneration

Managing Director & CEO

Particulars	Pratik R Pota
Short-term employee benefits	647.38
Post-employment benefits *	22.92
Share based payments #	-
Total	670.30

* The above amounts do not include expenses for gratuity and leave encashment since actuarial valuation is carried out at an overall level.

The company has recognised a provision of ₹ 2,142.36 Lakhs (previous year Nil) towards employee stock options granted to key managerial personnel. The said amount represent fair value of option granted. The same has not been considered as managerial remuneration for the current year as defined under section 2(7B) of the Companies Act, 2013 as the options have not been vested.

Aggregate remuneration paid/payable to managing director & CEO does not exceed the limit prescribed under section 197 of the Companies Act, 2013.

Directors Sitting Fees and Commission

₹ in Lakhs		
Name	Amount	Outstanding Amount as at March 31, 2024
Mr. Homi Katgara	29.55	27.40
Mr. Arvind Uppal	29.55	27.40
Mr. Vinod Rao	29.90	27.40
Mrs. Gurveen Singh	29.50	27.40
Mr. Shashank Samant	29.55	27.40
Total	148.05	137.00

Aggregate remuneration paid/payable to non-whole time directors does not exceeds the limit prescribed under section 197 of companies act, 2013.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

35 Leases:

The break-up of current and non-current lease liabilities as at March 31, 2025 is:

Particulars	₹ in Lakhs	
	As at March 31, 2025	As at March 31, 2024
Current lease liabilities	1,008.31	972.81
Non-current lease liabilities	1,547.04	409.66
Total	2,555.35	1,382.47

The following is the movement in lease liabilities during the year ended March 31, 2025:

Particulars	₹ in Lakhs	
	As at March 31, 2025	As at March 31, 2024
Balance at the beginning of the year	1,378.84	1,892.28
Additions	2,456.65	549.50
Finance cost accrued during the year	302.83	190.99
Adjustments	-	265.89
Deletions	-	(87.74)
(Gain)/Loss on Modification/Disposal of Right of use assets	-	(9.58)
Payment of lease liabilities	(1,582.97)	(1,418.87)
Balance at the end of the year	2,555.35	1,382.47

The table below provides details regarding the contractual maturities of lease liabilities as at March 31, 2025 on an undiscounted basis:

Particulars	₹ in Lakhs	
	As at March 31, 2025	As at March 31, 2024
Less than one year	1,220.55	1,016.26
One to five years	1,728.87	632.35
More than five years	9.58	10.46
Total	2,959.00	1,659.07

Rental expense recorded for short-term leases was ₹ 640.20 Lakhs for the year ended March 31, 2025. (Previous Year: ₹ 517.42 Lakhs)

Ind AS 116 requires lessees to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Group makes an assessment on the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Group considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to the Group's operations taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances. After considering current and future economic conditions, the Group has concluded that no changes are required to lease period relating to the existing lease contracts.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Amounts recognised in the Statement of Profit and Loss

Particulars	₹ in Lakhs	
	As at March 31, 2025	As at March 31, 2024
Depreciation expense on right-of-use assets	1,386.91	1,253.85
Interest expense on lease liabilities	302.83	190.99
Expense relating to short-term leases	640.20	517.42

36 Employee benefit plans

(a) Provident Fund

The details of Eureka Forbes Limited Employees' Provident Fund and planned assets position as at March 31, 2025 is given below

Particulars	₹ in Lakhs	
	Valuation as at	
	March 31, 2025	March 31, 2024
Present value of benefit obligation at year end	16,821.66	15,950.48
Planned Assets at the year end	20,319.32	18,877.41
Discounting Rate	6.79%	7.22%
Expected Guaranteed interest rate	8.25%	8.25%
Average Expected Future Service	12 years	16 years

(b) Gratuity Fund

The principal assumptions used for the purposes of the actuarial valuations were as follows.

Particulars	₹ in Lakhs	
	Valuation as at	
	March 31, 2025	March 31, 2024
	Funded	
Discount rate(s)	6.79%	7.22%
Expected rate(s) of salary increase	5.00%	5.00%
Mortality rates	Indian Assured Lives Mortality 2012-14 (Urban)	Indian Assured Lives Mortality 2012-14 (Urban)

Amounts recognised in statement of profit and loss/ other comprehensive income in respect of these defined benefit plans are as follows.

Particulars	₹ in Lakhs			
	Year ended March 31, 2025	Year ended March 31, 2024	Year ended March 31, 2025	Year ended March 31, 2024
	Funded		Unfunded	
Service cost:				
Current service cost	217.25	176.18	1.67	1.21
Net interest expense	25.10	39.80	1.62	1.13
Components of defined benefit costs recognised in profit or loss	242.35	215.98	3.29	2.34
Remeasurement on the net defined benefit liability:				

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024	Year ended March 31, 2025	Year ended March 31, 2024
	Funded		Unfunded	
Return on plan assets (excluding amounts included in net interest expense)	23.44	(33.58)	-	-
Actuarial (gains) / losses arising from changes in financial assumptions	73.88	107.56	0.94	1.19
Actuarial (gains) / losses arising from experience adjustments	361.55	241.06	3.36	0.25
Components of defined benefit costs recognised in other comprehensive income	458.87	315.04	4.30	1.44
Total	701.22	531.02	7.59	3.78

The current service cost and the net interest expense for the year are included in the 'Employee benefits expense' line item in the statement of profit and loss.

The remeasurement of the net defined benefit liability is included in other comprehensive income.

The amount included in the balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows.

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
	Funded		Unfunded	
Present value of funded defined benefit obligation	(2,219.52)	(1,993.97)	(23.55)	(18.95)
Fair value of plan assets	1,741.88	1,657.14	-	-
Total	(477.64)	(336.83)	(23.55)	(18.95)
Restrictions on asset recognised	-	-	-	-
Others	-	-	-	-
Net liability arising from defined benefit obligation	(477.64)	(336.83)	(23.55)	(18.95)

Movements in the present value of the defined benefit obligation are as follows:

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
	Funded		Unfunded	
Opening defined benefit obligation	1,993.97	2,144.19	18.95	15.17
Current service cost	217.25	176.18	1.67	1.21
Interest cost	143.23	160.05	1.62	1.13
Remeasurement (gains)/losses:				
Actuarial gains and losses arising from changes in financial assumptions	73.88	107.56	0.94	1.19
Actuarial gains and losses arising from experience adjustments	361.55	241.06	3.36	0.25
Benefits paid	(570.36)	(835.07)	(2.99)	-
Closing defined benefit obligation	2,219.52	1,993.97	23.55	18.95

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Movements in the fair value of the plan assets are as follows.

₹ in Lakhs

Particulars	Year ended March 31, 2025	Year ended March 31, 2024
	Funded	
Opening fair value of plan assets	1,657.14	1,624.27
Interest income	118.13	120.25
Remeasurement gain/(loss):		
Return on plan assets (excluding amounts included in net interest expense)	(23.44)	33.58
Contributions from the employer	560.41	714.11
Assets Transferred In/Acquisition	-	-
Benefits paid	(570.36)	(835.07)
Other	-	-
Closing fair value of plan assets	1,741.88	1,657.14

The fair value of the plan assets at the end of the reporting period for each category, are as follows.

₹ in Lakhs

Particulars	Fair Value of plan asset as at	
	As at March 31, 2025	As at March 31, 2024
	Funded	
Government Of Indian Assets	300.62	296.82
State Government Securities	353.69	317.64
Special Deposit Scheme	41.03	41.03
Debt Instrument	589.45	712.35
Corporate Bond	199.44	104.05
Cash and cash equivalents	142.06	87.13
Others	20.95	20.97
Mutual Funds	94.64	77.15
Total	1,741.88	1,657.14

Maturity Analysis of the Benefits Payments from the Fund

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024
	Funded	
Projected Benefits payable in future years from the date of reporting		
1 st Following Year	231.73	187.39
2 nd Following Year	104.44	141.56
3 rd Following Year	193.26	183.65
4 th Following Year	187.69	256.11
5 th Following Year	178.76	195.44
Sum of years 6 to 10	926.71	763.88
Sum of years 11 and above	2,542.68	2,121.07

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Sensitivity Analysis

Particulars	₹ in Lakhs			
	Year ended March 31, 2025	Year ended March 31, 2024	Year ended March 31, 2025	Year ended March 31, 2024
	Funded		Unfunded	
Presented benefit obligation on current assumptions	2,219.52	1,993.97	16.11	11.72
Discount rate (1% increase)	(165.18)	(133.63)	(1.84)	(1.06)
Discount rate (1% decrease)	190.59	152.92	2.19	1.26
Future salary growth (1% increase)	192.12	154.80	2.20	1.29
Future salary growth (1% decrease)	(169.30)	(137.49)	(1.89)	(1.09)
Attrition movement (1% increase)	20.05	22.23	0.36	0.40
Attrition movement (1% decrease)	(23.38)	(25.24)	(0.41)	(0.46)

Sensitivity Analysis

Particulars	₹ in Lakhs	
	Year ended March 31, 2025	Year ended March 31, 2024
Presented benefit obligation on current assumptions	7.45	7.23
Discount rate (0.50% increase)	(0.28)	(0.26)
Discount rate (0.50% decrease)	0.30	0.28
Future salary growth (0.50% increase)	0.30	0.28
Future salary growth (0.50% decrease)	(0.28)	(0.26)

The sensitivity analysis have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same method as applied in calculating the defined benefit obligation as recognised in the balance sheet.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior year.

In respect of foreign subsidiaries of the group, retirement benefits are governed and accrued as per local statutes and there are no defined benefit plans. The amount contributed to the defined contribution plan is charged to the Consolidated Statement of Profit & Loss on accrual basis. Hence the above table includes the details of Company's incorporated in India only.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

37 Employee share option scheme expenses

A Employees Stock Option Plan (ESOP 2022)

The Company instituted an Employee Stock Option Scheme 2022 ("ESOP") for certain employees which provides for a grant of 1,75,21,597 options (each option convertible into shares) to employees. The Company has made grant of total 1,65,75,499 options as below:

₹ in Lakhs	
Grant date	No of Options
29-05-23	1,35,95,130
21-06-23	13,54,685
09-11-23	4,54,994
21-03-24	2,74,453
28-05-24	2,54,295
07-11-24	1,77,405
10-02-25	4,64,537
Total	1,65,75,499

Scheme Details

The Company has granted two categories of ESOP. The detail of options granted under the plan are as under:

Terms of Category 1 (Service based) options

9,79,972 tenure based options to vest as under:

Vesting period	Type 1	Type 2
	On completion of 1 year period*	55% on completion of 1 year period* and 45% on completion on 2 nd Year
Grant date	29-May-23	29-May-23
Exercise price	210.00	400.93
No. of Options	9,67,396	12,576
Exercise period	Maximum period of 4 years from the date of Vesting.	
Method of settlement (cash/equity)	Equity shares	

* Type 1 Service based options and 55% of Type 2 options have vested during the year

The fair value of the share options is estimated at the grant date using Black Scholes Option Pricing ("BSOP") method, taking into account the terms and conditions upon which the share options were granted.

Terms of Category 2 (Performance based) options

1,55,95,527 tenure and performance based options to vest only upon the following conditions being met

- If 6 months Volume weighted average price of the share (VWAP) > 2.5x/ 3x/ 4.5x USD Multiple of Money (MoM) then employee will get variable number of ESOP depending on various range of MoM. (Range- minimum 2.5X MoM till more than 5X MoM)

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

- 2 If investor sales the stake and Internal Rate of Return (IRR)/ MoM /VWAP achieved, employee will get variable number of ESOP which will vest in proportion to stake sale and range of MoM/ IRR.

Grant date	29-May-23	29-May-23	21-Jun-23	21-Jun-23	09-Nov-23	21-Mar-24	28-May-24	07-Nov-24	10-Feb-25
Exercise price	210	400.93	210	586.09	505.06	446.8	436.9	591.9	549
No. of Options	Minimum-4281697; Maximum-9927421	Minimum-379726; Maximum-2687737	Minimum-779000; Maximum-804719	Minimum-469813; Maximum-549966	Minimum-384413; Maximum-454994	Minimum-244254; Maximum-274453	Minimum-224086; Maximum-254295	Minimum-168358; Maximum-177405	Minimum-372552; Maximum-464537
Vesting Period	Maximum period of vesting is 7 years from the date of Grant								
Exercise period	Maximum period of 4 years from the date of Vesting.								
Method of settlement (cash/ equity)	Equity shares								

The fair value of the share options is estimated at the grant date using Monte Carlo Simulation Pricing ("MCS") method so as to evaluate whether the performance conditions have been achieved.

The details of the activity has been summarised below*:

Description	March 31, 2025
Outstanding at the beginning of the year	1,52,96,481
Exercisable at the beginning of the year	-
Granted during the year	8,96,237
Forfeited during the year	(14,39,786)
Exercised during the year	-
Vested during the year	(9,74,313)
Expired during the period	-
Transferred during the period	-
Outstanding at the end of the year	1,37,78,619
Exercisable at the end of the year	9,74,313
Weighted average remaining contractual life (in years)	3.14 years

*Considering variable number of options, the maximum number of options are considered for the purpose of disclosure.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Valuation of ESOP Scheme

The Black Scholes valuation model has been used for computing the weighted average fair value for Category 1 stock options considering the following inputs:

Particulars	March 31, 2025
Grant date	29-May-23
Weighted average share price/ market price per share (₹ per share)	401.10
Exercise price (₹ per share)	210-400.9
Dividend yield	1.80%
Expected Life of options granted (vesting and exercise price in years)	1- 2 years
Average risk free interest rate	6.7% - 6.8%
Expected Volatility	25.2% - 27.6%
Fair value of option per equity share	49.1 - 197.90

The Monte Carlo Simulation Pricing ("MCS") method has been used for computing the fair value for Category 2 stock options considering the following inputs:

Particulars	March 31, 2025						
Grant date	29-May-23	21-Jun-23	09-Nov-23	21-Mar-24	28-May-24	07-Nov-24	10-Feb-25
Weighted average share price/ market price per share (₹ per share)	401.10	587.40	500.30	449.50	430.00	634.70	554.10
Exercise price (₹ per share)	210-400.9	210-586	505.10	446.80	436.90	591.90	549.00
Dividend yield	1.80%	1.80%	2.00%	2.00%	1.50%	1.00%	1.25%
Expected Life of options granted (in years)	4.9 - 7	4.85	4.46	4.10	3.92	3.47	3.21
Average risk free interest rate	6.70%	6.70%	6.9% - 7.3%	6.8% - 7.1%	6.90%	6.4% - 6.8%	6.4% - 6.8%
Expected Volatility	25.00%	25.00%	25.00%	25.00%	30.00%	38.9%, 36.1%	42.4%, 39.6%
Fair value of option per equity share	43.07-661.47	656.37- 919.63	714.13	769.17	795.54	867.47	955.29

B Effect of employee stock option plan on the Statement of Profit and Loss and on its financial position:

₹ in Lakhs		
Particulars	March 31, 2025	March 31, 2024
Total employee compensation cost pertaining to stock option plan	2,209.12	3,448.76
Employee Stock option plan (ESOP) reserve	5,657.88	3,448.76

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

38 Financial instruments

Capital management

The Group's objectives when managing capital are to:

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- Maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with the industry, the Group, primarily, uses the gearing ratio to monitor and maintain the capital structure which is as follows:

Net debt (total borrowings net of cash and cash equivalents) divided by 'total equity' (as shown in the balance sheet).

The gearing ratios were as follows:

Particulars	₹ in Lakhs	
	As at March 31, 2025	As at March 31, 2024
Borrowings	-	2,491.97
Less: Cash and cash equivalents	9,550.93	6,132.17
Net debt	(9,550.93)	(3,640.20)
Total equity	4,40,990.02	4,22,684.34
Net debt to equity ratio	(2.17%)	(0.86%)

39 Financial instruments – Fair values

Accounting classification and fair values

	As at March 31, 2025			As at March 31, 2024		
	FVTPL*	FVTOCI**	Amortised Cost	FVTPL*	FVTOCI**	Amortised Cost
Financial assets						
Cash and Bank Balances	-	-	25,165.52	-	-	9,754.67
Short-term loans and advances	-	-	48.15	-	-	48.07
Trade and other receivables	-	-	18,011.55	-	-	13,751.84
Current Investments	5,894.94	-	-	5,494.84	-	-
Non Current Investments	-	1.42	-	-	1.42	-
Other Current financial Asset	-	-	61.19	-	-	90.70
Other Non Current financial Asset	-	-	1,591.91	-	-	1,268.45
Total Financial Asset	5,894.94	1.42	44,878.32	5,494.84	1.42	24,913.73
Financial liabilities						
Trade and other payables	-	-	18,317.17	-	-	19,364.26
Other Current financial liabilities	-	-	21,070.96	-	-	19,389.13
Other Non Current financial liabilities	-	-	1,547.04	-	-	409.66
Current Borrowings	-	-	-	-	-	2,491.97
Non Current Borrowings	-	-	-	-	-	-
Total Financial Liabilities	-	-	40,935.17	-	-	41,655.02

* Mandatorily measured at fair value in accordance with Ind AS 109

** Investments in equity instruments designated as such upon initial recognition in accordance with paragraph 5.7.5 of Ind AS 109.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

These investments in equity instruments are not held for trading. Instead, they are held for medium or long term strategic purpose. Upon the application of IND AS 109, the Group has chosen to designate these investments in equity instruments at FVTOCI as it is believed that this provides a more meaningful presentation for medium or long term strategic investment than reflecting changes in fair value immediately in profit and loss Account.

Fair value Hierarchy

This section explains the judgement and the estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value.

₹ in Lakhs				
Financial assets and liabilities measured at fair value - recurring fair value measurements at 31 March 2025 (Refer note Below)	Level 1	Level 2	Level 3	Total
Financial assets				
Financial investment at FVTPL				
Listed Equity Investment	-	-	-	-
Unquoted Investments in Mutual funds	5,894.94	-	-	5,894.94
Financial investment at FVTOCI				
Quoted Investments	-	-	-	-
Unquoted Investments	-	-	1.42	1.42
Total Financial Asset	5,894.94	-	1.42	5,896.36
Financial Liabilities				
Derivatives accounted at FVTPL	-	-	-	-
Total Financial Liabilities	-	-	-	-

₹ in Lakhs				
Financial assets and liabilities measured at fair value - recurring fair value measurements At March 2024 (Refer note Below)	Level 1	Level 2	Level 3	Total
Financial assets				
Financial investment at FVTPL				
Listed Equity Investment	-	-	-	-
Unquoted Investments in Mutual funds	5,494.84	-	-	5,494.84
Financial investment at FVTOCI				
Quoted Investments	-	-	-	-
Unquoted Investments	-	-	1.42	1.42
Total Financial Asset	5,494.84	-	1.42	5,496.26
Financial Liabilities				
Derivatives accounted at FVTPL	-	-	-	-
Total Financial Liabilities	-	-	-	-

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Reconciliation of level 3 fair value measurement of financial Instruments

₹ in Lakhs		
Particulars	Year ended March 31, 2025	Year ended March 31, 2024
Opening Value of Fair Value	1.42	1.42
Fair value gain/(loss) recognised in statement of Profit or Loss	-	-
Fair value gain/(loss) recognised in Other Comprehensive Income	-	-
Purchases made during the year	-	-
Sales made during the year	-	-
Closing balance of Fair Value	1.42	1.42

Description of significant unobservable inputs to valuations for level 3 items

Significant unobservable Inputs	Relationship of unobservable Inputs to fair value
Long term revenue growth rates taking into accounts managements experience and knowledge of market conditions of the specific industries.	A slight increase in the long term revenue growth rates used in isolation would result in increase in fair value.
Long term pre tax operating margin taking into account managements experience and knowledge if market conditions of the specific industries.	A significant increase in the long term pre tax operating margin used in isolation would result in increase in fair value.
Weighted average cost of capital (WACC), determined using a Capital Asset pricing Model	A slight increase in the WACC used in isolation would result in decrease in Fair value

Valuation techniques and significant unobservable inputs

Valuation techniques and significant unobservable inputs

Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices or dealer quotes for similar instruments.
- All of the resulting fair value estimates are included in level 1 except for unlisted equity securities where the fair values have been determined based on present values and the discount rates used were adjusted for counterparty or own credit risk.
- The carrying amount of Trade receivables, Trade payables, cash and Cash Equivalents are considered to be the same as their Fair Values, due to their short term in nature.
- The Fair value of financial Instrument that are not traded in an active market is determined using valuation technique. The company uses its Judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period.

40 Financial instruments – Financial risk management

The Group's activities expose it to market risk, liquidity risk and credit risk. In order to minimise any adverse effects on the financial performance of the Group, such as foreign exchange forward contracts are entered to hedge certain foreign currency risk exposure.

This note explains the sources of risk which the entity is exposed to and how the entity manages the risk in the financial statements.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Risk	Exposure Arising from	Measurement	Management
Credit Risk	Cash and Cash Equivalents, trade receivables, financial assets measured at amortised cost and fair value through profit or loss	Aging analysis, Credit Rating	Diversification of bank deposits, credit limits and letter of credit
Liquidity Risk	Borrowing and other liabilities	Rolling cash flow Forecast	Availability of committed credit lines and borrowing facilities
Market Risk- Foreign Currency	Future commercial Transactions Recognised financial assets and liabilities not denominated in Indian rupee (₹)	Cash flow Forecasting	Forward foreign currency Contracts Foreign currency option
Market Risk- Interest rate	Long-term borrowings at variable rate	Sensitivity analysis	Interest rate Swaps
Market Risk- Security prices	Investment in equity securities	Sensitivity analysis	Portfolio diversification

The Group's risk management is carried out by the Treasury team under policies approved by the Finance committee. Treasury team identifies, evaluates and mitigates the financial risks.

41 Financial instruments – Financial risk management

(a) Credit risk

Credit risk arises from cash and cash equivalents, investments and deposits with banks, as well as credit exposures to customers including outstanding receivables.

The carrying amounts of financial assets represent the maximum credit risk exposure. The maximum exposure to credit risk at the reporting date was:

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Investments	5,894.94	5,494.84
Trade receivables	18,011.55	13,751.84
Cash and cash equivalents	9,550.93	6,132.17
Other bank balances	15,614.59	3,622.50
Loans	48.15	48.07
Other financial assets	1,653.10	1,359.15

Trade Receivables

The maximum exposure to credit risk for trade and other receivables by geographic region was as follows.

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
India	17,967.79	13,718.26
Other regions	43.76	33.58
Total	18,011.55	13,751.84

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

Impairment

The ageing of trade and other receivables that were not impaired was as follows.

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
0-1 Year	17,722.25	13,546.94
1-2 Year	204.86	130.36
2-3 Year	157.01	74.11
More Than 3 Years	-	0.43
Total	18,084.12	13,751.84

The movement in the allowance for impairment in respect of trade and other receivables during the year was as follows.

₹ in Lakhs		
Particulars	As at March 31, 2025	As at March 31, 2024
Opening Balance	1,240.47	3,943.90
Amount written off/(written back) during the year	-	161.99
Impairment loss recognised/(released)	(174.79)	(2,865.42)
Balance	1,065.68	1,240.47

The Group held cash and cash equivalents of ₹ 9,550.93 lakhs at March 31, 2025 (March 31, 2024: ₹ 6,132.17 lakhs). The cash and cash equivalents are held with bank ₹ 9,546.50 lakhs at March 31, 2025 (March 31, 2024: ₹ 5,974.39 Lakhs).

(b) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted:

₹ in Lakhs						
Non-derivative financial liabilities	Contractual maturities of financial liabilities					Total
	Carrying amount	On Demand	0-1 year	1-5 years	> 5 years	
As at March 31, 2025						
Banks - Long term loans	-	-	-	-	-	-
Trade payables	18,317.17	-	18,317.17	-	-	18,317.17
Lease Liabilities	2,959.00	-	1,220.55	1,728.87	9.58	2,959.00
Other Payable	20,062.65	-	20,062.65	-	-	20,062.65
As at March 31, 2024						
Banks - Long term loans	2,491.97	-	2,491.97	-	-	2,491.97
Trade payables	19,364.26	-	19,364.26	-	-	19,364.26
Lease Liabilities	1,382.47	-	1,016.26	632.35	10.46	1,659.07
Other Payable	18,416.32	-	18,416.32	-	-	18,416.32

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

(c) (i) Market Risk- Foreign currency

Exposure to currency risk

The currency profile of financial assets and financial liabilities as at March 31, 2025 and March 31, 2024:

Particulars	As at March 31, 2025	As at March 31, 2025	As at March 31, 2025	As at March 31, 2025
	USD in Lakhs	EUR in Lakhs	SGD in Lakhs	JPY in Lakhs
Financial assets				
Other Non-current financial assets	7.66	-	-	-
Trade and other receivables	63.40	0.04	-	-
	71.06	0.04	-	-
Financial liabilities				
Trade and other payables	35.24	0.20	0.09	63.60
	35.24	0.20	0.09	63.60
Net Exposure	35.82	(0.15)	(0.09)	(63.60)

Particulars	As at March 31, 2024	As at arch 31, 2024	As at March 31, 2024	As at March 31, 2024
	USD in Lakhs	EUR in Lakhs	SGD in Lakhs	JPY in Lakhs
Financial assets				
Short-term loans and advances	1.30	-	-	-
Trade and other receivables	47.42	0.06	-	-
	48.72	0.06	-	-
Financial liabilities				
Trade and other payables	16.41	0.18	0.09	-
	16.41	0.18	0.09	-
Net Exposure	32.31	(0.12)	(0.09)	-

The following significant exchange rates have been applied.

₹ in Lakhs		
Particulars	Year-end spot rate	
	As at March 31, 2025	As at March 31, 2024
USD / ₹	85.53	83.34
EUR / ₹	92.60	89.93
SGD / ₹	63.69	61.68
JPY / ₹	0.57	-

Sensitivity analysis

The Sensitivity of profit or loss to changes in the exchange rates arises mainly from foreign currency denominated financial instruments

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs

Effect in ₹	Profit or (loss)	
	Strengthening	Weakening
As at March 31, 2025		
USD 5% movement	(153.18)	153.18
EUR 5% movement	0.72	(0.72)
SGD 5% movement	0.30	(0.30)
JPY 5% movement	1.82	(1.82)
	(150.34)	150.34

₹ in Lakhs

Effect in ₹	Profit or (loss)	
	Strengthening	Weakening
As at March 31, 2024		
USD 5% movement	(134.62)	134.62
EUR 5% movement	0.54	(0.54)
SGD 5% movement	0.29	(0.29)
	(133.79)	133.79

In management's opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk because the exposure at the end of the reporting period does not reflect the exposure during the year.

(c) (ii) Market Risk- Interest rate

The Exposure of the Group borrowing to interest rate changes at the end of the reporting period are as follow

₹ in Lakhs

Particulars	As at	
	March 31, 2025	March 31, 2024
Variable Rate Borrowing	-	2,491.97

The sensitivity analyses below have been determined based on the exposure to interest rates for non-derivative instruments at the end of the reporting period. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates had been 50 basis points higher/lower and all other variables were held constant, the Group's:

Profit for the year ended March 31, 2025 would decrease/increase by ₹ 16.16 lakhs (2024: decrease/ increase by ₹ 13.87 lakhs). This is mainly attributable to the company's exposure to interest rates on its variable rate borrowings.

The assumed movement in basis points for the interest rate sensitivity analysis is based on the currently observable market environment, showing a significantly higher volatility than in prior year.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

42 Assets pledged as security

The carrying amounts of assets pledged as security for current and non-current borrowings are:

₹ in Lakhs

Particulars	Notes	As at	As at
		March 31, 2025	March 31, 2024
Current			
Financial Assets			
Trade Receivable	8	17,988.66	13,718.38
Inventories	13	24,313.92	24,368.54
Other Current Assets	12	-	-
Total Current assets pledged as security		42,302.58	38,086.92
Non-current			
Land - Freehold	3	6,405.00	6,405.00
Buildings	3	13,674.39	13,954.02
Other Property, plant and equipment *	3	8,164.47	6,707.35
Land - Leasehold	4	328.25	333.55
Total Non Current assets pledged as security		28,572.11	27,399.92
Total assets pledged as security		70,874.69	65,486.84

* Property, plant and equipment as per Note 3 includes moveable asset for employee benefits, which has not been pledged.

No charges or satisfaction are pending to be registered with ROC beyond the statutory period.

43 Movement in deferred tax balances

₹ in Lakhs

Particulars	As at April 1, 2024		For the year 2024-25		As at March 31, 2025	
	Deferred tax asset	Deferred tax liability	Recognised in profit or loss	Recognised in OCI	Deferred tax asset	Deferred tax liability
Deferred Tax Assets/ Liabilities						
Property, plant and equipment	(10.63)	4,758.79	148.27	-	(10.63)	4,907.06
Provisions	7.43	(1,324.94)	124.76	-	7.43	(1,200.18)
Lease Liabilities	8.45	58.27	(25.95)	-	34.49	58.27
Merger expenses	-	(294.21)	28.71	-	-	(265.51)
Amortisation of Processing fees	-	2.02	(2.02)	-	-	-
Fair Valuation	-	78,103.83	(617.22)	-	-	77,486.61
Expenses allowed on Payment	1.99	(170.50)	62.87	(0.36)	1.99	(107.99)
Tax - Loss carry forwards	14.73	-	6.84	-	7.89	-
Others (Including MAT Credit)	103.15	-	0.09	-	103.05	-
Deferred Tax Assets/ Liabilities	125.12	81,133.26	(273.65)	(0.36)	144.22	80,878.26

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

₹ in Lakhs

Particulars	As at April 1, 2023		For the year 2023-24		As at March 31, 2024	
	Deferred tax asset	Deferred tax liability	Recognised in profit or loss	Recognised in OCI	Deferred tax asset	Deferred tax liability
Deferred Tax Assets/ Liabilities						
Property, plant and equipment	(10.63)	4,637.80	120.99	-	(10.63)	4,758.79
Provisions	5.11	(1,378.10)	55.48	-	7.43	(1,324.94)
Lease Liabilities	4.35	58.27	(4.10)	-	8.45	58.27
Merger expenses	-	(27.97)	(310.05)	-	-	(294.21)
Amortisation of Processing fees	-	8.44	(6.42)	-	-	2.02
Fair Valuation	-	78,721.02	(617.19)	-	-	78,103.83
Expenses allowed on Payment	1.99	(122.02)	(48.44)	(0.04)	1.99	(170.50)
Tax - Loss carry forwards	23.81	-	9.08	-	14.73	-
Others (Including MAT Credit)	102.85	-	(0.30)	-	103.15	-
Deferred Tax Assets/ Liabilities	127.48	81,897.44	(800.95)	(0.04)	125.12	81,133.26

44 Income Tax expense

(a) Amounts recognised in profit and loss

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024
Current income tax	5,901.97	4,084.65
Earlier year tax	-	(1.30)
Deferred tax expense	(273.66)	(800.95)
Tax expense for the year	5,628.31	3,282.40

(b) Amounts recognised in other comprehensive income

₹ in Lakhs

Particulars	As at March 31, 2025			As at March 31, 2024		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurements of the defined benefit plans	(458.86)	112.25	(346.61)	(315.04)	77.76	(237.28)
Total	(458.86)	112.25	(346.61)	(315.04)	77.76	(237.28)

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

(c) Reconciliation of effective tax rate

₹ in Lakhs

Particulars	As at March 31, 2025	As at March 31, 2024
Profit before tax	22,069.78	12,847.37
Tax using the Company's domestic tax rate : 25.168%	5,554.52	3,233.43
Tax effect of amounts which are not deductible (taxable) in calculating taxable income	34.50	12.83
Other tax adjustment (including re-assessment of deferred taxes post business combination)	21.18	2.28
Effect of Income that is exempted from Tax	14.62	30.92
Adjustments for taxes of prior periods	-	(1.30)
Effect of difference in tax rates in companies (net of impact of elimination and adjustments on consolidation)	3.49	4.24
Total	5,628.31	3,282.40

The tax rate used for the year 2024-25 and 2023-24 reconciliations above is the corporate tax rate of 25.168%, except for Forbes Aquatech Limited, which is subject to a rate of 26%. These rates are payable by corporate entities in India on taxable profits under the Indian tax law.

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

45 Additional Information as required under Schedule III to the Companies Act 2013, of enterprise consolidated as Subsidiary:

The aggregate amount of Assets, Liabilities, Income and Expenses related to the Group's interests in the Joint Ventures -

2024-25

Name of the Company	Particulars						
	Net Assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income
	As % of consolidated net assets	₹ in Lakhs	As % of consolidated profit or loss	₹ in Lakhs	As % of consolidated other comprehensive income	₹ in Lakhs	
Parent							
Eureka Forbes Limited	99.43%	4,38,497.10	99.31%	16,328.65	99.55%	(343.41)	15,985.24
Subsidiaries							
Indian							
Forbes Aquatech Limited	0.24%	1,053.64	0.07%	11.02	0.29%	(1.01)	10.00
Infinite Water Solutions Private Limited	0.84%	3,685.16	1.05%	172.34	0.65%	(2.22)	170.12
Foreign							
Euro Forbes Limited, Dubai	0.00%	1.61	-0.01%	(1.64)	0.00%	-	(1.64)
Forbes Lux FZE	-0.19%	(827.82)	-0.34%	(56.46)	0.00%	-	(56.46)
Adjustment/ elimination on consolidation	-0.35%	(1,540.96)	-0.08%	(13.87)	-0.49%	1.69	(12.17)
Non-controlling Interest in all subsidiaries	0.03%	121.28	0.01%	1.43	0.00%	(0.01)	1.42
Total	100.00%	4,40,990.01	100.00%	16,441.47	100.00%	(344.96)	16,096.51

2023-24

Name of the Company	Particulars							
	Net Assets, i.e., total assets minus total liabilities	Share in profit or loss	Share in other comprehensive income	Share in total comprehensive income				
	As % of consolidated ₹ in Lakhs net assets	As % of consolidated ₹ in Lakhs profit or loss	As % of consolidated other comprehensive income	As % of consolidated total comprehensive income ₹ in Lakhs				
Parent								
Eureka Forbes Limited (formerly Forbes Enviro Solutions Limited)	99.44%	4,20,302.71	95.73%	9,156.85	110.90%	(235.88)	95.39%	8,920.97
Subsidiaries								
Indian								
Forbes Aquatech Limited	0.25%	1,042.19	0.09%	8.58	0.05%	(0.10)	0.09%	8.48
Infinite Water Solutions Pvt Limited	0.83%	3,514.99	5.85%	559.31	0.46%	(0.97)	5.97%	558.34
Foreign								
Euro Forbes Limited, Dubai	0.00%	3.32	0.00%	0.38	0.00%	-	0.00%	0.38
Forbes Lux FZCO	-0.18%	(750.30)	-1.29%	(123.24)	0.00%	-	-1.32%	(123.24)
Adjustment/ elimination on consolidation	-0.37%	(1,548.54)	-0.40%	(38.02)	-11.41%	24.26	-0.15%	(13.75)
Non-controlling Interest in all subsidiaries	0.03%	119.97	0.01%	1.11	0.01%	(0.01)	0.01%	1.10
Total	100.00%	4,22,684.34	100.00%	9,564.97	100.00%	(212.70)	100.00%	9,352.27

Notes to Consolidated Financial Statements

for the year ended on March 31, 2025

46 Key Financial Ratios:

Sr. No	Particulars	Numerator	Denominator	2024-25	2023-24	% Change	Refer Note
1	Current Ratio (times)	Current assets	Current liabilities	0.84	0.64	31.34	a
2	Debt equity ratio (times) (Refer Note(b))	Total debt	Equity	0.01	0.01	-	
3	Debt service coverage ratio (times)	Earnings available for debt service	Total debt service	5.01	1.42	251.30	b
4	Return on equity (%)	Net profit after tax	Average shareholder equity	3.81%	2.30%	65.70	c
5	Inventory turnover ratio (times)	Cost of Goods sold	Average inventory	3.99	3.76	6.03	
6	Trade receivables turnover ratio (times)	Net sales	Average accounts receivables	15.34	16.76	(8.47)	
7	Trade payable turnover ratio (times)	Total purchases	Average trade payables	5.40	4.64	16.30	
8	Net capital turnover ratio (times)	Sales	Current assets minus Current liabilities.	(15.81)	(6.36)	148.79	d
9	Net profit ratio (%)	Net profit after tax	Sales	6.75%	4.37%	54.42	e
10	Return on capital employed (%)	Earnings before interest and tax divided	Capital employed (refer note (h))	253.97%	-164.20%	(254.67)	f
11	Return on investment (%)	Return on Investment	Average total current investment	7.03%	6.35%	10.70	

Notes: Explanation for change in the ratio by more than 25%

- (a) Increase in current ratio due to increase in cash generation from business operation and reduction in borrowings.
- (b) Higher earning and repayment of borrowings during current year.
- (c) Higher net profit after tax during the current year with improved efficiency.
- (d) Revenue growth along with higher efficiency on working capital improvement has resulted in an improvement in the ratio.
- (e) Higher net profit after tax during the current year with higher revenue.
- (f) Increase in earnings and reduction in borrowings on account of repayment.
- (g) The calculation for above ratios is in accordance with formula prescribed by Guidance note on Schedule III issued by the Institute of Chartered Accountants of India.
- (h) Capital employed = Tangible Net Worth# + Total Debt + Deferred Tax Liability.
- # In order to derive to the tangible net worth, goodwill and other intangible assets have been reduced from the total net worth.

For and behalf of the Board of Directors of Eureka Forbes Limited

Arvind Uppal Chairman (DIN-00104992) Gurugram, India Dated : May 16, 2025	Pratik R. Pota Managing Director & CEO (DIN-00751178) Mumbai, India Dated : May 16, 2025	Gaurav Khandelwal Chief Financial Officer Mumbai, India Dated : May 16, 2025	Pragya Kaul Company Secretary Mumbai, India Dated : May 16, 2025
---	--	---	---



EUREKA FORBES LIMITED

CIN: L27310MH2008PLC188478

Registered Office

B1/B2, 7th Floor, 701, Marathon Innova,
Ganpatrao Kadam Marg,
Lower Parel, Mumbai – 400 013.

Phone No: +91 22 4882 1700 | Fax No: +91 22 4882 1701

Website: www.eurekaforbes.com