AMARA RAJA
Gotta be a better way

Aligned for Ascent

Amara Raja Energy & Mobility Limited
Integrated Annual Report 2025-26

FY 2000-01

₹ 155 Crore
Revenue

₹ 21 Crore
Profit After Tax

₹ 4 Crore
Dividend

₹ 6 Crore
Market Capitalisation, as on March 31, 2001

01
Country Presence

FY 2009-10

₹ 1,465 Crore
Revenue

₹ 167 Crore
Profit After Tax

₹ 25 Crore
Dividend

₹ 721 Crore
Market Capitalisation, as on March 31, 2010

05
Country Presence

FY 2025-26

₹ 13,549 Crore
Revenue

₹ 970 Crore
Profit After Tax

₹ 194 Crore
Dividend

₹ 12,308 Crore
Market Capitalisation, as on March 31, 2026

70+
Country Presence

YOUR GUIDE
to the report

Find What Matters Most

welcome to
AMARA RAJA ENERGY & MOBILITY LIMITED

AMARA RAJA
Gotta be a better way

Dear Stakeholders,

This Integrated Annual Report provides an overview of our operational, financial and sustainability performance for FY 2025-26.

As expectations for greater transparency and meaningful disclosure continue to grow, we remain committed to communicating our performance in a clear, balanced and comprehensive manner, in line with applicable regulatory requirements.

We invite you to explore this report based on your areas of interest and hope it provides valuable insights into our business, strategy and long-term value creation.

We deeply value your feedback. Please write to us at
investorservices@amararaja.com

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Find What Matters Most

Visit us at

https://www.amararajaeandm.com/

Forward-looking Statements

Some information in this report may contain forward-looking statements which include statements regarding Company's expected financial position and results of operations, business plans and prospects etc. and are generally identified by forward-looking words such as 'believe,' 'plan,' 'anticipate,' 'continue,' 'estimate,' 'expect,' 'may,' 'will' or other similar words.

Forward-looking statements are dependent on assumptions or basis underlying such statements. We have chosen these assumptions or basis in good faith and we believe that they are reasonable in all material respects. However, we caution that actual results, performances or achievements could differ materially from those expressed or implied in such forward-looking statements. We undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.

Our Reporting Suite

Voluntary Disclosure & Sustainability Information

- Corporate Overview
- Other Disclosures
- Business Responsibility and Sustainability Report

Statutory Disclosure

- Board's Report & its Annexures
- Corporate Governance Report
- Secretarial Audit Report
- Notice of AGM

Financial Information

- Standalone Financial Statements
- Consolidated Financial Statements

Reporting Period and Boundary

- **Reporting Period and Cycle:** This integrated report primarily covers the 12-month period from April 01, 2025 - March 31, 2026. However, certain sections of this report represent facts and figures of the previous years as well.
- **Entity covered:** Amara Raja Energy & Mobility Limited (ARE&M) and required disclosures of subsidiaries.

Key Regulatory and Reporting Frameworks

Both the financial and non-financial aspects are in accordance with the applicable laws, regulations and standards of the Republic of India.

- The Companies Act, 2013 and rules notified thereunder
- Indian Accounting Standards
- The Secretarial Standards
- The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
- Business Responsibility and Sustainability Reporting (BRSR) based on the National Guidelines for Responsible Business Conduct (NGRBC)
- International Integrated Reporting Council (IIRC) Frameworks
- Global Reporting Initiative Universal Standards, 2021
- United Nations Sustainable Development Goals (UN SDGs)
- United Nations Global Compact (UNGC) Principles

Follow the Icons

To help you navigate our story, we have used the following icons to highlight how different sections are connected across the integrated report.

Stakeholders

- Customers
- Communities
- Suppliers
- Employees & Workers
- Investors & Shareholders

Businesses

- Automotive Batteries
- Industrial Batteries
- New Energy Batteries

Capitals

- Financial
- Human
- Manufactured
- Natural
- Intellectual
- Social & Relationship

Independent Assurance

The non-financial numbers presented in the Integrated Annual Report and BRSR Report for FY 2025-26, have undergone Reasonable Assurance as per ISAE 3000 (revised) standard and ISO 14064 – Part I standard for Green House Gas (GHG) Inventory by Bureau Veritas India Private Limited on standalone basis.

The Intent of our Integrated Report

01 Showcase our business performance and corporate value enhancement journey

02 Explain our strategic roadmap and business operating landscape

03 Demonstrate integrated thinking across our six capital resources

04 Highlight our commitment to sustainability and responsible business practices

05 Reflect our governance strength and leadership accountability

Aligned for Ascent

Amara Raja Energy & Mobility Limited (ARE&M) has evolved considerably over the last few years. While our Lead Acid Battery business continues to hold a strong position across automotive and industrial applications, the business today extends beyond its traditional areas of operation. Investments in battery packs, cell technologies, energy storage solutions, recycling and power electronics have broadened our presence across the energy and mobility landscape.

FY 2025-26 was a year of progress across several important initiatives. Work continued on the Customer Qualification Plant, e⁺ Energy Labs and the Giga Cell project, each of which represents a different part of our New Energy roadmap. At the same time, our established businesses remained focused on market execution, manufacturing efficiency, product quality and customer service.

Values

Innovation...

To us is proactively rebelling for better ways of doing things leading to newer possibilities

Excellence...

To us is continually enhancing our performance to consistently produce outstanding results with lasting impact

Entrepreneurship...

To us is leading with courage and conviction to convert gaps into opportunities, create wealth and contribute to growth

Experiences...

To us is what we create for our stakeholders, which makes them feel part of something special, leading to endearing relationships

Responsibility...

To us is the total ownership of our thoughts and actions in every situation to achieve maximum common good in the best interest of the Environment, Society, Customer, Supplier, Employee & Shareholders

Vision

Through the Amara Raja Way and through enduring progressive partnerships we will be a Global Leader in Energy & Mobility Solutions.

Core Purpose

To transform our increasing spheres of influence and to improve the quality of life by building institutions that provide better access to better opportunities to more people...

All the time...

What is becoming increasingly visible is the connection between the different parts of the business. Manufacturing capabilities, research activities, product development, recycling operations and market access are no longer evolving independently. They are contributing to a broader operating model that draws on both established strengths and emerging capabilities

This is particularly important at a time when energy and mobility markets are undergoing structural change. Customer requirements are evolving, technology cycles are becoming shorter and new applications are creating fresh opportunities across industries. Responding to these developments requires more than investment alone. It requires the ability to translate ideas into products, products into operations and operations into commercially viable businesses.

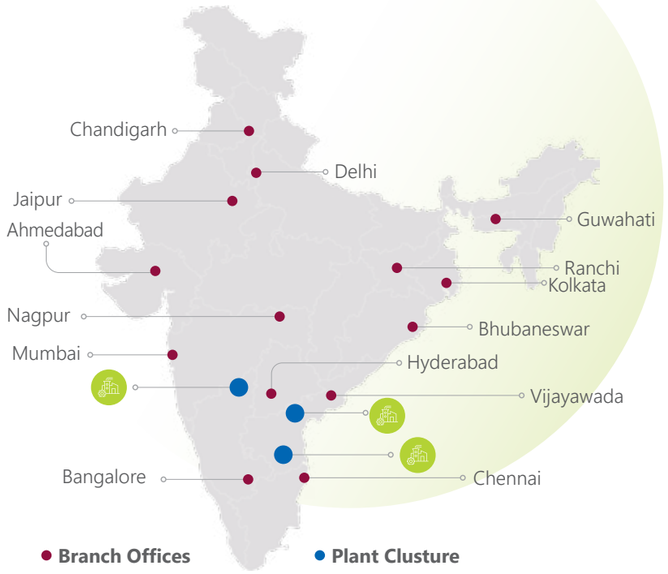
The progress made over recent years has placed us in a stronger position to do exactly that. We enter the period ahead with greater manufacturing depth, wider technology capabilities, an expanding New Energy portfolio and a clear understanding of where we intend to participate.

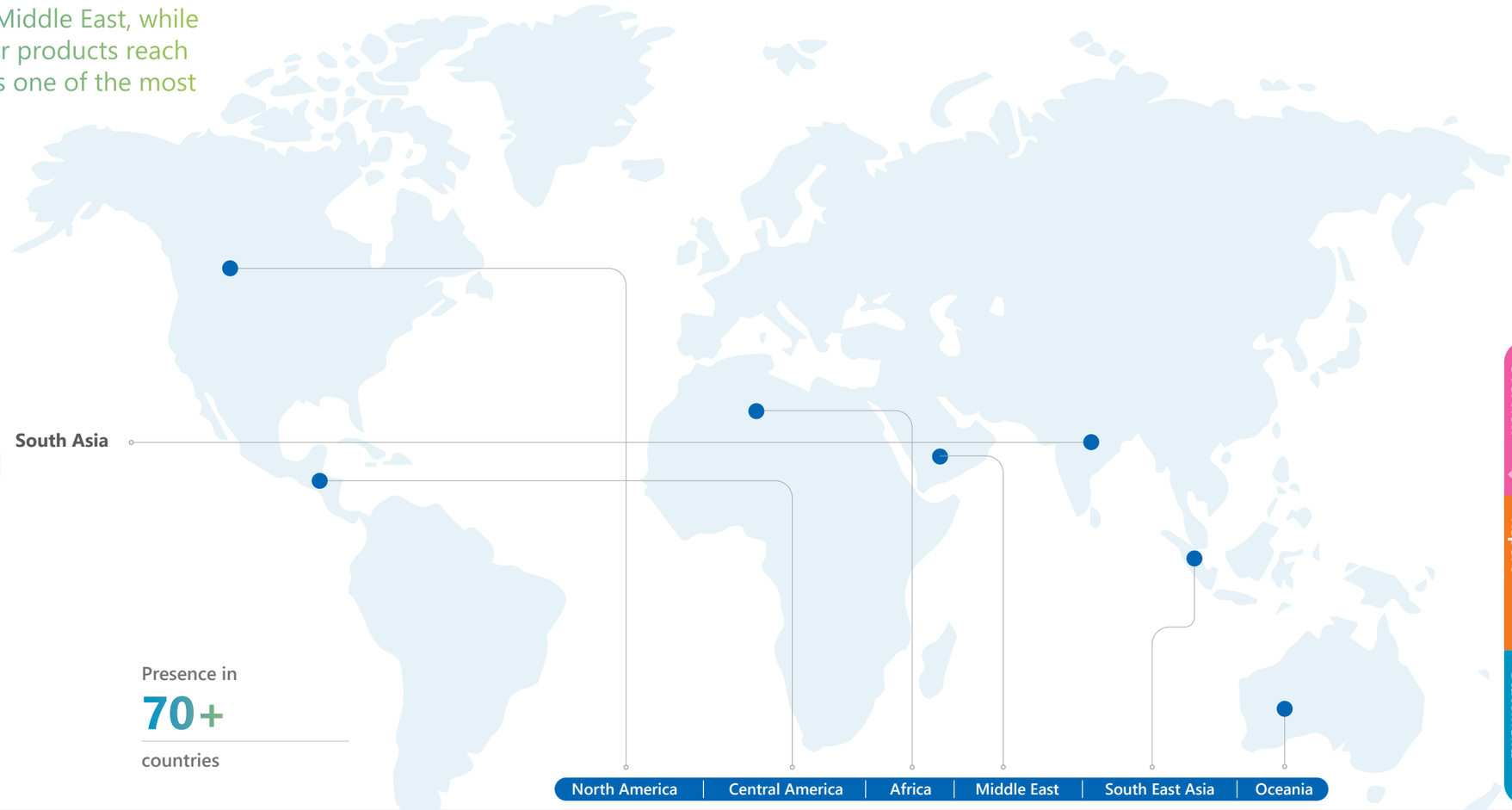
The theme of this report, 'Aligned for Ascent', reflects this stage of our evolution. It captures the growing connection between our businesses, investments and capabilities, and our readiness to pursue the opportunities emerging across energy and mobility markets.

Ascent Across Geographies

We are deepening our presence in Asia and the Middle East, while foraying into new territories in Europe. Today, our products reach consumers in over 70 countries, positioning us as one of the most preferred brands across the world.

This momentum is powered by our strong distribution backbone, trusted product performance and a growing portfolio that includes next-gen lithium battery packs and EV charging solutions. As we grow our footprint in new geographies and adjacent businesses, we remain focused on delivering value with agility, foresight and responsibility.





Presence in

70+

countries

Manufacturing Locations

ARE&M

- Karakambadi (Four manufacturing plants), Andhra Pradesh
- Amara Raja Growth Corridor (Six manufacturing plants), Andhra Pradesh

ARCS

- Cheyyar (One battery recycling plant), Tamil Nadu

ARACT

- Amara Raja Giga Corridor (One manufacturing plant), Divitipally, Telangana
- Karakambadi (One manufacturing plant), Andhra Pradesh

ARPS

- Karakambadi (One manufacturing plant), Andhra Pradesh
- Diguvamagham (one manufacturing plant) Andhra Pradesh

Our Distribution Network

01	Ahmedabad	13	Haridwar	25	Mandideep
02	Anantpur	14	Hubli	26	Nagpur
03	Aurangabad	15	Hyderabad	27	Nashik
04	Bangalore (Bengaluru)	16	Hosur	28	Patna
05	Bhiwandi	17	Indore	29	Pune
06	Bhubaneshwar	18	Jabalpur	30	Raipur
07	Chennai	19	Jaipur	31	Ranchi
08	Coimbatore	20	Jammu	32	Rudrapur
09	Delhi	21	Jamshedpur	33	Siliguri
10	Ghaziabad	22	Kochi (Cochin)	34	Varanasi
11	Gurgaon	23	Kolkata	35	Vijayawada
12	Guwahati	24	Lucknow	36	Zirakpur

Our Value Enhancement Journey

Our history mirrors shifts in mobility, energy storage and battery technologies. The business moved from industrial batteries to automotive batteries, premium brands, international markets and, more recently, new energy businesses. Each phase introduced new products, manufacturing capabilities and operating models, altering the scale and composition of the portfolio.

Timeline of Transformation

1990s | Foundation and Strategic Partnerships

1985

ARE&M incorporated; tech agreement with GNB Batteries

1995

Diversified into automotive batteries; JV with Johnson Controls

AMARON
LASTS LONG, REALLY LONG.

2000s | Brand Building and Market Entry

2000

Launch of AMARON (automotive) and Quanta (UPS) brands

2005

First supply of Automotive Batteries to international markets

2010

Launched PowerZone and a 2-wheeler battery plant

2015

Unveiled new Amaron logo; inaugurated the world's largest MVRLA battery plant in Chittoor

2020s | Future-Readiness and Diversification

2020

Set up the New Energy Business (NEB) SBU

2023-24

2025

Commissioned battery recycling plant

2026

Established the Divitipally Giga Corridor

Chairman and Managing Director's Letter

Jayadev Galla
Chairman and
Managing Director

The global energy landscape may continue to shift, but Amara Raja's readiness shaped by legacy, strengthened by innovation, and aligned with India's ascent positions us for sustained, transformative growth.

Dear Shareholders,

It fills me with a deep sense of pride that in the financial year 2025–26, our organisation has navigated one of the most complex global environments of recent times. This year demanded agility, foresight, discipline, and most of all resilience, not just from businesses worldwide, but from nations and institutions reshaping their economic and energy futures. And yet, amid these uncertainties, Amara Raja continued to perform steadily.

Volatility was the hallmark of most world economies even as geopolitical tensions, prolonged conflicts, and shifting alliances disrupted energy flows and trade routes. Elevated interest rates in major economies, stubborn inflation, and uneven demand recovery created an unpredictable global industrial landscape. Meanwhile, supply chains for critical minerals like lithium, cobalt, nickel, and rare earths remained concentrated in vulnerable geographies, sharpening the urgency for energy sovereignty. Countries accelerated clean energy deployment, but gaps in storage, grid readiness, and technology access persisted, intensifying competition for advanced chemistry cell technologies and energy storage leadership.

In sharp contrast, India emerged as one of the world's most resilient growth engines. Supported by robust domestic consumption, strong macroeconomic fundamentals, and policy stability, the country demonstrated remarkable economic momentum. Continued investments in infrastructure, industrial corridors, renewable energy capacity, and 'Make in India' initiatives strengthened India's position as a reliable global manufacturing and energy transition hub. The country's relentless push toward self reliance particularly in electronics, mobility, battery technologies, and advanced manufacturing aligned closely with the long term aspirations of the energy and mobility sector.

It is against this macroeconomic backdrop that Amara Raja's journey this year truly reflects our legacy of transformation, resilience, and forward thinking. From our inception as a challenger in the lead-acid battery space to our evolution into a diversified energy and mobility leader, Amara Raja has always risen step by step, opportunity by opportunity guided by innovation, values, and a deep commitment to nation building.

This year marked a continuation of that upward trajectory. In our core lead acid battery business, we reinforced market leadership through deeper customer engagement, product quality, and operational excellence. Even as global headwinds weighed on other markets, India's manufacturing dynamism and expanding mobility landscape helped us deliver solid performance across business lines. The Indian lead acid market remains resilient, supported by stable automotive replacement demand, robust inverter and HUPS usage, and widespread reliance on dependable power backup solutions across households, SMEs, and essential services.

At the same time, we accelerated our pivot to the new energy future, a transformative journey that will define the next era of Amara Raja. The development of our Giga Corridor, progress on our lithium ion cell manufacturing facility, and the foundation stone laying of our Battery Energy Storage Systems (BESS) assembly plant stand as milestones in this ascent. These initiatives are not merely expansions, they are strategic investments aligned with India's vision for energy security, reduced import dependence, and world class storage infrastructure.

Grid modernisation, renewable integration, and the rise of electric mobility are reshaping how nations think about energy resilience. BESS is becoming central to this transformation, and Amara Raja is positioning itself at the forefront leveraging decades of expertise in electrochemistry, manufacturing, systems integration, and customer centric engineering.

For exports - particularly markets such as the US, faced tariff related pressure, geopolitical uncertainty, and intensifying global competition, which moderated volumes and created margin headwinds. Despite this, we continued to consolidate our position through disciplined execution and strong customer engagement.

We strengthened our sustainability performance – improving our S&P Global Corporate Sustainability Assessment score, ranking #1 in India, #2 in Asia-Pacific, and #5 globally in our sector. We also achieved a CDP Climate rating of 'A-' in our maiden Water Disclosure and became a signatory to the WASH initiative. During the year, we launched the Vitality Index initiative to promote preventive healthcare and active lifestyles among employees.

Our journey has taught us that industries evolve in cycles, technologies transform landscapes, and organisations thrive when they anticipate the future rather than react to it. As global corporations recalibrated supply chains, India became a preferred destination for scalable, reliable, innovation-led manufacturing. Similarly, Amara Raja's own evolution this year reflects a company preparing not just to participate in India's growth story, but to shape it.

As we enter the next phase of our journey, we do so with optimism, clarity, and conviction. The global energy landscape may continue to shift, but Amara Raja's readiness shaped by legacy, strengthened by innovation, and aligned with India's ascent positions us for sustained, transformative growth.

Together, we will continue to rise - purposefully, responsibly, and boldly - toward a future where Amara Raja plays an even more integral role in powering India's energy and mobility ambitions.

To our shareholders, I extend my deepest appreciation for your continued trust and support during this exciting period of transformation. To our customers, we are grateful for choosing Amara Raja as your partner in energy solutions. I extend my appreciation to our employees whose dedication, innovation and unwavering commitment to excellence drives us forward. I also thank our partners, suppliers, and insurers for supporting us as we work together to build a stronger and more sustainable future.

The road ahead presents equal measures of opportunity and challenge. Thank you for your continued support and confidence in Amara Raja Energy and Mobility.

Warm regards,

Jayadev Galla
Chairman and Managing Director
Amara Raja Energy & Mobility Limited

Message from Executive Director - Automotive and Industrial Business

Harshavardhana Gourineni

Executive Director
Automotive and Industrial

Together with our partners, customers, and stakeholders, we are confident of building a stronger, more resilient, and technology-driven future.

Dear Shareholders,

FY 2025-26 has been a year of resilient growth, disciplined execution and strategic transformation for Amara Raja Energy & Mobility Limited. Amid global uncertainties, supply chain disruptions and cost pressures, we continued to strengthen our market leadership while building a future-ready, technology driven enterprise.

The Indian lead-acid battery market, valued at approximately USD 5 billion continues to be a stable and reliable engine for the broader energy ecosystem. Our core automotive and industrial businesses delivered robust performance during the year, supported by strong demand across OEM and replacement segments. We achieved 12% revenue growth, reflecting sustained momentum across key product categories in domestic market.

Our lubricants business in domestic market emerged as a high-growth vertical, delivering more that 30% revenue growth, reinforcing our strategy of building complementary adjacencies. We continued to strengthen our technology-led portfolio through the launch of advanced products, including AGM (Absorbent Glass Mat) and EFB (Enhanced Flooded Batteries) batteries, new-generation home UPS systems, tubular batteries, and solar solutions. These initiatives position us strongly to address evolving mobility and energy storage requirements.

Our OEM business further deepened its partnerships with leading automotive manufacturers, earning multiple quality, delivery, and sustainability awards from marquee customers. These recognitions underscore our commitment to operational excellence and customer trust.

From an industrial business perspective, we reinforced our leadership across key segments. We maintained leadership position in telecom segment, while powering over 50,000 telecom towers with lithium-ion solutions, building a cumulative 1 GWh installation base over the last two years. We also strengthened our presence in UPS, manufacturing, and data centre segments, gaining market share in a rapidly transitioning C&I landscape, while expanding into high-growth areas such as renewable energy, BESS, and motive applications.

Operational excellence remained at the core of our strategy. Over 100 Quality Circle teams achieved national and international recognition, reflecting deep employee engagement and a strong culture of continuous improvement. Our manufacturing network expanded with new OEM programs and international business wins, alongside large-scale export execution and process innovations.

We also made significant progress in global expansion. Our international business extended its footprint to 70+ countries, while retaining leadership positions across key markets in the Middle East and Asia. Strategic initiatives such as the establishment of a regional headquarters in Dubai, entry into new geographies, and key global partnerships further strengthened our global competitiveness. A major area of focus during the year was supply chain transformation and resilience. Through focused initiatives across procurement, logistics, and distribution, we delivered substantial value creation:

- Delivered strong procurement efficiencies through sourcing, localization, and supplier consolidation.
- Enhanced supply resilience by localizing critical materials and simplifying the supplier base.
- Improved logistics efficiency through freight optimisation and reduced transit losses.

Our circular economy initiatives also gained scale, with 1.49 Lakh metric tonnes of scrap collected through our battery waste management ecosystem, reinforcing our commitment to sustainability and responsible resource management.

Digital transformation continued to be a key enabler across the enterprise. We accelerated the deployment of Industry 4.0 technologies, including IoT-enabled systems, real-time analytics, AI-driven dashboards, and vision-based quality systems, significantly improving productivity, quality, and decision making.

Enterprise-wide digital platforms such as Dealer Management Systems, procurement digitization through ARIBA, and advanced analytics have enhanced visibility, governance, and operational efficiency.

Our 'Factory of the Future' initiatives and capacity expansion programs have further strengthened our manufacturing competitiveness. Capacity enhancements under the Amara Raja Operating Systems (AROS) initiative have further strengthened our ability to scale, with installed capacity reaching 25 million four-wheeler and 45 million two-wheeler units.

Sustainability remains central to our strategy. During FY 2025-26, we maintained Zero Liquid Discharge across all manufacturing facilities, sustained 12X Water Positivity, signed the WASH Pledge, recycled over 99% of waste generated, and increased recycled lead and lead alloy usage to 88.27% of total input materials. Our 67 MW captive renewable energy capacity helped avoid approximately 73,831 tonnes of CO_2 emissions, advancing our decarbonisation roadmap.

Safety and employee well-being remained non-negotiable, with zero fatalities across operations and continued strengthening of our safety culture through focused governance, leadership commitment, capability building, and critical risk management. Beyond the workplace, we trained over 8,500 employees in defensive driving to promote road safety.

We assessed 87% of our supplier base by purchase value on sustainability parameters, fostering alignment with the Sustainable Development Goals (SDGs). We also launched the Vitality Index (VI) Programme, achieving 98.8% coverage of annual medical examinations for employees.

Looking ahead, we remain committed to deeper sustainability integration through increased renewable energy adoption, value chain decarbonisation, Life Cycle Assessments (LCA), implementation of a Biodiversity Management Plan, and greater digitalization to enhance occupational health and safety performance.

With a strong domestic foundation, an expanding international presence, a future-ready manufacturing ecosystem, and an unwavering focus on sustainability, Amara Raja is well positioned to navigate challenges and capitalise on emerging opportunities in the evolving energy and mobility landscape.

Together with our partners, customers, and stakeholders, we are confident of building a stronger, more resilient, and technology-driven future.

Thank you for your continued trust and support.

Warm regards,

Harshavardhana Gourineni

Executive Director
Automotive and Industrial

Message from Executive Director - New Energy Business

Vikramaditya Gourineni

Executive Director
New Energy Business

Our investments across research, testing, manufacturing, battery management systems, pack integration, and system engineering are intended to ensure that we remain agile as technology pathways continue to evolve.

Dear Shareholders,

Over the last several years, we have consistently articulated our ambition of transforming Amara Raja into a diversified Energy & Mobility enterprise. The past year marks an important shift in that journey — from strategy, communication, and capability building to operational execution.

Across our New Energy business, multiple foundational projects are now moving from development into production and commercialisation. We have been operating battery pack assembly facilities across a range of low-voltage applications and continue to expand both capability and customer engagement. This has culminated in cumulative lithium battery pack installations exceeding 1 GWh in the telecom sector alone.

Consistent with our long-term roadmap, the current year will see the commissioning of e⁺ Energy Labs, our advanced research and engineering centre, alongside the Customer Qualification Plant (CQP), formally marking our entry into domestic lithium-ion cell manufacturing. We are set to begin shipping commercial samples to our customers over the next couple of months. In parallel, we are accelerating the development of our Battery Energy Storage System (BESS) integration facility, with start of production targeted later this year at a capacity of 10 GWh. Our first gigafactory also remains on track to commence production next year.

The vision of the Amara Raja Giga Corridor is now steadily taking shape as envisaged — an integrated ecosystem spanning advanced research, a committed cell manufacturing footprint of 16 GWh, pack assembly, battery management systems, and complex energy and mobility solutions integration.

What we once referred to as "New Energy" is no longer confined to emerging applications alone. While electric mobility and grid-scale energy storage remain major long term growth drivers, advanced battery chemistries are increasingly finding relevance across conventional applications such as telecom infrastructure, UPS systems, industrial power reliability, and over time, potentially even selective automotive SLI applications. This transition reinforces our belief that the future of energy storage will not be defined by a single chemistry or application, but by the ability to intelligently deploy appropriate technologies across diverse use cases.

At Amara Raja, we are therefore taking an open and application-led approach to chemistry development and integration. This is not a passive strategy. Our investments across research, testing, manufacturing, battery management systems, pack integration, and system engineering are intended to ensure that we remain agile as technology pathways continue to evolve. We are building a deep capability platform that ensures our core automotive and industrial businesses remain future-ready, while simultaneously securing early leadership positions in next-generation applications. Even amidst continuing geopolitical uncertainty and global market volatility, we remain focused on disciplined execution and long-term capability creation.

This flexibility is especially important in the current global environment. Geopolitical disruptions, supply chain realignments, and energy market volatility continue to reshape investment priorities worldwide. While the Energy Transition remains a powerful long-term structural trend, recent disruptions have elevated Energy Security into an immediate national priority for many countries. Nations are increasingly prioritising the resilience, localisation, and strategic security of their energy ecosystems.

In this environment, Battery Energy Storage Systems have emerged as a particularly strategic segment, enabling more effective utilisation of renewable energy, improving grid reliability, strengthening industrial resilience, and supporting broader resource sovereignty objectives. We see this as a defining opportunity. While electric mobility will continue to be a major long-term demand driver for advanced cells, the rapid acceleration of energy storage deployments globally is reshaping the near-term trajectory of the sector.

We believe we are operating at the critical intersection of Energy Transition and Energy Security — two themes that are increasingly reinforcing one another. This convergence creates a significant opportunity for integrated energy companies capable of delivering reliable, scalable, and locally anchored solutions that help reduce our dependence on foreign energy resources.

Our strategy therefore continues to focus on building such an integrated platform. We are investing across the value chain — from cell development and manufacturing to packs, battery management systems, energy storage integration, and recycling – while simultaneously strengthening partnerships, localisation efforts, and supply chain resilience. Even amidst continuing geopolitical uncertainty and global market volatility, we remain focused on disciplined execution and long-term capability creation.

The progress achieved over the last year would not have been possible without the continued support of our employees, customers, partners, policy makers, shareholders, and broader stakeholders.

Together, we are building not only a stronger Amara Raja, but also contributing towards a more resilient, energy-secure, and self-reliant future for India.

Warm regards,

Vikramaditya Gourineni

Executive Director
New Energy Business

Our Leadership Team

Jayadev Galla*
Chairman, Managing Director & CEO

Harshavardhana Gourineni*
Executive Director- Automotive and Industrial

Vikramadithya Gourineni*
Executive Director - New Energy Business

Chandrasekar Radhakrishnan*
Chief Business Officer -Automotive

Divakar S*
Chief Business Officer -International

Venkata Krishna M.M*
Chief Business Officer -Industrial

Kishore Hirani
Chief Digital & IT Officer

Narayan Choudhary*
Chief Operations Officer

Prashant Tiwari
Chief Sustainability Officer

Daiva Prakash G
ARPS-Business Head

Dwarakanadha Reddy B*
ARACT-Business Head

P Muralimohan Reddy
ARCS-Business Head

Shilpa Kabra Maheshwari
Chief People Officer

Vikas Sabharwal*
Company Secretary & General Counsel

Y Delli Babu*
Chief Financial Officer

* 'Senior Management Personnel' as per Company's Nomination and Remuneration Policy.

MANAGEMENT DISCUSSION AND ANALYSIS

The Management Discussion and Analysis of Amara Raja Energy & Mobility Limited has been prepared in compliance with Regulation 34(2)(e) read with Schedule V (Part B) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. This section presents an overview of the Company's business performance, industry developments and outlook.

Global Economy Overview[1]

The global economy maintained stable growth momentum during CY 2025, with global GDP growth estimated at approximately 3.4%, broadly in line with the previous year despite rising geopolitical tensions, evolving trade policies and persistent macroeconomic uncertainty. Emerging market and developing economies continued to outperform with growth of 4.4%, reinforcing their role as key contributors to global economic expansion, while advanced economies registered relatively moderate growth of 1.9%. Global inflation remained broadly stable at 4.1%, although inflationary trends continued to vary across regions amid higher energy prices, commodity market volatility and differentiated monetary policy responses. Financial markets also witnessed fluctuations in bond yields, currencies and equity markets reflecting shifting investor sentiment and evolving macroeconomic conditions globally.

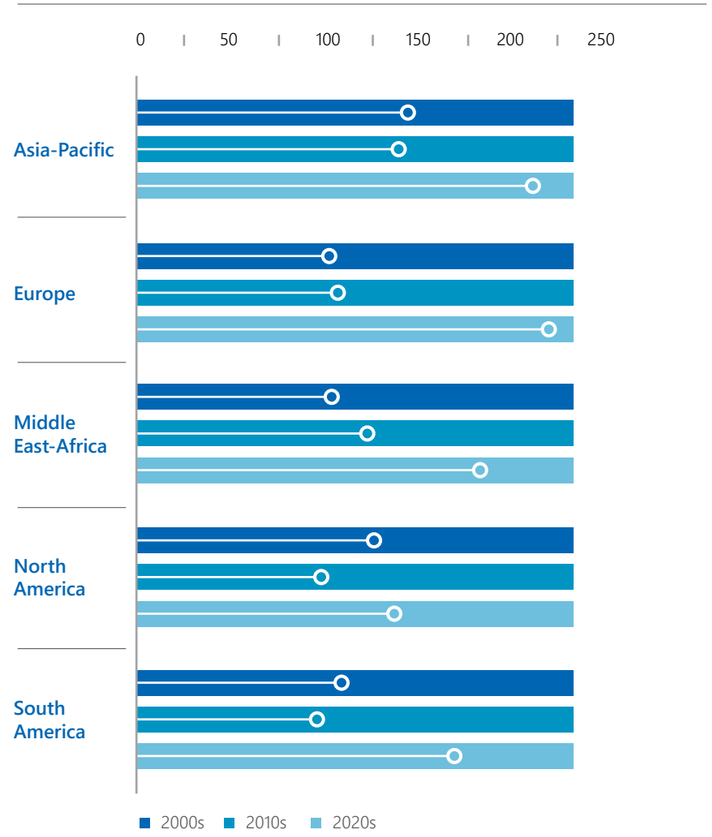
Global industrial activity remained mixed during the year as manufacturing output in several regions faced pressure from elevated input costs, cautious consumer spending and higher financing costs. However, sectors linked to electrification, renewable energy integration, mobility solutions, electronics, telecom infrastructure, AI-led digital infrastructure and industrial automation continued to witness healthy investment momentum globally. Rising investments in energy storage solutions, advanced battery technologies and clean mobility ecosystems continued to support industrial demand, while increasing focus on localisation, resilient supply chains and diversification of global manufacturing bases remained key structural trends shaping industrial growth. At the same time, volatility in crude oil, metals, rare earths and critical mineral supply chains continued to influence procurement strategies and industrial cost structures across sectors.

Key Trends

- Rising investments in electrification, renewable energy integration, energy storage systems, mobility solutions and AI-led infrastructure accelerated demand for advanced industrial and battery technologies globally.
- Increasing policy focus on localisation, clean mobility, energy security and diversification of manufacturing ecosystems continued to reshape global supply chains and industrial investments.
- Elevated geopolitical tensions, disruptions across critical energy supply routes and volatility in crude oil, metals and rare earth supply chains continued to impact global trade flows, logistics costs and industrial procurement strategies

Figure 1.1. Regional Geopolitical Risk

(Index, 1990s = 100)



Sources: World Economic Outlook by IMF, April 2026

Note: This figure presents the country-specific geopolitical risk index of Caldara and Iacoviello (2026), a news-based measure of adverse geopolitical events that covers 10 major newspapers in Canada, the United Kingdom, and the United States. The country-level data were downloaded from https://www.matteoiacoviello.com/gpr.htm and averaged at the regional and decadal levels and normalized to 100 for the 1990s.

[1]https://www.imf.org/en/publications/weo/issues/2026/04/14/world-economic-outlook-april-2026

REGIONAL HIGHLIGHTS[2]

North America

North America continued to demonstrate relative economic resilience during the year. The US economy grew by 2.1% in CY 2025, and is projected to grow by 2.3% in CY 2026 before moderating to 2.1% in CY 2027. Inflation in the United States remained elevated, with core personal consumption expenditure inflation at 3.1%. Technology-led investments, resilient consumer spending and improving business activity supported growth despite higher interest rates and policy uncertainties.

Central America

Central America witnessed moderate economic activity amid elevated global uncertainty, tighter financial conditions and ongoing geopolitical disruptions impacting global trade and commodity markets. The region remained supported by resilient domestic consumption, tourism recovery and remittance inflows, while inflationary pressures and external vulnerabilities continued to pose challenges for import-dependent economies

Europe

Economic activity across Europe remained moderate amid energy-related challenges, inflationary pressures and geopolitical uncertainties. The euro area is expected to witness gradual economic recovery supported by fiscal spending, easing inflation and improving industrial demand. Government-led investments, particularly in infrastructure, energy transition and manufacturing, continued to support economic activity across key European economies.

Middle East & Africa

The Middle East & Africa region witnessed elevated macroeconomic volatility due to geopolitical tensions, energy market disruptions and inflationary pressures. The ongoing conflict and supply-side disruptions intensified financial vulnerabilities across commodity-importing economies, while higher energy prices and tighter financial conditions continued to impact regional economic activity and trade flows.

Southeast Asia

Southeast Asian economies continued to benefit from supply chain diversification and strong technology-related exports. The region witnessed steady investments in semiconductors, electronics, digital infrastructure and advanced manufacturing, supported by increasing global demand for AI and technology-driven products. China's merchandise trade surplus remained at record levels during 2025, reflecting the continued strength of regional manufacturing and export activity.

Oceania

Oceania maintained relatively stable economic momentum supported by commodity-linked exports, improving investment activity and resilient regional trade flows. However, the region continued to face risks from slowing global demand, trade policy uncertainty and volatile commodity markets amid rising geopolitical tensions and evolving global economic conditions.

OUTLOOK

The global economy is projected to grow by around 3.1% in CY 2026, while global inflation is expected to remain elevated at 4.4% reflecting the impact of higher energy prices, tighter financial conditions and continued geopolitical fragmentation. Global trade growth is expected to moderate compared to elevated levels witnessed in the previous year due to tariffs, supply chain adjustments and evolving production realignments. However, gradual improvements in trade linkages, resilient services trade and continued investments across technology, infrastructure, renewable energy and digital ecosystems are expected to support economic activity and capital flows across global markets.

Over the medium term, global growth is projected at 3.2% in CY 2027, indicating moderate but resilient economic expansion supported by easing supply chain disruptions and gradual normalisation in inflationary pressures. Industrial sectors linked to electrification, renewable energy, mobility solutions, digital infrastructure and advanced manufacturing are expected to witness sustained long-term growth momentum driven by increasing investments in energy transition, localisation initiatives and technology-led industrial expansion. At the same time, geopolitical uncertainties, elevated interest rates, trade policy changes and disruptions across strategic trade routes such as the Strait of Hormuz are expected to remain key factors influencing global business sentiment, commodity prices and industrial activity.

[2]https://www.imf.org/en/publications/weo/issues/2026/04/14/world-economic-outlook-april-2026

Indian Economy

India continued to demonstrate strong economic resilience during FY 2025-26, reinforcing its position as one of the fastest-growing major economies despite geopolitical tensions, volatile commodity prices and global trade uncertainties. Real GDP growth was estimated at 7.7%, compared to 7.1% in the previous fiscal, supported by broad-based domestic demand, rising infrastructure investments and improving industrial activity.[3] Private consumption continued to support domestic economic activity, while gross fixed capital formation reflected sustained investment momentum across public and private sectors. Manufacturing activity remained resilient during the year, supported by Production-Linked Incentive (PLI) schemes, localisation initiatives and improving capacity utilisation levels, while PMI manufacturing trends indicated continued expansion in industrial activity despite some moderation in new order inflows during the latter half of the year.

Macroeconomic stability remained favourable during the year, supported by fiscal discipline and healthy financial system liquidity. CPI inflation moderated to 3.48% under the revised 2024, base year, allowing the Reserve Bank of India (RBI) to maintain a supportive monetary policy stance that aided investment activity and credit growth.[4]

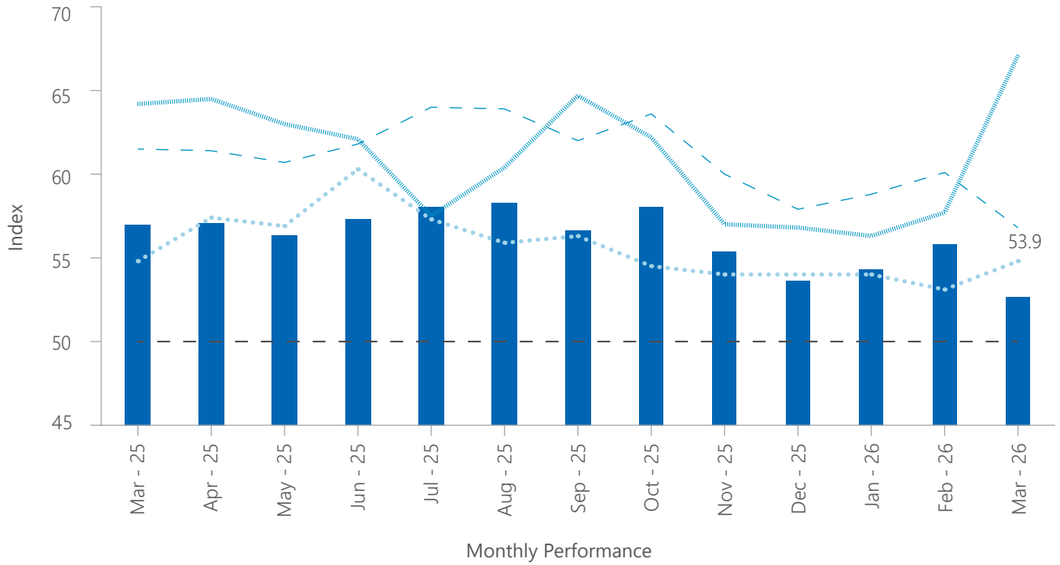
Strong GST collections, improving credit growth and continued government capital expenditure supported economic activity across infrastructure, manufacturing and services sectors. Simultaneously, India strengthened its strategic positioning within global value chains through expanding trade partnerships, supply-chain diversification and rising investments across renewable energy, electric mobility, Battery Energy Storage Systems (BESS) and advanced cell manufacturing. These developments continued to accelerate the country's transition towards a more technology-driven, energy-efficient and manufacturing-oriented economy.

KEY TRENDS

- Accelerating adoption of electric mobility and renewable energy continued to reshape the automotive and energy landscape, supported by policy incentives, localisation initiatives and rising demand for cleaner energy solutions.
- The transition towards Firm and Dispatchable Renewable Energy (FDRE) gained momentum, reflecting a structural shift from standalone renewable projects towards storage-linked power solutions aimed at ensuring round-the-clock energy reliability and improving power infrastructure resilience.
- Government-led infrastructure investments, combined with initiatives such as PM Gati Shakti and industrial corridor development, continued to improve logistics efficiency, reduce supply-chain bottlenecks and enhance India's competitiveness as a global manufacturing destination.
- Production-linked incentive (PLI) schemes and localisation programmes accelerated domestic manufacturing capabilities across advanced chemistry cells, electronics, automotive components and clean energy technologies, reducing import dependence and strengthening supply-chain resilience.
- Expanding trade partnerships, including progress in agreements with the EU, EFTA and other global economies, supported export diversification, technology transfer and deeper integration into global value chains, although geopolitical tensions and commodity price volatility continued to influence business sentiment and input costs.

[3]https://www.pib.gov.in/PressReleasePage.aspx?PRID=2269286&reg=48&lang=2
[4]https://www.pib.gov.in/PressReleasePage.aspx?PRID=2260251&reg=3&lang=1

PMI Manufacturing Index



Note: PMI>50: Expansion, PMI< 50: Contraction.

PMI manufacturing · New export orders · Future output
New orders · No change

OUTLOOK

India's economic outlook remains structurally strong, supported by sustained infrastructure investments, resilient domestic consumption, improving manufacturing competitiveness and continued policy focus on industrial expansion and energy transition. Real GDP growth for FY 2026-27 is projected at 6.6%[5], reflecting continued momentum in investment activity and private sector participation. The anticipated revival in the private investment cycle, supported by healthier corporate balance sheets, improving credit availability and stable interest rate conditions, is expected to further strengthen industrial and manufacturing growth. Simultaneously, continued progress in renewable energy deployment, electric mobility adoption and energy storage infrastructure is expected to create long-term growth opportunities across industrial and technology-led sectors.

India is also expected to benefit from ongoing global supply-chain diversification and increasing integration into international manufacturing networks, particularly across high-technology, electronics and clean energy ecosystems. Government support through Viability Gap Funding (VGF), PLI schemes, infrastructure modernisation and trade agreements is expected to accelerate investments in advanced manufacturing and storage technologies. However, the near-term outlook remains exposed to risks arising from geopolitical conflicts, crude oil price volatility, evolving global trade regulations and supply-chain disruptions. Nevertheless, stable inflation trends, improving fiscal consolidation, strong banking sector fundamentals and sustained policy reforms are expected to support long-term economic resilience and industrial competitiveness.

Indian GDP Growth Trend

	FY 2024-25	FY 2025-26	FY 2026-27(P)
Real GDP Growth (%)	7.1	7.7	6.6*

*Projected

Source: MOSPI,RBI*

[5]Press Releases - Reserve Bank of India

Automotive Battery Business

Automotive markets are witnessing higher electrical complexity, rising onboard power requirements and increasing adoption of start-stop systems across vehicle platforms. At the same time, the large installed base of internal combustion engine vehicles continues to sustain replacement demand across mobility applications. Demand for dependable power-backup solutions is also rising across households and small businesses.

In this environment, our Automotive Battery Business recorded broad-based progress across domestic and international markets, with growth in replacement demand, wider participation in advanced battery applications, deeper OEM relationships and expansion across international markets. The business caters to passenger vehicles, commercial vehicles, two and three wheelers, farm equipment, e-rickshaws and Home UPS applications through a broad product portfolio spanning mobility and energy-storage requirements.

OUR DIFFERENTIATORS

1. Broad Presence Across OEM and Replacement Markets
2. Extensive Distribution and Service Network
3. Advanced Battery Portfolio (EFB & AGM)
4. Presence Across 70+ International Markets

PRODUCT PORTFOLIO

Automotive

Two & Three Wheelers

Passenger Vehicles

Commercial Vehicles

Farm Equipment & E-Rickshaws

Home Energy

Home UPS

Tubular Batteries

Solar Applications

Allied Business

Lubricants

DOMESTIC BUSINESS

Our domestic business recorded healthy performance across aftermarket and OEM segments. Replacement demand remained favourable across vehicle categories, while Home UPS and tubular battery applications also recorded good demand, particularly across semi-urban and rural markets where uninterrupted power availability is becoming increasingly important.

OEM business growth remained ahead of industry trends with additions across advanced battery applications linked to start-stop systems, auxiliary power requirements and increasing electrical complexity within vehicles. Investments across digital operating systems and channel-management infrastructure brought greater coordination across the aftermarket network.

Replacement Market

Our aftermarket business recorded healthy growth across both four-wheeler and two-wheeler categories, aided by strong brand preference and extensive channel reach across urban as well as rural markets. Retail availability and distribution depth remained important differentiators across customer segments. Replacement demand remained healthy across passenger and commercial vehicle categories as the installed vehicle base expanded further. Our presence across urban retail networks, semi-urban distribution channels and rural trade ecosystems improved market access and product availability across customer touchpoints.

Demand across tubular battery and Home UPS categories also remained favourable, particularly across semi-urban and rural regions where uninterrupted power availability is becoming increasingly important for households and small businesses. Rising electricity consumption and lower tolerance for power interruptions are gradually shifting customer preference toward higher-efficiency systems with longer operating life.

The portfolio expanded with:

- **introduction** of Amaron range for solar applications,
- **launch** of a new Home UPS system with improved efficiency and additional customer-oriented features,
- **premium range** of tubular batteries designed for evolving backup energy requirements.

These additions widened participation across adjacent energy-storage applications while improving category coverage within residential and backup power segments. Our lubricants portfolio also recorded good growth through the existing distribution network and wider retail visibility across channel touchpoints. Shared retail presence across batteries and lubricants also increased product visibility across outlets.

OEM Business

Industry growth across OEM categories remained moderate, with passenger vehicle volumes growing by approximately 7.9% and two-wheeler volumes by 10.7% during the year. Against this backdrop, our OEM business delivered significantly higher growth across both segments while securing meaningful market share gains across key customer programmes.

Vehicle architecture across passenger mobility is becoming increasingly electronics-intensive. Connected infotainment systems, advanced driver assistance systems and higher onboard computing requirements are increasing demand for battery systems capable of handling greater cycling requirements and stable low-voltage performance.

Growing penetration of start-stop systems is also accelerating migration toward advanced battery formats such as EFB and AGM, particularly across premium passenger vehicle categories. The programme additions secured across advanced battery applications reflect increasing OEM preference for battery systems capable of supporting higher electrical complexity and auxiliary power requirements. Recognition from several leading OEMs for product quality, service responsiveness and supply performance also reflected the consistency of execution across customer programmes.

Demand Environment

Several structural factors continue to support long-term demand across automotive and energy-storage applications. Growing middle-class income levels, increasing mobility aspirations and higher vehicle adoption among younger consumers are contributing to sustained demand across vehicle categories. Vehicle ownership patterns across smaller towns and developing urban clusters are also broadening the replacement market over time.

Government-led initiatives such as Make in India, GST reforms and the Automotive Mission Plan continue to support localisation, vehicle manufacturing and broader activity within the automotive sector. Demand for uninterrupted power solutions remains favourable across semi-urban and rural markets as household prosperity rises and tolerance for power interruptions reduces. Increasing residential electricity usage and work-from-home arrangements are also contributing to demand across urban centres and large cities.

Digital Infrastructure and Channel Systems

The Amaron Konnect platform underwent further enhancement to improve customer interaction and overall user experience across the network. CRM Phase II integrated field sales and service activities onto a unified operating platform, bringing closer coordination across customer engagement, retail execution and service management.

All Amaron franchisees migrated to a Salesforce-based Dealer Management System (DMS), bringing greater visibility across sales operations, inventory coordination, field execution and distribution processes. The combination of Konnect, CRM and DMS is gradually creating a more integrated operating structure across the aftermarket network while improving coordination across customer engagement.

INTERNATIONAL BUSINESS

Our International Automotive Business recorded meaningful progress, with Amaron, PowerZone and ELITO reaching customers across more than 70 countries spanning Asia Pacific, the Middle East, Africa, Europe and the Americas. Wider distributor coverage, entry into new markets, establishment of a local entity in the United States and expansion of the EFB and AGM portfolio marked important developments across the business. As start-stop systems become more prevalent and electrical complexity within vehicles continues to increase, demand for advanced low-voltage battery technologies is rising across several global markets. Our growing international presence is also a reflection of the increasing acceptance of Indian-manufactured products across automotive replacement channels worldwide.

Global Automotive Landscape

The global automotive industry continues to evolve at different speeds across regions. Electrification remains a long-term trend, although adoption patterns continue to vary depending on policy frameworks, infrastructure readiness and consumer affordability. Throughout this transition, the 12V lead-acid battery segment has retained its relevance across global vehicle populations.

A notable development across Europe, the Middle East and the Americas has been the growing penetration of start-stop technology. This trend is resulting in higher demand for advanced battery formats such as EFB and AGM. At the same time, advanced driver assistance systems, connected infotainment platforms and increasing onboard electrical loads are raising performance expectations from 12V battery systems.

In the United States, a growing population of start-stop vehicles is entering the replacement cycle. Across Europe, stringent emission regulations and an ageing vehicle parc continue to support replacement demand. In APAC and MEA markets, vehicle parc expansion, rising consumer aspirations and growth in organised retail channels are widening the addressable market across passenger and commercial vehicle categories.

Geographic Expansion

Expansion across Asia Pacific, MEA, Europe and the United States included new distributor partnerships as well as deeper engagement with existing channel partners.

Europe

Operations expanded into the Netherlands, Greece, Italy, Poland and Albania. These additions brought new distributor relationships and introduced our portfolio to markets with established automotive replacement demand and evolving mobility requirements.

Americas

Our presence in the Americas will advanced after establishment of a local business entity in the United States. Following initial market access through direct exports, the business will move towards an in-market operating model.

This step provides a foundation for closer distributor relationships and broader participation across aftermarket and fleet segments in one of the world's largest automotive replacement markets.

Africa

Amaron expanded its presence in Morocco with the launch of an Amaron Pitstop. Operations also commenced in South Africa through the appointment of a distributor partner, adding another important automotive market to our international network.

Middle East

The Middle East recorded several notable developments, including the launch of an Amaron Pitstop in Doha, Qatar, inauguration of our first international office in Dubai and deployment of more than 40 Amaron Service Hubs across service stations in Jeddah, Saudi Arabia.

The Dubai office serves as a regional base for partner engagement, training programmes and logistics coordination. The Service Hub network in Saudi Arabia has simplified battery replacement and warranty processes while bringing products closer to customers.

Distributor Alliances and Inorganic Growth

Alongside organic expansion, we pursued a structured approach to growth through long-term distributor alliances. Our focus remains on partnerships with distributors that bring established market reach, customer relationships and operating infrastructure. These arrangements are structured around defined territories and long-term collaboration, including joint investment in brand development activities.

Such partnerships provide access to local market knowledge, established trade networks and route-to-market channels while accelerating market entry across new geographies.

Product Portfolio Expansion

The international portfolio expanded through the addition of EFB and AGM battery ranges designed for start-stop applications and higher electrical load requirements. The EFB range addresses entry-level start-stop systems, while AGM batteries cater to vehicles with higher cycling and power requirements. The portfolio serves a broad range of vehicle applications across Asia Pacific, Europe, the Middle East and the Americas.

Commercial batteries remain an important part of the international portfolio. The offering was broadened across truck and bus applications as fleet activity increases across APAC, MEA and Europe. The portfolio also expanded across Marine, Auxiliary and Lawn & Garden segments, extending our reach across a wider range of applications and customer categories.

Our international lubricants business commenced with the launch of Amaron Hi-Life Lubes in Kuwait. The launch generated strong pre-order demand and provided an encouraging start to the category. Expansion activities are underway across Oman, Qatar and other GCC countries, as we extend our presence beyond batteries into adjacent mobility categories.

Brand Visibility and Customer Engagement

Market development activities remained an important part of our international growth efforts. Key initiatives included:

- Dealer Meet in Dubai involving more than 180 stakeholders and marking 15 years of partnership
- Launch of the Centre of Learning & Excellence (CLE) in Dubai
- Mechanic engagement programme in Bahrain
- Dealer training programmes in Malaysia
- Participation at the Sydney 4x4 Outdoor Show through the Hi Ranger series
- Next-generation product launch activities in Malaysia
- Sales Blitz campaigns and dealer programmes in Thailand

The Centre of Learning & Excellence was established to provide technical training for dealers, technicians and students. Activities in Thailand included retailer interactions, outdoor advertising and television placements across major channels.

Amaron was recognised as 'Oman's Most Trusted Battery Brand for 2024, and 2025'. The award was presented in Muscat in January 2026 and reflects the brand's position in one of the region's key automotive markets.

Brand Protection

Trademark registrations for Amaron have been secured across more than 40 countries. Registrations for PowerZone and ELITO are also progressing across international markets.

Risk Architecture

Input Cost Volatility

Risk Direction → **Increasing**

Business Context	Potential Impact Areas	Mitigation Measures
Lead & Alloys and energy prices remain exposed to global commodity and supply-side movements. Volatility across input costs may affect procurement economics and operating margins.	Margin profile, pricing flexibility and cost competitiveness	• Higher recycled lead utilisation • Broader sourcing arrangements

Technology Transition Risk

Risk Direction → **Moderate**

Business Context	Potential Impact Areas	Mitigation Measures
Vehicle electrical architecture is evolving steadily with increasing penetration of start-stop systems, higher onboard electronic loads and gradual growth in electric mobility. These shifts may alter battery demand mix across applications and vehicle categories over time.	Product relevance, technology investments and platform participation.	• Expansion across EFB and AGM product ranges • Product development aligned with evolving vehicle platforms • Continuous assessment of OEM technology pathways

Channel Execution Risk

Risk Direction → **Moderate**

Business Context	Potential Impact Areas	Mitigation Measures
The scale of our retail and franchise network requires consistent execution across product availability, service quality and customer responsiveness. Any gaps across channel coordination may affect customer experience and retail operations.	Customer experience, inventory coordination and service responsiveness.	• CRM integration across sales and service operations • Salesforce-based Dealer Management System rollout • Digital tools across channel-management processes

Industrial Battery Business

The Industrial Battery Business caters to a wide range of energy storage requirements across telecom infrastructure, data centres, manufacturing facilities, transport infrastructure, renewable energy systems and industrial mobility applications. Through brands including PowerStack®, Amaron Quanta®, Amaron Volt® and Amaron Brute®, we address telecom infrastructure, UPS applications, railways, renewable energy systems, motive power requirements and industrial energy storage applications.

OUR DIFFERENTIATORS

1. Leadership Across Industrial Energy Storage Applications
2. Dual Technology Portfolio (Lead-acid & Lithium)
3. Deep Customer and OEM Relationships
4. Deployment, Service and Maintenance Capabilities

Amaron Quanta

Power Stack

Amaron Volt

Amaron Brute

Amaron Sleek

The financial year 2025-26 witnessed increasing transition across industrial energy storage applications, particularly within telecom infrastructure and data centre ecosystems, where lithium-ion adoption continued gaining momentum. Against this evolving market landscape, the business retained leadership across core lead-acid applications while expanding participation across lithium-based deployments across applications like telecom infrastructure, UPS systems, renewable energy storage and motive power.

The year also marked large-scale telecom lithium deployments, improved penetration across manufacturing-linked UPS demand, recovery in select data centre accounts, expansion across export geographies and wider participation across renewable energy, BESS and industrial mobility applications.

TELECOM

The telecom energy storage market moved deeper into lithium-ion adoption during the reported financial year, with nearly 70% of annual deployments, including both new site installations and replacement demand. Network modernisation, 5G rollout, tower densification and incremental 4G expansion across semi-urban and rural markets accelerated this transition, while lower total cost of ownership and ESG-linked operating priorities further improved lithium adoption across telecom infrastructure.

The resulting chemistry shift materially reduced demand for lead-acid batteries across telecom applications. Even within this transition cycle, we retained combined telecom energy storage market share above 40% while preserving leadership in the lead-acid battery segment. We also emerged as a preferred lithium battery supplier to leading private telecom operators. The business also strengthened its positioning in the lithium space during the year.

Lithium deployment scale increased significantly during the year. Our LiB packs are now powering more than 50,000 telecom towers, taking cumulative installation base to 1 GWh within two years, with majority deployments executed during FY 2025-26 itself.

EXECUTION HIGHLIGHTS

- Installation base crossing more than 40 systems of 512V/100Ah in UPS applications
- Expansion of lithium product range across UPS and MSC telecom applications
- Completion of compatibility validation across major rectifier platforms
- Completion of product testing and certification requirements across domestic and export telecom lithium product portfolios

Service-led engagement within the telecom ecosystem also increased during the year. Integrated maintenance contracts and addition of new sites increased service revenue contribution, while nationwide commissioning and maintenance capability supported execution across telecom deployments through a 100% trained field force.

1 GWh

Cumulative lithium installation base achieved within two years

45%+

Combined telecom energy storage market share retained

50,000+

Telecom towers powered through LiB packs

Lithium-ion battery demand is expected to remain strong across new telecom deployments, network upgrades and replacement cycles for telecom operators and infrastructure providers. Adoption of solar-linked telecom infrastructure and higher backup configurations is expected to increase as operators work toward reducing diesel dependency and aligning operations with ESG-linked requirements.

BSNL's planned 5G rollout, expansion of 4G and 5G infrastructure across uncovered territories and BharatNet 3.0-led investments are expected to support telecom infrastructure capex. Beyond battery supply, the business is also evaluating opportunities across integrated site maintenance, end-to-end telecom service offerings, combined energy solutions and new product platforms aligned to evolving telecom and data centre infrastructure requirements.

UPS

Demand across UPS applications remained healthy during FY 2025-26, particularly across data centres, manufacturing facilities and infrastructure-linked installations. The business delivered double-digit growth during the year and outperformed broader industry benchmarks despite emerging pressures in the core MVRLA product stream.

Data centre operators and certain banking customers increasingly shifted toward lithium-based solutions and advanced lead-acid technologies such as pure lead thin plate (PLTP) batteries due to longer service life. Certain banking customers also adopted hybrid UPS architectures combining online and offline systems for cost optimisation, resulting in higher demand for tubular/VRLA batteries across commercial and industrial applications where Amaron Quanta recorded strong traction. Also, Amaron Quanta remained a preferred brand across several C&I applications.

India's emergence as a major data centre destination supported demand across large data centre operators, where Quanta expanded its participation across select customer accounts. Investments across electronics and solar manufacturing also contributed to industrial UPS demand.

Long-standing relationships with leading OEMs and preferred partner status among end-users supported robust growth across the various sub segments. The market share in manufacturing segment improved by about 5% i.e from 55% to 60%.

Input material costs increased during the second half of the year, resulting in calibrated price increases. Partial pass-through of cost increases, however, affected margins and contributed to certain market share shifts toward competitors.

The business also initiated participation in lithium UPS solutions during the year, where the offerings received encouraging traction with multiple OEM approvals secured across applications, marking a significant step in expansion of the technology portfolio. Development work also progressed for a dedicated product series tailored specifically for data centre applications.

KEY DEVELOPMENTS

- Entry into lithium UPS solutions with encouraging market response
- Development of dedicated product series for data centre applications
- Long-standing OEM relationships supporting deeper penetration across industrial UPS applications

5–6%

Expected growth in overall UPS market

Increased adoption of thin plate battery

Increasing preference across data centre

55% to 60%

Market Share improvement in manufacturing segments

UPS demand is expected to remain healthy across data centres, manufacturing facilities and infrastructure applications including railways, airports and metro systems. Growth across banking, financial services and IT applications is expected to remain comparatively moderate due to market maturity. The overall UPS market is expected to grow at nearly 5-6%, while data centre-linked applications are expected to witness materially higher growth rates. With introduction of new products specifically designed for the data centre segment, the business expects significantly higher penetration in FY 2026-27 and aims to regain market share closer to 50%.

RENEWABLE ENERGY AND BESS

The renewable energy and BESS markets have operated in a volatile environment during FY 2025-26 marked by rupee depreciation, rising material costs and geopolitical disruptions impacting project economics especially from lithium products perspective. Despite these challenges, the market witnessed significant activity, with many tenders and RFQs being issued. The focus has been on building adequate storage capacity for non-conventional energy sources, laying a strong foundation for future growth and enabling more effective use of renewable energy.

Lead-acid solutions retained relevance across mini-grid and industrial energy storage applications, including deployments across remote locations in the Indian subcontinent and African markets. At the same time, development activities progressed across lithium-based storage systems and alternate technologies aligned to evolving energy storage requirements.

Enquiries for BESS applications increased during the year driven by electricity banking regulations, time-of-day tariffs and increasing renewable energy integration requirements.

Breakthrough orders were secured from prominent customers during the year, expanding participation across renewable energy and industrial storage applications.

KEY DEVELOPMENTS

- Market Development activities progressed across lithium based energy storage solutions
- Product development initiatives accelerated across BESS and emerging energy storage technologies
- Expansion across renewable energy-linked storage opportunities

Renewable energy integration, industrial energy optimisation and storage requirements are expected to support demand across renewable energy and BESS applications during FY 2026-27. Commercial and industrial renewable adoption is also expected to increase due to rising industrial power tariffs and focus on energy cost optimisation. Large-scale BESS deployment is expected to gain momentum as grid-scale renewable integration increases. The business also expects greater commercial maturity across the BESS market as project execution learnings improve industry-wide understanding of pricing and risk management.

MOTIVE POWER

The motive power business added new customer accounts during FY 2025-26 while retaining existing relationships across industrial mobility applications. Demand remained linked to warehousing, logistics, material handling and industrial movement requirements, with increasing preference for electric and pollution-free mobility solutions across industrial operations.

The market environment remained highly price competitive during the year,. Against this backdrop, the business prioritised differentiated applications and value-led engagement over volume-driven participation. The focus remains on building a niche segment centred on value delivery to customers.

Orders were secured across industrial mobility applications during the year, including participation from both direct customers and rental fleet operators. Channel engagement also widened across industrial mobility applications, supporting deeper participation across end-user segments.

The business continued building presence within niche motive power applications where performance, reliability and lifecycle value remain critical decision parameters. The business is also evaluating differentiated product offerings across overseas markets, particularly Europe and the Americas, where motive power applications operate at significantly larger scale compared to India.

KEY DEVELOPMENTS

- New account additions alongside retention of existing customer relationships
- Increased engagement through channel partner and end-user networks
- Continued focus on differentiated products and value-led applications

Demand across motive power applications is expected to remain linked to growth in warehousing, logistics, material handling and industrial automation activities. Government investments across airports, ports, logistics hubs and industrial infrastructure are also expected to support adoption of electric and pollution-free mobility solutions. The business will continue building presence across differentiated applications while evaluating opportunities across Europe, the Middle East & Africa (MEA) and ASEAN countries, where motive power applications present significant growth potential.

RAILWAYS

Demand across conventional railway battery applications remained under pressure during FY 2025-26 following discontinuation of self-generating AC coaches by Indian Railways. Despite this structural shift, the business surpassed last year's performance supported by increasing participation across urban mobility and high-speed rail infrastructure projects. Orders executed during the year included Metro signalling and telecom UPS applications along with participation in the Mumbai- Ahmedabad High-Speed Rail project. Vendor approvals and order confirmations were also secured for 110V VRLA systems with BHMS across multiple traction substations under the National High Speed Rail corporation Limited project linked to India's first bullet train corridor.

Railway battery volumes increased marginally during the year with higher contribution from urban mobility projects as metro rail infrastructure and associated power deployments gained momentum across multiple cities.

KEY DEVELOPMENTS

- Orders executed for Metro signalling and telecom UPS applications
- Vendor approvals and order confirmations secured for NHSRCL applications for supply of 110V VRLA Systems across multiple traction substations

Railway battery demand is expected to remain stable with gradual migration toward lithium-ion technologies across select applications. Investments across metro rail systems, urban mobility infrastructure and high-speed rail projects are expected to support demand across railway power and backup applications. Replacement demand from defence communication applications is also expected to contribute to business volumes in the coming years.

EXPORTS BUSINESS

Lithium adoption across telecom infrastructure applications increased further across several export markets, changing demand patterns across parts of the industrial battery business. While MVRLA demand remained stable across many regions, certain markets witnessed lower lead-acid battery usage due to migration toward lithium-based systems. Amara Raja Battery Middle East FZE handled higher business volumes during the year and increased customer reach across the MENA region. Installation and distribution footprint also expanded across Europe and Latin America during FY 2025-26.

For telecom lithium applications, the business progressed development across selected product offerings, achieved compatibility across major rectifier platforms and completed product testing and certification requirements. The business retained participation across VRLA applications in several regions while increasing focus on lithium-based telecom deployments.

KEY DEVELOPMENTS

- Higher business volumes and expanded customer reach across the MENA region
- Expanded installation and distribution footprint across Europe and Latin America
- Development of select telecom lithium products with compatibility, testing and certification requirements completed

The export strategy remains aligned toward technology-agnostic participation across both lead-acid and lithium-based solutions. Africa, Middle East and Southeast Asia continue to remain important markets supported by continued customer interest across both lead-acid and lithium product categories.

New ultra-high wattage VRLA products planned for launch during the year are expected to support deeper engagement with global UPS OEs across multiple regions. We are also planning to increase participation across telecom lithium deployments following completion of product development and certification activities.

Risk Architecture

Technology Transition Risk

Risk Direction → **Increasing**

Business Context	Potential Impact Areas	Mitigation Measures
Industrial energy storage applications are witnessing faster migration towards lithium chemistries.	Product mix, investments and customer adoption patterns	• Participation across lead-acid and lithium technologies • Product development across telecom lithium, UPS and BESS applications • Product testing and certification across domestic and export markets

Demand Concentration Risk

Risk Direction → **Moderate**

Business Context	Potential Impact Areas	Mitigation Measures
Demand remains linked to investment cycles across selected industrial applications.	Revenue visibility, utilisation levels and order inflows	• Participation across multiple industrial applications • Expansion across telecom, UPS, railways, motive power, renewable energy and BESS segments • Wider customer base across domestic and export markets

Geographic and Export Market Risk

Risk Direction → **Increasing**

Business Context	Potential Impact Areas	Mitigation Measures
Export markets remain exposed to trade, regulatory and geopolitical developments.	Export growth, profitability and customer acquisition	• Diversified presence across Europe, Latin America, Middle East and Africa • Product portfolio aligned with regional requirements • Participation across both lead-acid and lithium applications

Amara Raja Circular Solutions Private Limited (ARCS), our wholly-owned subsidiary, is establishing a battery recycling facility at Cheyyar, Tamil Nadu, to meet a part of our lead and alloy requirements through recycling operations. Battery Breaker operations commenced in February 2026 and are currently being ramped up, while integration of scrap battery processing through to lead ingot production is progressing as planned. Phase II refinery expansion is underway, with commissioning targeted by February 2027.

Commissioning of the Crystallizer and De-sulphurisation plant is also expected shortly. The de-sulphurisation process, being introduced in India's battery recycling industry, is expected to improve lead recovery, reduce waste generation and produce Sodium Sulphate as a by-product. We are also increasing the share of alloy production, with alloy volumes expected to reach nearly 50% of overall production in FY 2026-27.

New Energy Business

The global energy sector is undergoing a structural transition led by electrification, decarbonisation and digitalisation. In India, this shift is accelerating through renewable energy expansion, increasing electric mobility adoption, localisation initiatives and the development of domestic advanced manufacturing capabilities. Battery storage systems, EV charging infrastructure and advanced cell technologies are emerging as critical components within this ecosystem.

Our New Energy Business is being built to participate across this value chain through electric mobility solutions, stationary energy storage systems and advanced cell technologies. What began as an extension of our legacy energy solutions business has evolved into an integrated platform spanning cell development, battery packs, EV charging systems and energy storage applications.

OUR DIFFERENTIATORS

1. Integrated New Energy Solutions Portfolio
2. Giga Corridor and Manufacturing Infrastructure
3. R&D, Innovation and Technology Partnerships
4. Strong Customer Relationships

PRODUCT PORTFOLIO

Battery Packs

2W | 3W | 4W* | Stationary

Chargers

AC/DC | Portable

Cells

Cylindrical | Prismatic

*Under Development

Amara Raja Advanced Cell Technologies (ARACT) is leading our initiatives across lithium-ion cell manufacturing and next-generation energy storage technologies. The business is supported by manufacturing infrastructure, R&D capabilities, strategic partnerships and a phased scale-up roadmap aligned to evolving market requirements.

TRANSITIONING FROM CAPABILITY CREATION TO EXECUTION

Financial Year 2025-26 marked an important transition phase for our New Energy Business. The earlier phase remained focused on creating core infrastructure, strengthening research and development capabilities and initiating customer engagements across key segments. During the year, this groundwork translated into measurable progress towards execution and operational readiness.

Progress was reflected across:

- cell manufacturing readiness,
- expansion of the research and development ecosystem,
- customer additions across mobility and energy storage segments,
- and continued investments in infrastructure.

The year also marked a shift in the business' operating trajectory. Focus moved from capability building towards execution readiness, operationalisation, scale-up and customer validation. With commissioning of the Customer Qualification Plant (CQP), the business entered the next phase of product validation and customer engagement.

Manufacturing Infrastructure

EV Battery Packs

1.5 GWh

Stationery/Telecom

1.2 GWh

planned capacity: 1.5 GWh by Aug'26

Battery Energy Storage Systems (BESS)

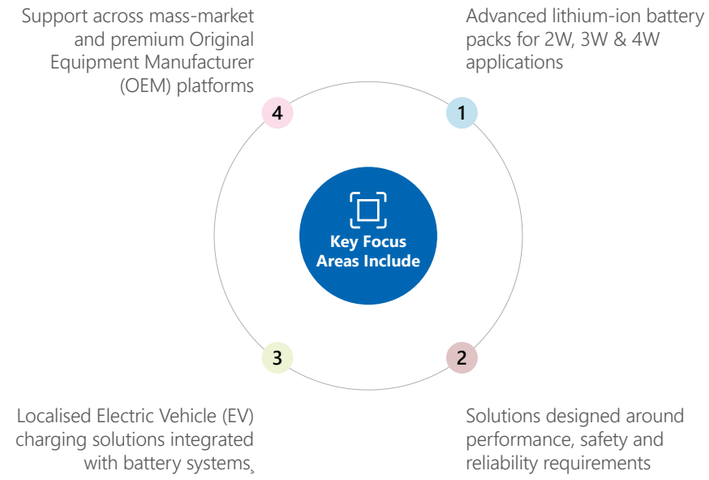
10 GWh*

*Under construction

CORE BUSINESS VERTICALS

Electric Mobility Solutions

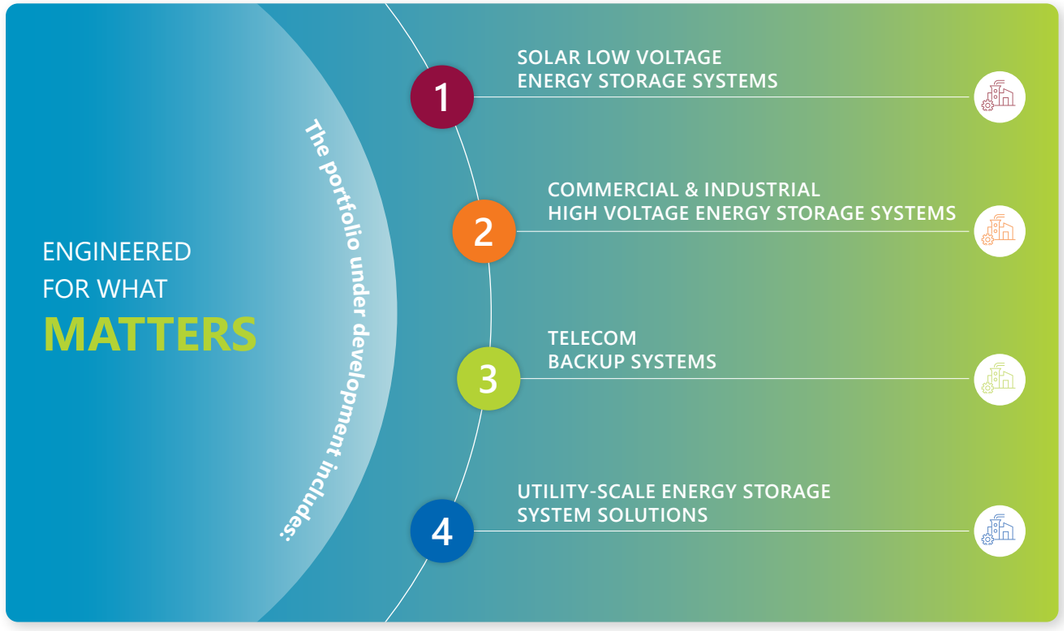
India's electric mobility ecosystem continues to expand across personal and commercial mobility segments. Within this market, our Electric Mobility Solutions business remains focused on advanced lithium-ion battery packs developed for two-wheeler, three-wheeler and four-wheeler applications. The portfolio is designed around performance, safety and reliability requirements across both mass-market and premium Original Equipment Manufacturer (OEM) platforms.



Energy Storage Solutions (ESS and Telecom)

India's Battery Energy Storage System (BESS) market is entering a high-growth phase. Growth is being supported by renewable energy additions, increasing grid stability requirements and policy support through storage-linked tenders and viability gap funding. As solar and wind penetration increases, Battery Energy Storage Systems are becoming important for dispatchable power, peak demand management and grid balancing. Annual Battery Energy Storage System demand in India is expected to reach nearly 25-30 GWh in the near term.

Within this landscape, Amara Raja Advanced Cell Technologies (ARACT) is developing domestic manufacturing capabilities with focus on technology leadership, integrated supply chain development and after-sales service networks.



The business also continues to focus on:

- Telecom and industrial energy storage solutions
- Solutions aligned to Fifth Generation (5G) infrastructure growth

Advanced Cell Technologies

Capabilities are being developed across lithium-ion cell design, process engineering, manufacturing and validation. The business is aligned with India's ambition of strengthening domestic advanced energy storage manufacturing capabilities.

Development efforts continued across:

- Lithium Iron Phosphate (LFP) and Nickel Manganese Cobalt (NMC) chemistries
- Cylindrical and prismatic cell formats
- End-to-end cell development and manufacturing capabilities
- Progressive localisation across technology and supply chain ecosystems

STRATEGIC PRIORITIES:

Strategic priorities remained centred on technology, customers, supply chain readiness and execution across electric mobility, energy storage systems and advanced cell technologies. These focus areas continued to evolve in line with changing market requirements and operational scale-up plans.

01. Technology and Innovation

Technology priorities remained focused on advancing capabilities across cells, battery packs and energy storage systems. Development efforts included next-generation chemistries, high-performance cell platforms and battery management systems aligned to evolving market requirements. The business also continued engagements across strategic partnerships, technology collaborations and startup ecosystems to support product development across EV, ESS and emerging applications.

02. Customers and Markets

Customer and market priorities remained centred on expanding the customer base across domestic and international markets through deeper OEM partnerships, faster onboarding and co-development of customised solutions across mobility and energy storage segments. Focus also remained on improving validation capabilities, service frameworks and warranty systems, while evaluating adjacent applications and emerging use-cases.

03. Supply Chain and Sustainability

Supply chain priorities included strengthening localisation initiatives, strategic sourcing partnerships and raw material ecosystem development to support a resilient and cost-competitive supply chain. Sustainability and circularity initiatives were also integrated through recycling initiatives, diversified sourcing strategies and risk-mitigated supply networks aimed at ensuring long-term continuity.

04. Operations and Execution

Operational priorities remained focused on manufacturing readiness, infrastructure development and phased scale-up across pack assembly, cell manufacturing and energy storage systems. We also continued efforts towards project management, process optimisation and operational alignment with long-term scale-up plans.

05. Organisation and Governance

Leadership and technical capabilities across engineering, manufacturing and supply chain functions advanced through focused hiring, succession planning and capability development initiatives. Diversity, inclusion and deep-tech expertise across teams also remained an area of focus alongside increasing digital adoption and data-driven decision-making across operational and governance processes.

CELL MANUFACTURING PROGRESS

Customer Qualification Plant (CQP)

The Customer Qualification Plant (CQP) marked an important step in the business' transition towards operational readiness during FY 2025-26. Infrastructure works for both cylindrical and prismatic cell lines were completed during the year. The facility has been designed with flexibility across multiple chemistries and cell formats to address diverse customer requirements.

The CQP is capable of producing multi-chemistry and multi-form factor cells, supporting product validation and customer qualification requirements across applications. Line tuning activities are currently in progress and cell production is expected by mid-2026.

Amara Raja Giga Corridor

The long-term roadmap for the Amara Raja Giga Corridor is aligned to approximately 16 GWh of cell manufacturing capacity, nearly 5 GWh of Low Voltage Pack manufacturing capacity and a 10 GWh Battery Energy Storage System (BESS) manufacturing facility. The first phase of the lithium-ion cell manufacturing programme is focused on advanced cylindrical cell technology.

In FY 2025-26, construction activities at the Giga facility progressed significantly, with structural works reaching advanced stages and building development moving steadily towards completion. Procurement activities for key process equipment also advanced during the same period, with orders placed and deliveries aligned to project timelines.

Under construction Giga Corridor

e+ ENERGY LABS

The e+ Energy Labs in Hyderabad is nearing completion and is being developed as an integrated energy research and innovation hub focused on advanced battery technologies. The facility entered the next stage of development, with infrastructure, analytical capabilities and collaboration frameworks taking shape across multiple areas of the battery value chain. The lab is being developed to support research, prototyping and collaboration across the battery value chain. This will also support development of next-generation chemistries and technologies within the renewable energy sector.

The initiative is also contributing towards ecosystem development for next-generation batteries aligned with India's Atmanirbhar Bharat vision through indigenous capability development and collaboration across the value chain.

Key Focus Areas:

- Early-stage engagement across industry, startups and academia under the Open Innovation framework to support collaborative innovation and wider access to advanced R&D infrastructure.
- Progress in establishing infrastructure across materials research, cell development, battery pack prototyping, digital simulation and analytics capabilities, alongside development of advanced analytical and testing infrastructure.
- Development of the Data Intelligence Unit with AI-driven capabilities focused on battery and EV performance analytics to support data-led decision-making and product optimisation.
- Establishment of the Startup Incubator framework to support early-stage ventures in energy storage technologies and strengthen the innovation ecosystem.

AMARA RAJA POWER SYSTEMS (ARPS)

Years of investments in EV charging technologies translated into stronger commercial traction for ARPS during FY 2025-26. The business expanded its presence across DC fast charging and Home Energy applications, while broadening its customer base across Charge Point Operators (CPOs), infrastructure developers and OEMs. Increasing order inflow in DC fast chargers further strengthened ARPS positioning within the domestic EV charging market.

Validation programmes progressed across:

- Bus OEMs
- Truck OEMs
- Specialised off-road vehicle platforms

These engagements expanded ARPS presence beyond conventional passenger mobility applications into higher-duty and niche operating environments. The business also emerged among the early manufacturers in India to achieve compliance with Phased Manufacturing Programme (PMP) guidelines, supporting localisation across EV charging systems and associated components.

ARPSL also entered the high-power charging segment with the introduction of a

240 kW

DC Fast Charger

DESIGNED FOR:

- **Highway** charging corridors
- **Fleet** operations
- **Commercial** EV applications

The product portfolio continued to evolve towards application-specific charging requirements, with emphasis on localisation, operating reliability and compatibility across emerging EV platforms.

Home Energy Products

ARPS also advanced its Home Energy portfolio in the mentioned financial year through development of lithium-based Home UPS (HUPS) systems and hybrid inverter platforms targeted at residential and small commercial applications. Prototype models were developed and pilot lots deployed for field-level performance validation, supporting phased commercial readiness across the Home Energy portfolio.

The business also introduced high-efficiency inverter platforms designed for stable performance under varying grid conditions.

Integrated lithium-ion energy storage solutions were developed to improve:

- backup performance
- lifecycle
- operating efficiency across residential energy applications.

Development efforts across the segment remained centred on localisation, application-led product design, field validation and energy-efficient system architecture. Commercial rollout of these products is planned in phases over the coming years, aligned to increasing adoption of rooftop solar and residential energy storage systems.

Long-term Growth Drivers

EV Charging

Charging infrastructure deployment remains central to India's EV adoption roadmap, particularly across commercial mobility, fleet operations and intercity transport applications. ARPS has established product presence across multiple charging segments supported by localisation, validation capabilities and customer engagements.

Home Energy

Policy support for residential rooftop solar adoption, combined with increasing focus on self-consumption economics, is expected to accelerate demand for residential energy storage systems. Rising energy costs are also expanding the addressable market for integrated Home Energy solutions.

Energy Storage

Renewable energy expansion in India is expected to drive increasing deployment of Energy Storage Systems to support grid balancing and power stability requirements. Annual ESS demand is projected to reach nearly 30 GWh by 2031, alongside increasing localisation of ESS component manufacturing.

Data Centres

Growth in data consumption and AI-led computing infrastructure is increasing demand for large-scale data centres and associated power infrastructure. We continue to evaluate emerging opportunities linked to this segment.

RISK ARCHITECTURE

As the 'New Energy Business' progresses towards operationalisation and manufacturing scale-up, risk management remains closely integrated with technology selection, sourcing strategies, infrastructure readiness and capability development.

Technology Evolution Risk

Risk Direction → **Increasing**

Business Context	Potential Impact Areas	Mitigation Measures
Rapid advancements in battery chemistries, cell architectures and manufacturing technologies may impact relevance of existing solutions.	Product competitiveness, technology relevance, customer qualification cycles and platform adaptability across EV and ESS applications.	• Continued investment in R&D through e⁺ Energy Labs • Multi-chemistry capability across LFP and NMC platforms • Strategic partnerships and continuous technology evaluation

Execution and Scale-up Risk

Risk Direction → **Increasing**

Business Context	Potential Impact Areas	Mitigation Measures
Transition towards cell manufacturing introduces risks linked to project timelines, process stabilisation and quality control during scale-up.	Manufacturing readiness, commissioning schedules, process consistency, commercial cell qualification and scale-up execution.	• Phased scale-up through Customer Qualification Plant (CQP) before gigafactory ramp-up • Strong focus on process validation and quality systems • Deployment of experienced global and domestic talent

Supply Chain and Raw Material Risk

Risk Direction → **Moderate**

Business Context	Potential Impact Areas	Mitigation Measures
Dependence on critical raw materials and global supply chains may impact cost structures and material availability.	Procurement continuity, sourcing flexibility, localisation timelines and input cost volatility across battery and energy storage systems.	• Supplier diversification across geographies • Increasing localisation efforts • Strategic vendor partnerships • Policy recommendations

Geopolitical Risk

Risk Direction → **Volatile**

Business Context	Potential Impact Areas	Mitigation Measures
Global trade dynamics and geopolitical developments may disrupt sourcing, logistics and project execution timelines.	Equipment deliveries, logistics continuity, sourcing lead times and execution schedules across manufacturing projects.	• Multi-region sourcing strategies • Flexible logistics planning • Continuous monitoring of global developments

Talent Risk

Risk Direction → **Increasing**

Business Context	Potential Impact Areas	Mitigation Measures
Limited availability of specialised talent in advanced battery technologies may impact execution and capability development.	Manufacturing scale-up, engineering capability, R&D progression and operational continuity across advanced energy businesses.	• Strategic hiring and capability building • Partnerships with academic institutions • Internal upskilling and leadership development

Our Strategic Priorities

Industries linked to energy and mobility are changing rapidly. Technologies that were once emerging are becoming commercially viable, competitive intensity is increasing across markets and energy storage is finding relevance across a much broader range of applications. As electrification gathers pace and energy systems become more interconnected, the boundaries between traditional sectors are beginning to blur.

We enter this phase from a position of strength. Over many years, we have built leading positions in automotive and industrial energy storage through sustained investment in technology, manufacturing capabilities and market development. Our strategic priorities build on these foundations. We are expanding into adjacent markets and applications, broadening our technology portfolio and improving execution across the organisation, while retaining a clear commitment to the businesses that have shaped our position over the years.

Expanding Our Reach

The opportunities emerging across energy storage and mobility are not confined to any single market or geography. Demand is growing across regions, while customers increasingly expect shorter response times, local engagement and reliable supply arrangements. Manufacturing location, market access and customer proximity are becoming more important considerations in how businesses compete.

We are expanding our presence across priority geographies while deepening our engagement across existing markets. This includes investments in local manufacturing, market-specific partnerships and distribution networks that bring us closer to customers. We are also evaluating opportunities that can provide access to new markets, technologies and business segments.

Our objective is straightforward. We aim to widen our market presence, participate in a broader range of applications and reduce dependence on any single geography. As our footprint expands, we expect a more balanced business across markets, customers and end-use segments.

Areas of Emphasis

- Region-led operating models across priority international markets
- Local manufacturing and supply-chain initiatives
- Strategic partnerships and market-entry collaborations
- Selective inorganic opportunities
- Wider participation across mobility and energy storage applications

Deepening Our Leadership

Low-voltage energy storage remains central to our business. Vehicle architectures, energy systems and customer requirements continue to evolve, but the need for dependable low-voltage power remains unchanged across automotive and industrial applications.

Our strategy is anchored in this opportunity. Lead-acid batteries remain an important part of the business and continue to serve large installed bases across multiple applications. At the same time, lithium-ion technologies are expanding into new use cases across mobility and energy storage. Emerging chemistries are also progressing across specific applications and markets.

Our response is not centred on a single technology pathway. It is centred on maintaining relevance across technologies, applications and customer requirements. The role of energy storage systems is also expanding. Battery management systems, power electronics, controls and sensing technologies now play an important role in monitoring battery performance, managing energy flows and improving system reliability. As a result, our investments extend beyond batteries to include battery packs, battery management systems and integrated energy solutions.

This broadens our participation across the value chain and improves our ability to address changing market requirements.

Areas of Emphasis

- Lead-acid technology advancement
- Lithium-ion capability expansion
- Intelligent battery systems
- Electronics, sensing and controls
- Energy management solutions
- Evaluation of emerging technologies and chemistries

Building a Stronger Core

Scale increases complexity. Growth across technologies, products and geographies places greater demands on manufacturing systems, business processes and organisational effectiveness. The ability to execute consistently therefore becomes an important source of competitive advantage.

Our efforts are directed towards improving productivity, quality and responsiveness across the organisation. Digital technologies, automation and advanced analytics are increasingly embedded across manufacturing and business processes. Smart manufacturing initiatives are improving throughput, quality and predictability across operations, while data-driven decision-making is improving planning and execution. Process simplification remains an important area of focus. Greater consistency across systems and workflows improves efficiency and allows faster responses to changing business requirements.

Technology partnerships also contribute to this effort by providing access to specialised expertise and reducing development timelines across selected initiatives. The objective is straightforward. Create an organisation that can operate at greater scale while maintaining execution discipline across businesses and geographies.

Areas of Emphasis

- End-to-end digitalisation across operations and value chain
- Connected shop floors and predictive manufacturing systems
- AI-driven analytics for planning and decisions
- Throughput optimisation and structural cost efficiency
- Simplified processes for faster execution cycles
- Scalable, technology-enabled multi-geography operating models

SUSTAINABILITY

Sustainability is integral to ARE&M's long-term value creation strategy. We remain steadfast in our commitment to achieving Net Zero emissions by 2050, water positivity, zero waste to landfill and zero harm, while embedding sustainability principles across our operations and value chain.

In FY 2025-26, we continued to build on the strong foundation established in previous years by setting measurable targets, strengthening governance, and accelerating implementation of key sustainability initiatives. Our performance reflects both progress and areas requiring focused improvement as we scale our operations.

SUSTAINABILITY PERFORMANCE OVERVIEW

We have continued to track and improve performance across key sustainability parameters, with a focus on efficiency, resource organisation, and responsible growth.

Key Sustainability Highlights

- Strengthened water stewardship maintaining 12x water positivity, achieving A- rating in maiden CDP Water Security disclosure and signing up for WASH campaign.
- Maintained Zero Liquid Discharge (ZLD) across all manufacturing locations
- Recycled over 99% of total waste generated
- Obtained Zero waste to landfill Platinum certification from Bureau veritas
- Improved safety performance, with reduction in LTIFR
- Advanced ESG ratings and recognitions across global platforms

However, certain challenges remain, particularly in managing absolute emissions amid capacity expansion. We are reworking our Net Zero plan to addressing these gaps through targeted strategies and continuous improvement.

- Waste recycling remained consistently high, reinforcing our circular economic approach
- Our gender diversity improved from 13.21% to 14.84%.
- As part of our commitment to ethical practices, dignity at the workplace, and respect for human rights an E-learning module for Human rights was launched with mandate for completion for all employees. An independent Human Rights Assessment by Bureau Veritas, conducted in January 2026 across ARE&M's Tirupati and ARGC facilities, covering employees, contractors, suppliers, and communities, aligned with global frameworks including the UN Global Compact.
- Safety performance improved as demonstrated by consistent improvement in critical safety standards & control as well as Behaviour based intervention.
- Our Personal Vitality Programme, successfully launched & completed last year, focused on enhancing employee well-being through initiatives promoting physical health, mental resilience, and overall work-life balance.
- We advanced our road safety initiatives through a focused approach encompassing targeted awareness campaigns, defensive driving trainings, surprise audits, consequence management and community engagement programs aimed at promoting safer mobility practices.
- We strengthened value chain sustainability by actively engaging downstream franchisees through the launch of a sustainability manual with top ten focus areas, supported by structured training programme and on-site visits to drive consistent sustainability performance.
- We strengthened sustainability governance across subsidiaries, including ARACT and ARCSPL, through dedicated sustainability committees, regular performance reviews & Third-party reasonable data assurance.
- Our sustainability performance continues to be recognized through improved ratings and multiple industry awards and customer recognitions, reflecting the robustness of our sustainability framework.

Net Zero Roadmap

ARE&M is committed to achieving Net Zero emissions by 2050, supported by a structured and evolving decarbonization roadmap. Our approach includes:

- Renewable energy expansion
- Energy efficiency improvements
- Process innovation
- Accelerating electric mobility adoption
- Value chain decarbonization

Our TCFD-aligned disclosures provide a comprehensive and structured view of climate-related risks and opportunities, covering governance, strategy, risk management, and metrics & targets, while also incorporating the financial quantification of key climate related physical & transition risks to assess their potential impact on our business. This approach enhances transparency, supports informed decision-making, and strengthens our resilience as we transition toward a low-carbon future.

NEAR-TERM PLAN TRANSITION TO CLEANER ENERGY

Scope 1 & 2 (Reduce 30%)

- **187 MW** of installed/ Equivalent RE
- **8 MW** power through IEX
- **10 MW** Green power purchase
- Refrigerant change to low GWP
- Fuel switchover HSD to Gas
- Energy efficiency projects (-1.5 YoY)
- **50%** EV (Internal logistics)

Scope 3

- Vendor engagement and target setting
- Switching to LNG by secondary lead suppliers
- **2.5%** YoY GHG reduction by the suppliers
- Battery Recycling Plant, Cheyyar to use LNG as fuel aiding significant reduction in GHG emissions

MEDIUM-TERM IN LINE WITH NDC

Scope 1 & 2 (Reduce 60%)

- Addition of **161 MW** RE equivalent
- **100%** EV for employee and internal logistics
- Energy efficiency projects delivering **1.5% YoY** reduction

Scope 3 (Reduce 30%)

- Part procurement from **Net Zero** committed supplier
- Logistics decarbonisation (ship/train)
- RE for secondary lead smelters

LONG-TERM GOAL '0' NET ZERO

Scope 1 & 2 (0 emissions)

- **100% RE** and **100% EV**
- Carbon Sequestration and offsetting for residual emissions
- Hydrogen and biomass for **100%** fuel application

Scope 3 (Reduce 90%)

- Engage with supply chain partners with **Net Zero** Commitments and demonstrable progress

SCALING UP IN MEDIUM-TERM

Scope 1 & 2 (Reduce 90%)

- **100%** from 24x7 renewable electricity with energy storage
- **100%** shift towards Electric or hydrogen driven vehicles
- **100%** recycled RM

Scope 3 (Reduce 50%)

- Decarbonisation of secondary lead smelters
- Prefer supply chain partners with **Net Zero** Commitments

Disclaimer: The RE strategy is being reworked by Senior leadership to achieve emission reduction while achieving power cost and energy security objectives.

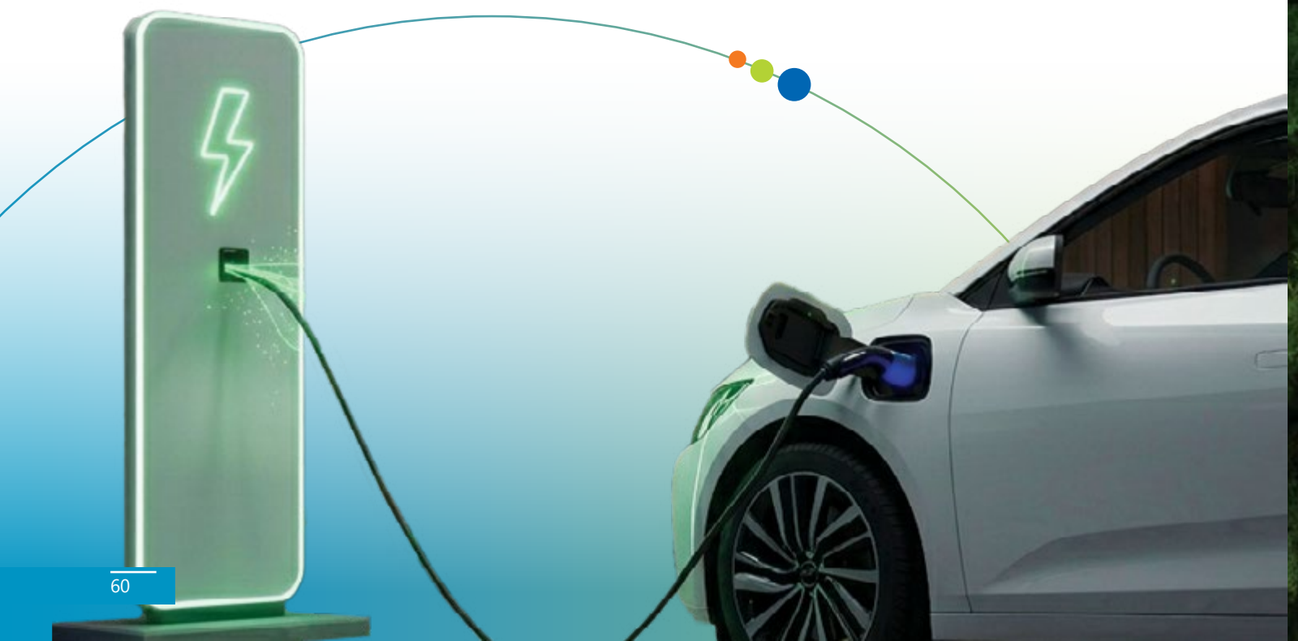
In line with our commitment to sustainable mobility and our net zero journey, the Company installed EV charging facilities at its Hyderabad Corporate Office to support employees adopting electric vehicles.

The Company also revised its car policy for senior management by providing enhanced vehicle entitlement for employees opting for electric vehicles, further encouraging the adoption of sustainable mobility

As part of its sustainable mobility initiatives, the organisation has replaced conventional diesel-operated food transportation vehicles with Electric Vehicles (EVs). The EV fleet is deployed for transporting meals, raw materials, and food supplies between cafeterias, kitchens, and operational locations, enabling cleaner, quieter, and more energy-efficient logistics

while strengthening sustainable facility management operations.

Further the organisation has replaced conventional LPG-based cooking systems and diesel boilers with induction cooking systems across kitchen operations..



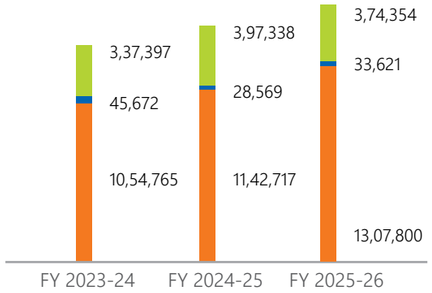
In FY 2025-26, we continued to advance the targets established across our key material sustainability indicators, further strengthening a transparent and accountable roadmap for impact. The table below highlights the progress achieved during the year, as we remain committed to aligning business growth with environmental stewardship, social responsibility, and robust governance practices.

Parameter	Baseline FY 2024-25	Target FY 2025-26	Performance in FY 2025-26	Achievement Against Target	Target for FY 2026-27
Renewable Energy Share	25.33%	-	21.82%	-	-
Energy Intensity	126.45 GJ/INR Cr	1.5%↓ (124.55 GJ/INR Cr)	126.64 GJ/INR Cr	Not Achieved	0.54% Increase*
Total Emissions (Scope 1 & 2)	2,37,581 TCO2e	-	265112 TCO2e	-	-
Emission Intensity	19.15 TCO2e/INR Cr	8.13%↑ (20.71 TCO2e/INR Cr)	19.57 TCO2e/INR Cr	Achieved	3.0% Increase*
Fresh Water Consumption	9,41,500 KL	-	9,56,612 KL	-	-
Water Consumption Intensity	75.89 KL/INR Cr	8%↓ (69.82 KL/INR Cr)	70.60 KL/INR Cr	Partially Achieved	5% Reduction
Waste Intensity	2.22 MT/INR Cr	7%↓ (2.06 MT/INR Cr)	2.17 MT/INR Cr	Partially Achieved	2% Reduction
Waste to Landfill	1,622.19 MT	60% Reduction (648.88 MT)	74.91 MT	Achieved	-
Recycled Input Material (Lead & Lead Alloys)	85.32%	86%↑	88.27%	Achieved	85.00%
Recycled Polypropylene Copolymer in production	11.35%	15%	8.07%	Not Achieved	9.00%
BWMR & EPR Compliance	70%	Meet EPR target for Lead Acid Battery as defined in BWMR, 2022	Met EPR target for Lead Acid Battery as defined in BWMR, 2022	Achieved	Meet EPR target for Lead Acid Battery as defined in BWMR, 2022
Life Cycle Assessments (LCA)	Nil	Complete Internal Life Cycle Assessments for 50% SKU designs.	117 SKUs	Achieved	Complete internal Life Cycle Assessments (LCAs) for 100% of existing & new SKUs.
Improvement in Vitality Index	-	-	6.48	-	3.00% Reduction
Fatalities	0	0	0	Achieved	0
Lost Time Incident Frequency Rate (LTIFR) per Million Manhours worked	0.46	6%↓ (0.43)	0.42	Achieved	6% Reduction
Defensive Driving Training (DDT)	NA	Complete DDT for 80% Employee	80.50%	Achieved	90%
Critical Safety standards assessment score	NA	60% score	73.8	Achieved	% Increase from Q1 Score as per Sust. Index
Leadership safety audits	NA	One per leader every quarter	72	Achieved	One per Leader per month
Diversity	13.21%	13.75%	14.84%	Achieved	16%
IT Security	NA	ISO 27001 ISMS Certification	Obtained Certification	Achieved	-
Community Projects	5	6	5 completed & 1 under progress as per schedule	Almost Achieved	5

*Under a 'do nothing' scenario, our Energy & carbon intensity is projected to increase due to capacity expansion, energy intensive new product plant & process changes. However, with planned energy efficiency initiatives and greater use of renewable energy, we aim to restrict the increase of energy intensity to 0.54% & Carbon intensity to 3.0%.

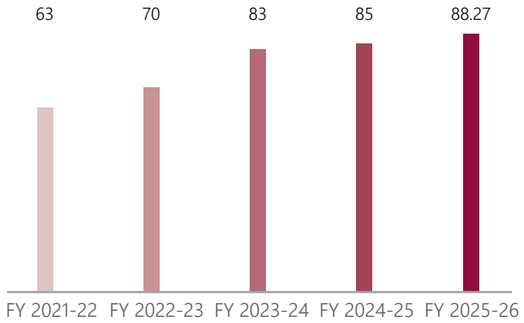
KEY SUSTAINABILITY PERFORMANCE INDICATORS

Energy Consumption (GJ)



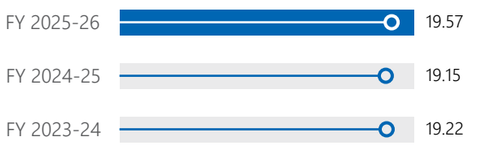
Secondary Lead Usage YOY

(in%)



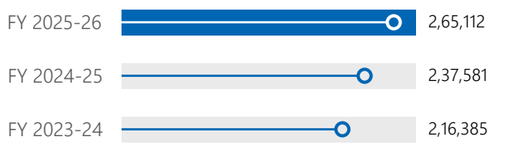
Total Scope 1 and Scope 2 Emission Intensity Per Rupee of Turnover

(MTCO2e/INR Crore)



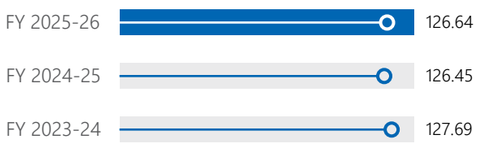
Scope 1 & 2 Emissions

(MTCO2e)



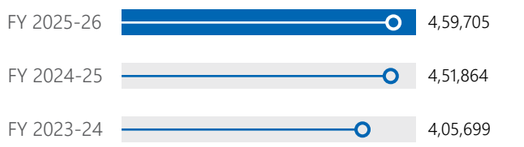
Energy Intensity Per Rupee of Turnover

GJ / INR Crore



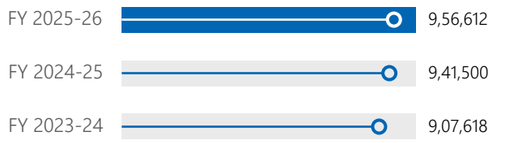
Scope 3 Emissions

(MTCO2e)



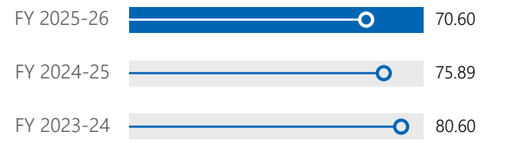
Water Consumption

(in KL)



Water Intensity

KL / INR Crore



Waste Details

Parameter	FY 2023-24	FY 2024-25	FY 2025-26
Total Waste generated	26,994	27,573	29,372
Waste Intensity per Crore of turnover (MT/₹ Crore)	2.39	2.22	2.17

Incident Statistics

Parameter	FY 2023-24	FY 2024-25	FY 2025-26
Lost Time Injury Frequency Rate (LTIFR)	0.93	0.46	0.42
Total recordable work-related injuries	15	9	9
No. of fatalities	0	0	0
High consequence work-related injury or ill-health (excluding fatalities)	0	0	0

Our sustainability journey has gained strong momentum, marked by impactful initiatives such as the implementation of Zero Liquid Discharge across all sites, the development of robust rainwater harvesting systems, and the integration of recycled lead as a primary input material. Nearly 99% of our manufacturing waste is now recycled, accompanied by a notable decline in overall waste intensity.

Our certifications to ISO 14001, ISO 45001, and ISO 50001 reaffirm a deeply embedded commitment to environmental stewardship, workplace health and safety, and energy performance. These frameworks enable disciplined execution, drive continuous improvement, and embed sustainability at the core of our operational excellence.

We continue to drive our sustainability agenda at our subsidiaries, including ARACT and ARCSP. At ARACT, a dedicated Sustainability Committee comprising senior leadership has been instituted, meeting regularly to review progress and guide the implementation of key initiatives across locations. Given the evolving safety challenges at our Gigafactory and e⁺ Lab project sites, we instituted quarterly third-party safety audits. These audits focus on ten critical areas to strengthen safety performance and proactively prevent fatalities and serious injuries.

In addition, we have undertaken third party reasonable assurance of sustainability data for both entities. These subsidiaries are represented on our Group HSE Council, enabling the exchange of best practices and their systematic deployment across the organisation.

Ratings, Awards and Accolades

CDP

Maintained B rating for CDP Climate disclosure & obtained A- rating for maiden water disclosure.

NSE Sustainability Ratings & Analytics

Our NSE ESG rating has improved to 71, ahead of several peers and customers.

BRONZE ecovadis Sustainability Rating

We have maintained 'Bronze Medal' in our Ecovadis sustainability assessment.

Improved our score by S&P Global Corporate Sustainability Assessment (CSA) from 74 to 76. Ranking - #1 in India, #2 in Asia Pacific & #5 globally in our sector. We were also honoured with inclusion in CSA Sustainability Yearbook for 2025.

BRITISH SAFETY COUNCIL — Five Star Occupational Health and Safety Audit 2026

We have been awarded a prestigious 5-Star Rating in the British Safety Council Safety Audit.

Our commitment to sustainability has also earned us several awards & accolades from reputable agencies and our customers:

Institutional Recognitions

BW India's Top 60 Most Sustainable Companies (IMSC) 2024–25 by BW Businessworld

ICC Environmental Excellence Platinum Award 2025

UBS Forums - Sustainable Business of the year

Global CSR & ESG Summit Awards 2026 — Best Rural Development Initiative of the Year (Education & Skill Development)

Customer Recognitions

ESG Pathfinder Award from Indus Tower Ltd.

Hero MotoCorp — Hero Sustainable Leader

TMEIC — Best Supplier – Delivery

TVS Motors — Outstanding Sustainability Performance

Vertiv — Quality Award for Outstanding Commitment to Quality and Excellence

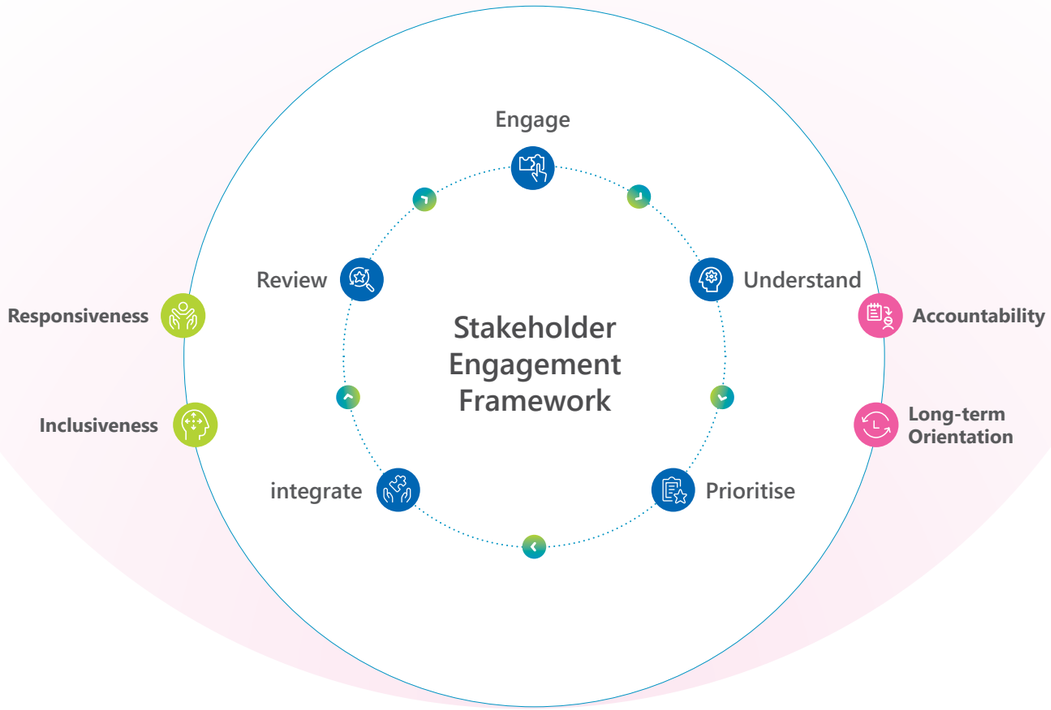
Honda Motorcycle & Scooter India — Excellence in Sustainability Initiatives

Stakeholder Engagement and Materiality Assessment

Long-term value creation depends on our ability to understand and respond to the expectations of stakeholders who influence and are impacted by our business. As we expand across energy storage, new energy technologies and mobility solutions, stakeholder perspectives provide important inputs into how we evaluate opportunities, manage risks and priorities areas of focus.

Our engagement process enables continuous dialogue with customers, employees, suppliers, investors, communities, regulators and industry associations. These interactions help us understand evolving expectations, industry developments and emerging priorities across the economic, environmental, social and governance dimensions of our business.

The insights gathered through these engagements are assessed alongside business priorities, industry trends and enterprise risks to identify the issues that are most relevant to our stakeholders and our long-term success.



FROM STAKEHOLDER INSIGHTS TO MATERIAL PRIORITIES

Stakeholder engagement and materiality assessment are closely linked processes. The concerns, expectations and priorities identified through stakeholder interactions are evaluated alongside business strategy, market developments, sustainability trends, regulatory requirements and enterprise risks. This enables us to identify and prioritise the environmental, social, governance and business matters that have the greatest relevance to our stakeholders and the organisation's long-term success.

Our Materiality Approach

We follow a structured, data-driven approach that integrates stakeholder feedback, business risk insights and global ESG standards.

01 Stakeholder Engagement

Materiality surveys and interviews with customers, employees, investors, suppliers and community representatives

02 Internal Workshops

Cross-functional sessions to map operational risks and emerging issues

03 Benchmarking

Peer analysis of leading global energy and battery manufacturers

04 Risk Integration

Overlay of risks identified through our ERM framework, including climate, cyber and talent risks

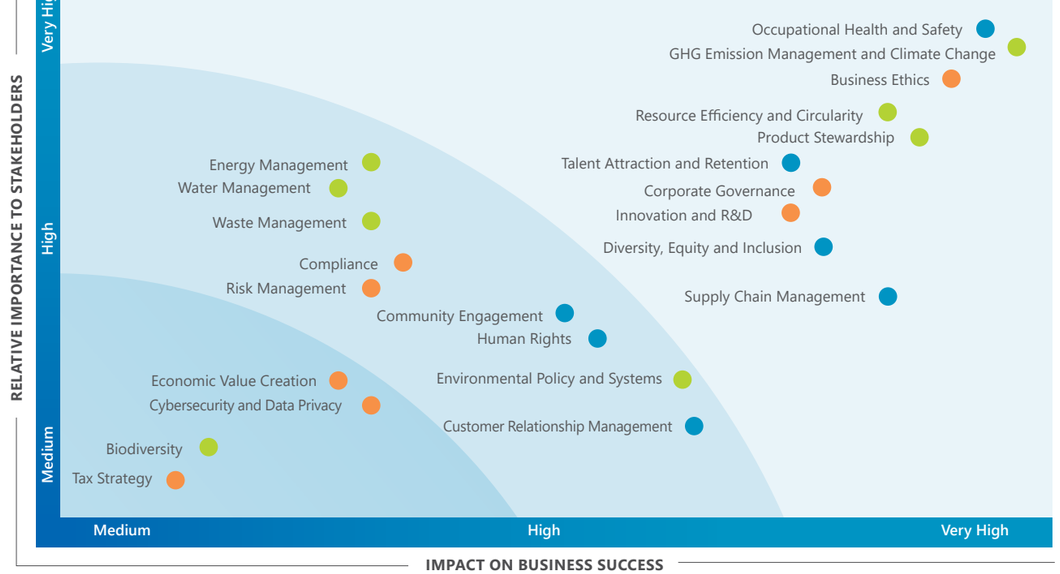
05 Standards Alignment

Mapped against global and national disclosure frameworks such as BRSR, GRI, SASB, DJSI, MSCI and so on

06 Board Oversight

Final validation by the Sustainability Committee and the Board of Directors

ESG Focus Areas for ARE&M



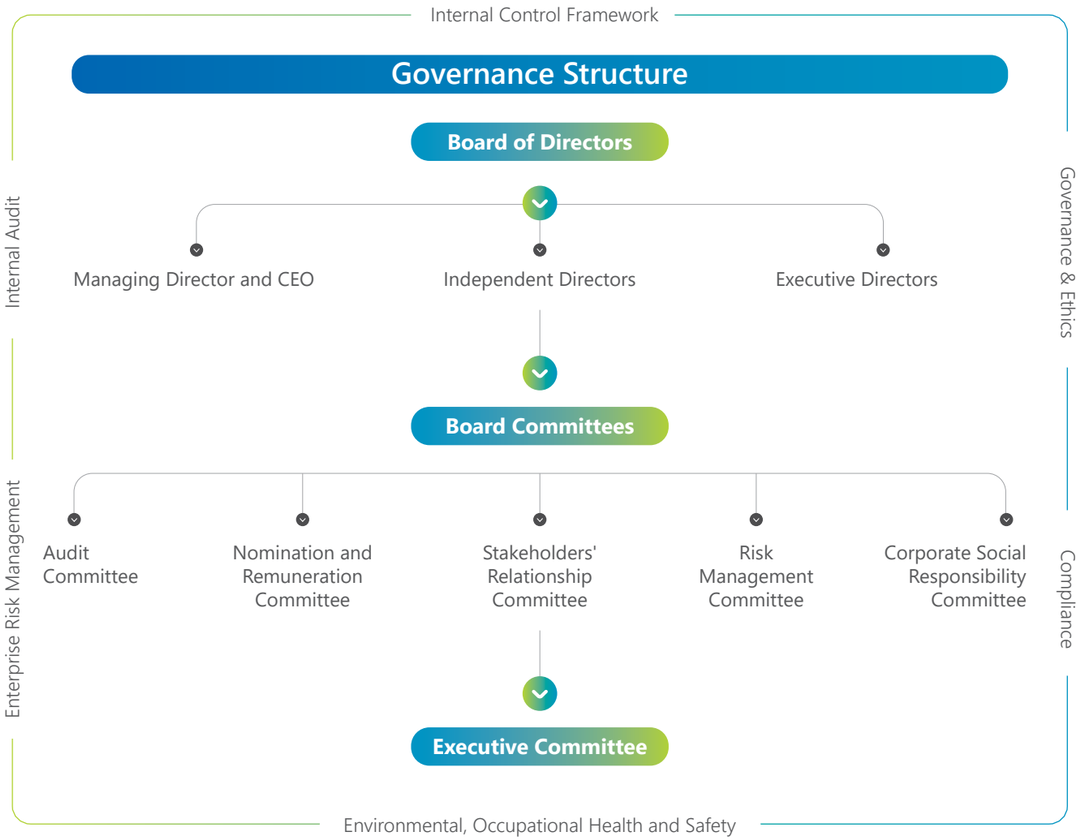
SUSTAINABILITY COMMITTEE

We have established a Sustainability Committee to define our sustainability roadmap and oversee its effective implementation. Chaired by the Executive Director, the Committee comprises senior leadership, including the Chief Sustainability Officer and other key functional heads. It provides strategic direction; reviews progress against defined sustainability goals and ensures alignment with regulatory requirements and global best practices. The Committee also facilitates cross-functional collaboration, enabling the integration of sustainability considerations into business decisions and driving accountability across the organisation.

Corporate Governance

We operate across businesses with different investment horizons, technology cycles and execution priorities. Our automotive business requires disciplined operational execution, manufacturing efficiency and market responsiveness, while our new energy business involves technology development, customer qualification, capacity creation and long-term capital deployment. Managing these priorities requires informed decision-making, clear accountability and oversight across a diverse set of business activities.

Our governance framework provides this through a structure by which the Board oversees strategy, risk, compliance, capital allocation and business performance across our operations and wholly owned subsidiaries. Supported by its Committees and executive leadership teams, the framework facilitates review of material matters, implementation of Board-approved decisions and accountability across businesses, subsidiaries and strategic initiatives.



For additional information on our Governance Practices, Board composition and its Committees, please refer to the Corporate Governance section of this Integrated Annual Report.

BOARD OF DIRECTORS

The composition of our Board reflects the breadth of capabilities required across our businesses. As on March 31, 2026, our Board comprised six Directors, including three Executive Directors and three Independent Directors. The Board's collective expertise spans strategy, governance, business understanding, core finance, technology, human resources and the automotive industry knowledge, contributing diverse perspectives to Board deliberations and decision-making.

During FY 2025-26, Ms. Radhika Shapoorjee joined the Board as an Independent Director. Ms. Bhairavi Tushar Jani completed her second term and ceased to be a Director of the Company. Members also approved the re-appointment of Mr. Annush Ramasamy as an Independent Director for a second consecutive term of five years effective June 12, 2026.

The Board met five times during the reported financial year. In addition to scheduled meetings, the Board and Management teams participated in an annual Board Meet for a strategy review covering our businesses and wholly owned subsidiaries. Business performance, capital expenditure proposals, governance matters and organisational priorities were reviewed periodically during the year.

COMPOSITION

6	6	50%	1.1
Directors	Core Competency Areas Represented	Independent Director Representation	Executive to Independent Director Ratio

Board's Composition and Capability

CAPABILITIES

Strategy & Governance · Business Understanding · Automotive Industry Knowledge · Core Finance · Technology · Cyber Risk · Human Resources · Sustainability & Climate Change

Committee Oversight

Our Board Committees provide focused oversight across areas requiring specialised review and detailed evaluation. This structure allows matters to be examined in greater depth before recommendations are placed before the Board.

The Audit Committee reviews financial reporting, internal controls, audit observations and compliance matters. The Nomination and Remuneration Committee reviews Board composition, succession planning, remuneration matters and leadership development. The Stakeholders' Relationship Committee oversees shareholder-related matters and investor grievances.

The Risk Management Committee reviews material risks and mitigation measures across the organisation. The Corporate Social Responsibility Committee reviews CSR programmes, implementation progress and utilisation of CSR resources. These Committees contribute to informed decision-making and Board oversight across key areas of governance.

5	13	~88%	4 of 5	4
Board Committees	Committee Meetings Conducted	Average Committee Attendance	Committees Chaired by Independent Directors	Independent Directors' Meetings

Governance Area	Key Matters Reviewed	FY 2025-26 Indicators
Audit Committee		
Financial Integrity	Financial reporting, internal controls, audit observations and compliance matters	5 Meetings; 95% Average Attendance of Directors; 100% Independent Directors on the Committee
Nomination and Remuneration Committee		
Board & Leadership	Board composition, succession planning, performance evaluation and remuneration matters	3 Meetings; 92% Average Attendance of Directors; 100% Independent Directors on the Committee
Stakeholders' Relationship Committee		
Stakeholder Matters	Shareholder communication, investor grievances and stakeholder matters	2 Meetings; 88% Average Attendance of Directors; 25% Independent Directors on the Committee
Risk Management Committee		
Risk Oversight	Enterprise risks, mitigation measures, cyber security, ESG and emerging risk oversight	2 Meetings; 100% Average Attendance of Directors; 100% Independent Directors on the Committee*
Corporate Social Responsibility Committee		
Community initiatives	CSR governance, programme implementation and utilisation of CSR resources	1 Meeting; 67% Average Attendance of Directors; 67% Independent Directors on the Committee

*w,e.f April 01, 2026

GOVERNANCE ASSURANCE

Our governance framework is subject to periodic review through statutory and regulatory mechanisms. The Secretarial Auditor reported compliance with applicable statutory provisions and observed the existence of Board processes and compliance mechanisms. We also obtained certification on compliance with corporate governance requirements under the Listing Regulations.

In addition, certification obtained pursuant to applicable regulatory requirements confirmed that none of the Directors serving on the Board as of March 31, 2026 were debarred or disqualified from holding office.

RISK GOVERNANCE

Risk management forms an integral part of how we evaluate opportunities, allocate capital and conduct our operations. Oversight is provided by the Board of Directors and the Risk Management Committee, which review material risks, mitigation actions and emerging developments that may influence the business. At the management level, the Risk Management Steering Committee (RMSC) periodically reviews the Company's risk profile and monitors progress on risk mitigation plans.

Risk ownership resides with the business. Designated risk owners across functions, divisions, subsidiaries and business units are responsible for identifying, assessing and managing risks within their respective areas of responsibility. A Risk Management Coordinator facilitates the risk management process, maintains oversight of risk reporting and works with risk owners to ensure that material risks are reviewed, monitored and escalated through the appropriate governance channels.

For a detailed discussion on key business risks, their potential implications and mitigation measures, please refer to the business-specific risk disclosures on pages 26, 34 and 42 of this Integrated Annual Report.

Risk Governance Structure

Disciplined oversight.
Defined accountability.
Timely action.

Board of Directors
- Reviews material enterprise risks
- Provides overall risk oversight

Risk Management Committee
- Reviews risk profile
- Evaluates mitigation measures
- Monitors emerging risks

Risk Management Steering Committee (RMSC)
- Reviews key risks across businesses
- Monitors mitigation plans
- Evaluates risk developments

Risk Management Coordinator
- Coordinates risk reporting
- Maintains enterprise risk registers
- Facilitates risk review processes

Risk Owners
Function | Division
Subsidiary | Business Unit
- Identify and assess risks
- Implement mitigation measures
- Monitor risk exposure
- Escalate material risks

Acknowledgement – Tubular Factory Reinstatement

The fire incident at the Company's Tubular Battery Plant at the Amara Raja Growth Corridor on January 30, 2026 resulted in a claim under the Company's Industrial All Risk Insurance Programme. Following completion of the assessment and claims process involving the Lead Insurer, Tata AIG General Insurance Company Limited, the appointed surveyors and loss assessors, and the Company's insurance broker, Lorven Insurance Broking Services Private Limited, the Company received the insurance claim settlement. The Board places on record its appreciation for the cooperation and professional engagement of all parties associated with the assessment, recovery and settlement process.

Financial Capital

Financial Capital plays a central role in balancing investment requirements across our established Lead Acid Battery business and emerging New Energy operations. During FY 2025-26, capital was directed towards manufacturing capacity, recycling infrastructure, cell development capabilities, energy storage solutions and research facilities, while maintaining a prudent balance sheet and funding flexibility.

Inputs

- Strong balance sheet and internal accrual generation
- Diversified funding relationships and treasury access
- Disciplined capital allocation framework

₹ 8,099 Crore
Net Worth*

CRISIL AA+/Stable CRISIL A1+
Credit Rating

Outputs & Outcomes

- Funding support for manufacturing and technology investments
- Shareholder distributions alongside business investments
- Financial flexibility across operating and investment cycles

₹ 194 Crore
Dividend Payout*

₹ 896 Crore
Profit After Tax*

Activities

Capital allocation across lead-acid and new energy businesses

Investments in manufacturing capacity, technology and adjacent businesses

Working capital management and liquidity planning

Impact

Capacity to fund investments across multiple business cycles

Financial flexibility for long-duration manufacturing projects

Shareholder returns alongside portfolio investments

Material Matters

- Tax Strategy
- Economic Value Creation
- Risk Management

Contribution to SDGs

* Based on consolidated financials

We reported consolidated revenue of ₹13,814 Crore during FY 2025-26, supported by growth across domestic automotive, industrial and home energy segments. The New Energy business expanded its contribution through battery pack and charger sales, while cumulative telecom lithium deployments crossed 1 GWh. The Lead Acid Battery business continued to provide the earnings base and cash generation required to fund investments across the broader Energy & Mobility portfolio.

Net Sales

(₹ in Crore)

EBITDA*

(₹ in Crore)

Profit After Tax

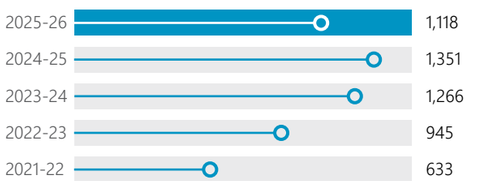
(₹ in Crore)

Earnings per Share

(₹)

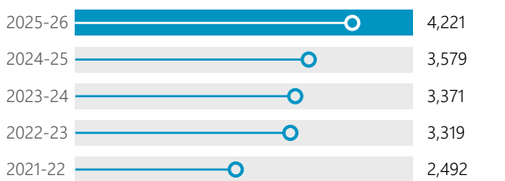
Net Cash from Operations

(₹ in Crore)



Net Fixed Assets

(₹ in Crore)

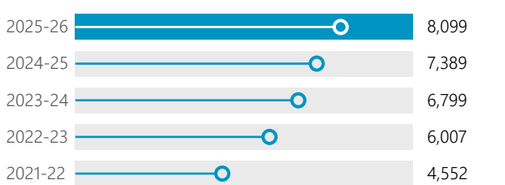


Net Current Assets

(₹ in Crore)

Net Worth

(₹ in Crore)



* including exceptional items (net)

SUSTAINED VALUE CREATION

Our capital allocation approach balances reinvestment in existing businesses with investments in new technologies and growth platforms. During the year, resources were allocated towards manufacturing enhancement, recycling operations, product development activities and New Energy infrastructure. This allocation framework seeks to maintain earnings quality while expanding participation in emerging energy markets.

FINANCIAL PRUDENCE AND FUNDING CAPACITY

The business continues to benefit from a conservative capital structure and healthy internal accruals. This position allowed investments across multiple projects during the year, including cell manufacturing facilities, energy storage solutions and recycling operations, without placing pressure on the balance sheet. The availability of internal funding sources also provides flexibility in sequencing future investments.

MANAGING FINANCIAL RISKS

Input costs remained volatile during the year, particularly in lead alloys, sulphuric acid and logistics. Export markets were affected by geopolitical developments and changing trade conditions across several regions. These developments were addressed through pricing actions, sourcing initiatives and ongoing monitoring of market exposures. Financial risks relating to foreign exchange, liquidity and interest rates are governed through established risk management processes and Board oversight.

FUTURE-FACING CAPITAL ALLOCATION

A larger share of investment during FY 2025–26 was directed towards building capabilities in the New Energy business. Progress continued across the Customer Qualification Plant, e⁺ Energy Labs and the Giga Cell manufacturing project. Cumulative investments in Amara Raja Advanced Cell Technologies reached approximately ₹1,500 Crore by the end of the year. In parallel, work commenced on energy storage system infrastructure intended to address industrial and grid-scale applications.

TAX GOVERNANCE

Tax governance forms part of the broader financial governance framework. Tax matters are managed through established review mechanisms, internal controls and compliance processes. Significant tax positions are evaluated in the context of applicable regulations and business activities, with oversight from management and relevant governance forums.

CREDIT RATINGS

CRISIL reaffirmed its AA+/Stable rating for long-term facilities and A1+ rating for short-term facilities. The ratings reflect the Company's financial profile, market position, operating track record and funding capacity.

INVESTING IN THROUGHPUT

Capital productivity remains a key consideration in investment decisions. During FY 2025-26, throughput increased across several product categories, driven by process improvements and higher asset utilisation.

Manufactured Capital

Our manufacturing network forms the foundation of our automotive batteries, industrial batteries and new energy businesses. Over the years, we have built large-scale manufacturing capabilities supported by process discipline, operational reliability and integrated production systems. Our facilities are designed to support high-volume manufacturing, product consistency and responsiveness across customer segments and geographies. We continue to strengthen manufacturing competitiveness through higher throughput, better asset utilisation, integrated planning systems and automation-led process improvements.

Inputs

- Manufacturing infrastructure across battery and new energy businesses
- Capital expenditure across production and technology assets
- Production equipment, tooling and automation systems

10
Manufacturing plants

3.96 million Sq.ft
Cumulative Shop Floor Area

Outputs & Outcomes

- Increased production capacity
- Improved efficiency and throughput
- Reduced operational downtime
- Reduced LTIFR by 6% from last year

2.4 Bn AH
VRLA Battery annualised capacity

45 Mn
2-W Battery annualised capacity

25 Mn
4-W Battery annualised capacity

Activities

Capacity additions across manufacturing locations

Automation, digitisation and lean manufacturing

Technology-led upgrades across manufacturing operations

Impact

Robust, future-ready manufacturing ecosystem

Increased operational efficiency and reliability

Enhanced responsiveness to market demand

Material Matters

- Supply Chain Management
- Product Stewardship
- Resource Efficiency and Circularity
- Occupational Health and Safety

Contribution to SDGs

A key focus area has been the advancement of our 'Factory of Future' programme. Through Industry 4.0 technologies, predictive maintenance, analytics-driven operations and connected manufacturing systems, we are improving productivity, planning efficiency, quality consistency and operational visibility across facilities. We also continued strengthening operational discipline through integrated quality systems, process standardisation, safety systems, energy-efficiency initiatives and employee-led continuous improvement practices.

MANUFACTURING NETWORK AND OPERATING SCALE

We operate a diversified manufacturing network that supports domestic and international business requirements across automotive batteries, industrial batteries and new energy solutions. Our facilities are designed to support scale, operational continuity, product quality and manufacturing flexibility across OEM, aftermarket and industrial customer segments.

Over the years, we have expanded manufacturing capabilities across product categories while continuously improving throughput, operating efficiency and process reliability. Our facilities are supported by integrated production systems, automation-led process controls, digital monitoring infrastructure and structured operational governance frameworks.

Our manufacturing ecosystem today supports both current business requirements and future expansion across energy and mobility solutions.

Manufacturing Infrastructure at a Glance

Our manufacturing infrastructure continues to support capacity enhancement through throughput improvements, operational balancing and digitally enabled process optimisation.

10
manufacturing plants

3.96 million sq. ft.
manufacturing footprint

Annualised Capacity

25 million units
4W battery

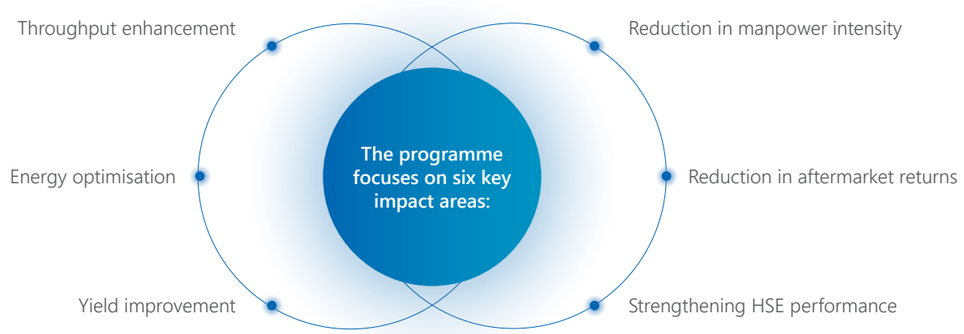
45 million units
2W battery

2.4 Bn AH per annum
VRLA battery

1.8 million units
Tubular battery

INTEGRATED MANUFACTURING TRANSFORMATION

The lead-acid battery industry continues to navigate multiple headwinds arising from emerging technologies, changing customer requirements and evolving competitive dynamics. In response, we continued advancing our 'Factory of Future' (FoF) programme to strengthen manufacturing competitiveness, improve operational agility and enhance long-term capital efficiency. Our approach is centred on extracting maximum value from existing assets, reducing future liabilities by deferring incremental capital expenditure and improving cost competitiveness through digitally enabled manufacturing systems.



The Factory of Future programme is guided by three core principles:

- Sharp focus on business value creation
- Deployment of reliable and proven solutions
- Scalability by design

We continued progressing our Industry 4.0 transformation through a holistic assessment across 23 operational dimensions, enabling structured evaluation of digital manufacturing maturity and capability enhancement opportunities. The programme integrates analytics, automation, AI-enabled systems and connected manufacturing technologies to improve operational visibility, planning responsiveness and data-backed decision-making.

Manufacturing Priorities and Digital Interventions

Modularity

Developing smaller-scale breakeven models with delayed last-mile customisation capabilities.

Flexibility

Designing manufacturing lines capable of supporting multiple product configurations and changing market dynamics.

Efficiency

Improving throughput from deployed assets to delay new investments and enhance operating leverage.

Planning Excellence

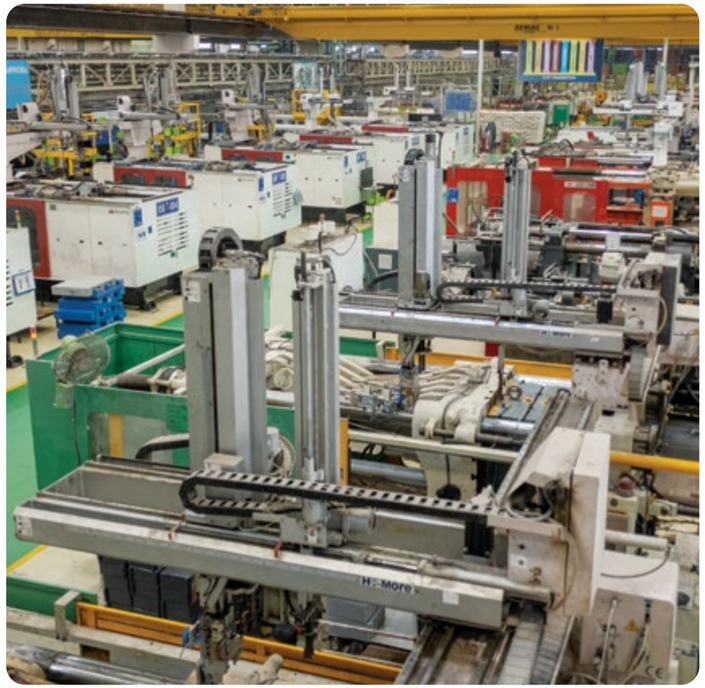
Leveraging Manufacturing 4.0 technologies to improve scheduling efficiency, production balancing and responsiveness.

Scalable Expansion

Creating agile model factories that serve as scalable blueprints for future expansion.

Key 'Industry 4.0' interventions implemented during the year included:

- Real-time performance management through automated data collection and operational visibility systems
- Analytics-driven setpoint optimisation and closed-loop process controls
- L1, L2 and end-state automation initiatives to improve operational efficiency and reduce manpower intensity
- AI-driven predictive maintenance systems for proactive intervention and downtime reduction
- Vision-based analytics to improve quality consistency and strengthen HSE monitoring
- Integrated PPDS tools, automated production planning and digital twin implementation to improve scheduling efficiency and plant-wide responsiveness



QUALITY, RELIABILITY AND PROCESS EXCELLENCE

Quality, reliability and process discipline continue to remain central to our manufacturing philosophy. We continued strengthening manufacturing consistency through integrated quality systems, digital quality management practices, supplier quality integration and structured process governance. Our approach focuses on building quality into manufacturing operations through process standardisation, real-time monitoring, traceability systems and continuous improvement practices across the value chain.

We continued advancing digital quality transformation through integrated QMS platforms, advanced analytics, real-time monitoring systems and end-to-end traceability solutions, improving visibility, responsiveness and data-driven decision-making. Supplier quality management remained a key focus area. Structured supplier evaluation frameworks, capability enhancement initiatives and continuous monitoring systems continue to strengthen alignment with customer expectations and global quality standards. Our manufacturing processes also continue to comply with multiple country-specific and customer-specific standards including SASO, KEBS, SLSI, CTPAT, SNI, PS Mark, SIRIM and European customer requirements including LKQ.

Management System Certifications

ISO 9001:2015 - Quality Management System

IATF 16949:2016 - Automotive Quality Management System

ISO 14001:2015 - Environmental Management System

ISO 45001:2018 - Occupational Health and Safety Management System

ISO 27001:2022 - Information Security Management System

ISO 50001:2018 - Energy Management System

ISO 9001:2015 certification for the FSSC division

Customer Recognition and Operational Performance

The strength of our manufacturing systems, process discipline and delivery reliability was reflected through multiple customer recognitions received during the year. Key recognitions included

- 'Zero Defect' appreciation from Hyundai
- Recognition for 'Zero Defect' supplies from Cummins
- Consistent 'White Category' rating from Toyota
- Consistent 'Excellent' rating from Mahindra and Royal Enfield
- Consistent 'Platinum' rating from TVS
- 'Excellence in Delivery Award' from Daimler India
- 'Best Quality Award' from Suzuki Motorcycle India Pvt. Ltd.
- 'Sustainability Award' from Hero MotoCorp Ltd.
- 'Reliable Partner in Quality and Delivery FY25' appreciation from Royal Enfield
- 'Silver Award' from Bajaj Ltd.
- ESG pathfinder award from Indus Towers
- Outstanding ESG performance by TVS Motors
- Excellence in Sustainability Initiatives by HMSI

Continuous Improvement and Workforce Participation

Continuous improvement and workforce participation remain deeply embedded across manufacturing operations. Employee-led improvement initiatives continue to play an important role in strengthening operational discipline, process optimisation and problem-solving capabilities across facilities. Quality Circle initiatives continue to provide a structured platform for cross-functional collaboration, operational improvements and employee ownership across manufacturing operations.

928
Quality Circles were formed

928
Projects were successfully completed

~5,600
Employees participated

82%
Overall participation rate

Quality Circle and Competition Highlights

- **1,072** Quality Circles operational during FY 2025-26
- **102** teams participated in Chapter Conventions on Quality Concepts (CCQC) – Tirupati Chapter
- **101** teams received Gold Awards
- **One team received a Silver Award**
- **612** employees participated in CCQC initiatives

At the National Convention on Quality Concepts (NCQC), 26 participating teams received:

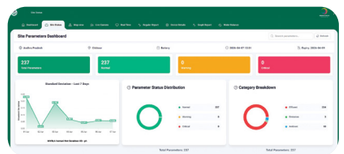
24
Par Excellence Awards

2
Excellence Awards

OPERATIONAL RELIABILITY AND SAFETY

We continued strengthening operational reliability through integrated safety systems, technology-enabled monitoring mechanisms and structured emergency preparedness frameworks across manufacturing facilities. Safety remains integral to our manufacturing operations, supported through proactive risk management, process discipline and real-time monitoring systems aligned with our zero-harm objective.

During the year, we implemented AI-enabled systems for PPE compliance and Behaviour-Based Safety (BBS) through smart CCTV infrastructure, advanced video analytics and edge computing-enabled real-time alerts. These systems support proactive hazard identification, trend analysis and data-driven corrective interventions, improving workforce awareness and safety performance. We also strengthened emergency preparedness through deployment of dedicated fire tenders and emergency response vehicles integrated with existing fire protection systems and emergency response protocols across facilities.



SUSTAINABLE MANUFACTURING OPERATIONS

We continued strengthening sustainability integration across manufacturing operations through resource-efficiency initiatives, environmental monitoring systems and energy optimisation measures. During the year, our facilities achieved Platinum Category certification under the "Zero Waste-to-Landfill" framework by Bureau Veritas, with waste diversion levels exceeding 95%. We also achieved Water Positive certification with a Water Positivity Ratio of 11.94, supported through rainwater harvesting, groundwater recharge, Zero Liquid Discharge (ZLD) systems and recycling initiatives. Further advancing our commitment to responsible water stewardship and employee well-being, ARE&M became a signatory to the WASH (Water, Sanitation and Hygiene) Pledge

Alongside operational improvements, we strengthened environmental governance through deployment of Continuous Ambient Air Quality Monitoring Systems (CAAQMS), Continuous Emission Monitoring Systems (CEMS), digital water monitoring systems and real-time effluent monitoring infrastructure. Energy-efficiency interventions across facilities contributed to improved operational performance, avoidance of 73,831 tonnes of CO2 emissions through renewable energy installations and ₹3.5 Crore savings through energy conservation initiatives.

MANUFACTURING EXCELLENCE DRIVING LONG-TERM VALUE

Our manufactured capital continues to evolve in line with changing industry dynamics, technology transitions and future mobility requirements.

Over the years, we have built a manufacturing ecosystem that combines scale, process discipline, operational flexibility and digital manufacturing capabilities across businesses. Through the Factory of Future programme, Industry 4.0 integration, advanced quality systems, operational automation and continuous improvement practices, we continued strengthening manufacturing responsiveness, asset productivity and execution reliability across facilities.

At the same time, our focus on modular manufacturing systems, planning efficiency, predictive maintenance, process automation and digitally integrated operations is enabling us to improve throughput, defer incremental capital expenditure and create scalable operating models for future expansion.

Supported by integrated quality systems, globally benchmarked manufacturing standards, operational governance frameworks and employee-led improvement culture, our manufacturing ecosystem continues to strengthen long-term competitiveness across automotive batteries, industrial batteries and new energy solutions. As we continue advancing our manufacturing transformation journey, we remain focused on building agile, efficient and future-ready manufacturing capabilities that support sustainable long-term value creation.

Occupational Health

The Company strengthened preventive healthcare through comprehensive Annual Medical Examinations (AMEs), including enhanced screening for metabolic and cardiovascular risks. During the year, it also launched the Vitality Index to monitor the 4Bs—Blood Pressure, Blood Sugar, BMI, and Bad Cholesterol—enabling early risk identification and targeted health interventions. Dedicated health monitoring facilities and awareness initiatives further encouraged employees to proactively manage their well-being.

As part of our ongoing HSE improvement initiatives, we have fully equipped Occupational Health Centers (OHCs) across all facilities with modern infrastructure and medical equipment. These facilities have improved diagnostic accuracy, strengthened emergency preparedness, and elevated the overall quality of employee care, ensuring alignment with the latest occupational health standards.

Further strengthening our capabilities, the Tirupati and Chittoor LLB testing laboratories have been certified to ISO 15189:2022 by QAI under the ILAC MRA framework. Notably, our OHC testing facility is the first in the South Asia Pacific region to achieve this certification, underscoring our commitment to excellence in occupational health services.

During the year, the Company implemented a comprehensive Heat Stress Mitigation Plan incorporating qualitative, quantitative, and physiological risk assessments, along with preventive measures, employee awareness programmes, and continuous workplace monitoring to effectively manage heat-related risks across operations.

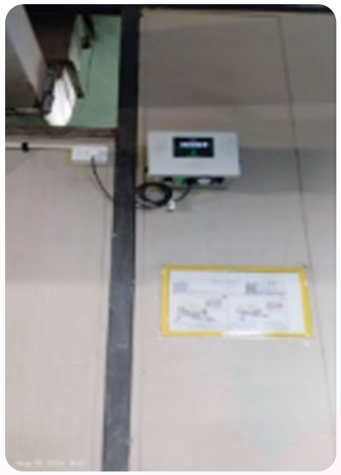
Occupational Safety

During FY2026, ARE&M further strengthened its proactive safety culture through investments in advanced technologies, robust processes, structured training, and real-time monitoring to enhance risk management and workplace safety. All manufacturing facilities continued to be certified to ISO 45001:2018, demonstrating alignment with global occupational health and safety standards.

The Central HSE Council continued to provide strategic oversight through monthly reviews focused on accident learnings, near-miss reporting, and implementation of controls for critical risks. During the year, the Company also reinforced the Amara Raja Sustainability Framework (ARSF), establishing critical safety standards, strengthening governance through regular assessments, and driving continual improvement across all sites.

Capability building was further strengthened during the year through enhanced training on the Amara Raja Sustainability Framework (ARSF), simulation-based learning modules, and cross-functional safety initiatives.

During the year, the Company installed laser dust monitors at workplace areas to enable real-time monitoring of airborne lead concentrations, strengthening occupational health, ensuring compliance with exposure limits, and enabling timely corrective action.



To strengthen our efforts in reducing hand-in-machine incidents, we conducted comprehensive gap assessments across the shop floor to identify opportunities for risk mitigation. Based on the findings, improvements such as 360-degree guarding, walkover platforms on conveyors, interlocks, photo sensors, CCTV cameras, and other engineering controls have been planned to enhance machine safety.

Emergency preparedness is supported by advanced firefighting infrastructure, including two fire tenders, two Emergency Response Vehicles (ERVs), 13 oscillating monitors, and regular mock drills to strengthen emergency response capability. Workplace safety is further enhanced through the deployment of nine Arc Flash suits for electrical hazard protection, eight Allegro blowers to ensure safe ventilation during confined space entry, and a Horizontal Lifeline (HLL) system at loading and unloading areas to mitigate fall-from-height risks and protect personnel.

Automatic Fire Suppression Systems have been installed in critical electrical panels to enable early fire detection, automatic activation without human intervention, and instant release of a clean agent to suppress fire, significantly reducing fire risk, equipment damage, and operational downtime while enhancing electrical and plant safety.

During the year a workshop on 'Developing Leadership Safety Commitment' was conducted for the senior leadership of ARE&M. The workshop focused on importance of leadership involvement in Audits (Gemba walks), Accident Investigation, Safety reviews, System audits, Institutionalizing toolbox talks and safety related problem solving & implementation of consequence management. Our leadership team is committed to actively driving safety excellence through monthly Gemba walks, accident investigations, and monthly safety review meetings.

During the year, an ergonomics study was conducted using specialized software to identify risks associated with manual activities, following which a structured action plan was implemented to mitigate the identified risks and improve workplace ergonomics.

Road Safety

Road safety remains a key priority at ARE&M, guided by a comprehensive Road Safety Policy and driven by Road Safety Champions who conduct Defensive Driving Training (DDT) and regular compliance checks to promote safe driving practices. Oversight is provided by the Road Safety Subcommittee, which reviews performance and drives continuous improvement.

During the year,over 8500 employees completed DDT as part of the Company's journey towards 100% training coverage for all vehicle owners. Road Safety Month was marked through awareness campaigns, cyclothon, expert webinars, townhalls, community outreach programmes, and the distribution of Golden Rules for Road Safety. Additional initiatives, including vehicle condition checks, bus audits, road safety infrastructure audits, helmet distribution, reflective sticker campaigns, and awareness competitions, further strengthened safe mobility across the organisation.

To enhance transportation safety, telematics systems were deployed in Light Motor Vehicles (LMVs) and Heavy Motor Vehicles (HMVs), enabling real-time monitoring of driver behavior, vehicle movement, speed compliance, fuel consumption, route efficiency, and vehicle health, thereby improving fleet safety, operational efficiency, and sustainable transportation

National Safety Week

During National Safety Week 2026, we reinforced our commitment to a safe and incident-free workplace through a series of focused awareness and engagement initiatives. The week commenced with a flag hoisting ceremony at both locations, reaffirming our collective safety pledge. Leadership teams conducted Safety Gemba Walks across all the plants, engaging directly with employees to identify potential risks and encourage safe practices.

Employees actively participated in Safety pep talks, training sessions, safety quizzes, essay writing, poster-making and spot the hazard skit competitions, fostering learning through creative expression. Emergency response teams demonstrated their preparedness through mock drills. Together, these initiatives strengthened our safety culture by enhancing awareness, preparedness and individual accountability across the organisation.

Intellectual Capital

Our intellectual capital framework supports the way we develop technologies, strengthen digital capabilities and improve operational responsiveness across the organisation. The integration of engineering expertise, analytical capabilities, enterprise systems and digital technologies is becoming increasingly important to product development, manufacturing efficiency and decision-making. Over the years, we have built capabilities across innovation, research, manufacturing engineering, Digital & IT infrastructure, analytics and enterprise integration. These capabilities support product development, process optimisation, operational visibility and connected business operations across automotive batteries, industrial batteries and new energy businesses.

Inputs

- Robust knowledge systems and digital R&D tools

300+
Technology team member

2,300+
Man-years of cumulative expertise in battery technology

Outputs & Outcomes

- Accelerated go-to-market and product differentiation

59
Patents/ designs filed

39
Patents/ designs granted

18
New products launched in FY 2025-26

Activities

In-house R&D programmes

Innovation sprints and agile prototyping

Strategic collaborations and academic partnerships

Impact

Strengthened market leadership

Sustainable, IP-driven innovation

Competitive edge in future-ready energy storage

Material Matters

- Innovation and R&D
- Cybersecurity and Data Privacy
- Resource Efficiency and Circularity

Contribution to SDGs

Innovation has long been integral to the way we develop technologies, strengthen manufacturing capabilities and respond to evolving energy requirements across mobility and industrial applications. Guided by our belief, "Gotta be a Better Way", we continue to advance our focus on engineering-led development, materials research, process improvement and application-oriented product technologies.

INNOVATION ARCHITECTURE

Gotta be a Better Way®

ENGINEERING AND ANALYTICAL CAPABILITIES

The Research-to-Reality Journey

1. Chemistry and Cell Development
2. Modelling and Performance Analytics
3. Prototype and Lab Development
4. Testing and Validation
5. Customer Qualification
6. Application Readiness

Product Technologies

Research and Analytical Capabilities

Manufacturing and Process Engineering

Innovation Ecosystem

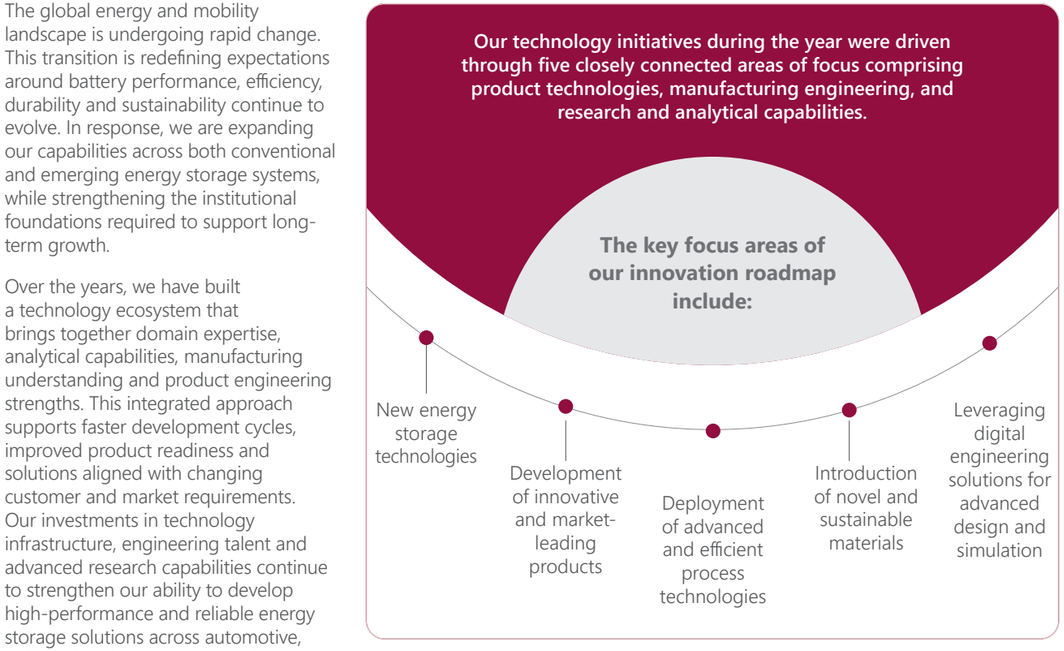
- Academic Partnerships
- Technology Collaborations
- Supplier Co-development
- Customer-led Development
- Cross-functional Teams

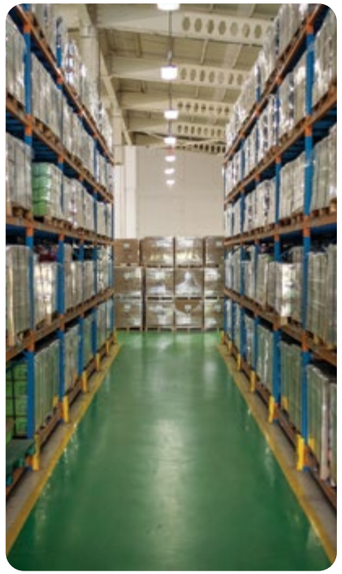
INTELLECTUAL PROPERTY AND KNOWLEDGE DEVELOPMENT

We encourage innovation across development of new products, processes and materials through ongoing evaluation of opportunities for intellectual property protection and patent development. Capability-building initiatives across technology and engineering functions are supported through structured training programmes focused on IPR creation, patent development and technical knowledge enhancement. Innovation activities, technical developments and IPR-related initiatives are documented and updated through Harbinger, our intranet application platform, enabling visibility, collaboration and knowledge dissemination across teams. We also participate in industry forums, supplier engagements, customer clusters, academic sessions and government-led initiatives to strengthen institutional learning and technical capability development across the organisation.

The global energy and mobility landscape is undergoing rapid change. This transition is redefining expectations around battery performance, efficiency, durability and sustainability continue to evolve. In response, we are expanding our capabilities across both conventional and emerging energy storage systems, while strengthening the institutional foundations required to support long-term growth.

Over the years, we have built a technology ecosystem that brings together domain expertise, analytical capabilities, manufacturing understanding and product engineering strengths. This integrated approach supports faster development cycles, improved product readiness and solutions aligned with changing customer and market requirements. Our investments in technology infrastructure, engineering talent and advanced research capabilities continue to strengthen our ability to develop high-performance and reliable energy storage solutions across automotive, industrial and new energy applications. Supported by strategic collaborations and a growing innovation portfolio, we remain focused on building technologies that are relevant not only for today's operating environment, but also for the evolving needs of the energy transition.





PRODUCT TECHNOLOGIES

In FY 2025-26, we continued to focus on technology interventions across automotive, UPS, industrial and emerging mobility applications, with emphasis on product reliability, durability and application-specific performance requirements.

Advanced lead-acid technologies remained a key area of development during the year. Technology demonstration initiatives undertaken in advanced lead-acid and alternate chemistry storage systems reflected continued progress in strengthening energy storage capabilities across applications. In the automotive segment, a specialised battery solution was developed for next-generation Smart Hybrid Vehicles. The product has been engineered to support higher electrical loads and dynamic operating conditions associated with hybrid vehicle systems.

For International Business operations, the Value Series Battery Portfolio was developed through advanced paste formulation, grid optimisation, advanced grid technology and integrated manufacturing processes. The portfolio delivers reliable power performance, improved power-to-weight characteristics and enhanced operating efficiency for modern vehicle applications.

Within the Home UPS segment, the product range was expanded through the launch of flooded tubular products. Advanced plate technology battery ranges were also introduced for domestic UPS and data centre applications, supporting improved reliability and performance requirements.

Other initiatives undertaken during the year included deployment of advanced additive formulations for improving industrial battery performance and development of methodologies aimed at improving state-of-charge performance in two-wheeler batteries.

MANUFACTURING AND PROCESS ENGINEERING

Manufacturing and process engineering initiatives during FY 2025-26 remained focused on improving product durability, process reliability, throughput and energy efficiency across battery manufacturing operations. Advanced curing techniques were introduced across four-wheeler and UPS applications to enhance plate robustness. New processes and compatible material systems were also implemented to improve mechanical strength and durability in commercial batteries.

The year also saw integration of engineered fibre into electrodes to improve structural integrity. In automotive applications, durable and sustainable AGM separator solutions were introduced to support product performance and reliability requirements.

Process optimisation initiatives were undertaken across multiple manufacturing stages. Advanced and energy-efficient formation equipment was implemented in the tubular battery plant, while premix expander systems were introduced to improve sustainable productivity in flooded Home UPS battery manufacturing. Formation process cycle times in AGM batteries were also optimised to improve throughput and operational efficiency.

RESEARCH AND ANALYTICAL CAPABILITIES

Research and analytical capabilities remained an important part of the technology framework during FY 2025-26, particularly in supporting product validation, performance assessment and development efficiency across battery platforms.

During the year, component-level simulation procedures integrating electrochemical and structural analysis methodologies were developed to evaluate battery behaviour and structural performance under varying operating conditions. These capabilities support engineering assessments during product development and validation stages.

The research and development ecosystem is supported by a technology team comprising 300+ professionals with cumulative industry expertise of 2,300 man-years. This capability base, together with ongoing in-house and collaborative R&D initiatives, supports development activities across advanced lead-acid systems and alternate battery chemistries.

Technology Priorities for FY 2026-27

Our technology roadmap for the upcoming financial year remains focused on strengthening product competitiveness, advancing manufacturing technologies and accelerating material innovation across automotive, industrial and energy storage applications.

Product Development

Key priorities identified for the year include:

- Development of next-generation UPS battery technologies to strengthen our presence in international markets
- Expansion of Home UPS and UPS product portfolios
- Development of a comprehensive product portfolio for motive power applications
- Continued in-house and collaborative R&D initiatives on advanced lead-acid and alternate battery chemistries
- Development of advanced battery technologies for marine applications
- Development of advanced automotive product ranges with optimised performance and manufacturability for international markets
- Design and development of commercial vehicle battery solutions for domestic and international markets

Process and Technology

The key process and technology priorities include:

- Enhancing plate quality through improved plate-making and advanced paste-mixing processes for automotive and UPS batteries
- Improving throughput and energy efficiency through optimisation of oven cycle times and assembly operations in Home UPS battery manufacturing
- Introduction of energy-efficient assembly processes in two-wheeler battery manufacturing
- Development of new and optimised formation processes for automotive batteries
- Continued implementation of innovative methodologies to improve state-of-charge performance in two-wheeler batteries

New Materials

The focus areas under new materials include:

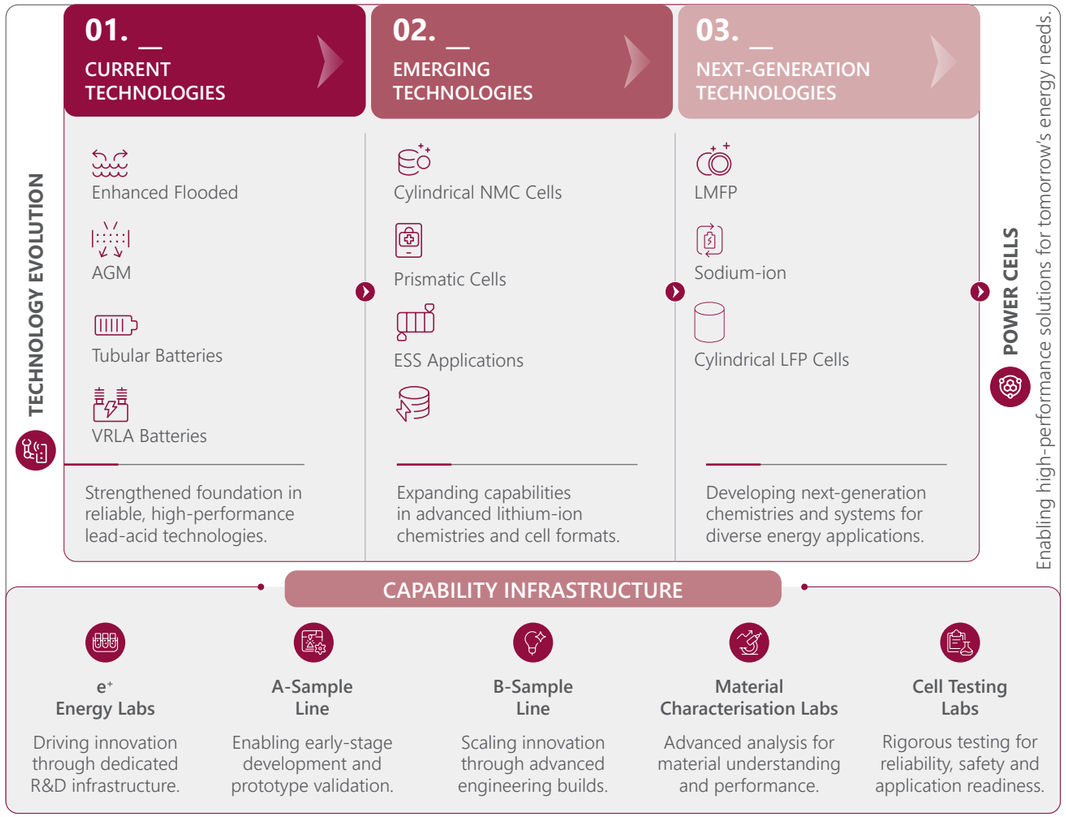
- Development of next-generation lead alloy systems to improve battery performance and durability
- Development of high charge acceptance plates for automotive battery applications
- Deployment of advanced separators with superior performance characteristics for Home UPS batteries
- Evaluation of advanced additives to improve automotive battery performance

NEW ENERGY BUSINESS

During FY 2025-26, development activities in the New Energy Business remained focused on lithium-ion cell technologies, next-generation chemistries, analytical capabilities and research infrastructure.

NEW ENERGY TECHNOLOGY ROADMAP

Advancing from proven strengths to next-generation energy solutions for a sustainable future.



The year saw development of 5.3Ah and 5.6Ah 21700 cylindrical cells based on NMC chemistry. Work also commenced on the 21700 Power Cell development project. An LFP-graphite electrochemistry design in 21700 format was developed during the year as part of ongoing efforts to strengthen cell chemistry capabilities across new energy applications. Development activities relating to next-generation chemistries, particularly LMFP and Sodium-ion technologies, also progressed during the year. Efforts were initiated towards establishing in-house multiscale modelling and cell performance analytics capabilities for LFP and NMC lithium-ion cells using GT-SUITE and ANSYS-based simulation and analytical tools.

Construction of the e+ Energy Labs facility neared completion during the year. The R&D protoline (A-sample line) and analytical laboratory equipment also reached the site to support product development, testing and validation activities. During the year, cylindrical cell and prismatic cell lines were installed at the Customer Qualification Plant (CQP/B-sample line).

Key priorities for FY 2026-27 include:

- Development and validation of next-generation 21700 energy cells and 21700 power cells
- Development and validation of advanced prismatic cells for EV and ESS applications
- Development of LMFP and Sodium-ion chemistries, including cell testing and validation
- Development of prototype cells at e+ Energy Labs through the A-sample line
- Utilisation of material characterisation, analytical characterisation and cell testing laboratories for chemistry and cell development activities
- Building of 21700 and prismatic cells at the Customer Qualification Plant (CQP/B-sample line)
- Implementation of digital solutions for data traceability across A-sample and B-sample sites
- Development of multi-scale software-based capacity degradation models

Digital and Information Technology

Digital capability today influences nearly every aspect of how we operate, manufacture, collaborate and make decisions. As our operations continue to scale in complexity and integration, technology is increasingly shaping the responsiveness, visibility and execution discipline of the enterprise.

During FY 2025-26, we continued to strengthen our digital and information technology capabilities through focused investments across enterprise infrastructure, Artificial Intelligence (AI), analytics, manufacturing digitisation, cybersecurity and digital workplace platforms. The year reflected a clear progression towards building a more integrated and data-driven operating environment, with stronger alignment between digital systems, manufacturing operations, supply chain execution, sales and marketing, finance and enterprise decision-making.

AI@AMARARAJA

We continued to increase the use of AI across the organisation during the year. Our focus remained on helping teams understand where AI can improve day-to-day work, while also building the systems, governance and organisational culture needed for responsible adoption.

Think AI Workshop

Leadership address

Session in progress

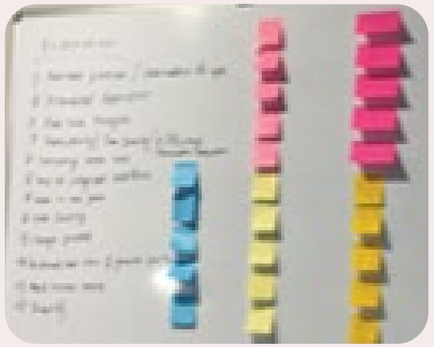
To encourage wider understanding of emerging AI technologies and their practical applications, we conducted a dedicated **'AI Day'** for senior leadership teams. The programme focused on innovation thinking, applied AI scenarios and 10X mindset principles, while encouraging leaders to think differently about how technology can support operational and business environments. In parallel, the Amara Raja **'Empowering Digital Growth & Excellence (EDGE)'** programme was conducted for Next Gen Leaders to strengthen digital leadership capability and reinforce wider ownership of technology transformation across the organisation.

Building Familiarity with AI Tools and Applications

During the year, we conducted the 'AI Trailblazer Series' for IT teams covering AI technologies, solution architecture and responsible deployment practices. Practical AI tutorials and learning modules were also introduced across functions to help employees become more familiar with AI tools and their applications in daily work.

Cross-functional hackathons and workshops were conducted with multiple business units to identify areas where AI could improve operational efficiency, reporting processes, information access and decision-making. These discussions also helped define priorities for future AI initiatives across the organisation and laid the foundation for wider adoption across operational environments.

Enabled hands-on learning through workshops, hackathons, and practical



Expanding AI Across Operational Environments

As adoption increased, AI-enabled tools, automations and digital agents were gradually introduced across corporate and functional teams to simplify workflows, reduce manual effort in planning and reporting activities and improve access to enterprise information. We also expanded the use of AI-enabled applications within customer-facing and manufacturing environments through:

- Intelligent Data Extraction and Validation systems,
- Machine Vision-based Inspection Processes,
- Operational Analytics Applications
- Real-time Monitoring Frameworks.

These initiatives improved process consistency, strengthened operational visibility and reduced dependence on manual interventions across operational environments.

As more employees began using AI tools in their daily work, access was enabled through enterprise-grade platforms aligned with governance, cybersecurity and data protection requirements. We also continued creating awareness around responsible AI usage practices to ensure adoption remained supported by appropriate compliance and security controls.

DATA LAKE AND ENTERPRISE ANALYTICS

As operations become more connected across manufacturing, supply chain and business functions, the ability to access reliable and real-time information becomes increasingly important to execution quality and decision responsiveness. During the year, we continued strengthening our analytics ecosystem across Manufacturing Operations, Supply Chain, Sales & Marketing and Human Resources through expanded dashboarding capabilities, integrated reporting frameworks and real-time operational visibility tools.

Improving Operational Visibility and Decision-Making

Our evolving enterprise data architecture is helping create stronger analytical consistency across functions while improving alignment between operational and business reporting environments. Advanced analytics and visualisation capabilities are increasingly supporting leadership teams in monitoring operational performance, identifying emerging trends and responding proactively to evolving business requirements.

A key area of progress during the year was the expansion of centralised operational dashboards providing real-time visibility into Overall Equipment Effectiveness (OEE), downtime, quality parameters, production monitoring and plant-level operational performance metrics across manufacturing environments.

These Dashboards are improving shop-floor visibility, enabling faster issue identification and strengthening operational control across manufacturing environments. We also continued strengthening self-service analytics capabilities, enabling business users to access operational insights directly while reducing dependency on central analytical teams for routine reporting requirements.

Alongside this, we continued investing in data integration, governance frameworks, operational reporting systems and data quality management to support the development of a more connected, scalable and reliable enterprise intelligence environment across the organisation.

ENTERPRISE INFRASTRUCTURE AND OPERATIONAL INTEGRATION

We continued strengthening the infrastructure supporting enterprise systems and operational environments. The focus remained on improving connectivity, operational monitoring and system integration across functions and locations. Work undertaken during the year included improvements in enterprise connectivity environments, backup and recovery enhancements, infrastructure modernisation and extending integration capabilities across Enterprise eco-systems.

We also progressed architecture-led integration and workflow digitisation initiatives to improve coordination and information flow across business applications. This included deployment readiness activities for enterprise data and analytics environments, workflow digitisation across operational processes, enterprise document management enhancements and operational tracking systems.

Integration-layer strengthening for enterprise applications and automation-led process simplification initiatives were also undertaken during the year. In parallel, we expanded operational monitoring frameworks and continuity-focused deployment capabilities across critical systems and operational environments.

MANUFACTURING DIGITISATION AND WAREHOUSE AUTOMATION

Manufacturing visibility and process discipline remained central to how we managed operational consistency across plants during the year. We continued strengthening manufacturing digitisation through investments in traceability systems, operational analytics and warehouse automation capabilities across manufacturing environments.

Improving Traceability, Warehouse Digitization and Material Movement

Sixteen critical enhancements were implemented across line traceability systems during the year to improve usability, operational consistency and end-to-end traceability across manufacturing locations. These interventions also strengthened alignment with customer audit and compliance requirements. To improve operational visibility and monitoring, we expanded the use of centralised manufacturing dashboards enabling real-time tracking of OEE, downtime, quality performance and operational effectiveness metrics across manufacturing environments. These dashboards improved visibility across shop-floor operations and supported faster operational monitoring and response.

We also advanced warehouse digitisation initiatives through implementation of Extended Warehouse Management (EWM) capabilities. The initiative strengthened inventory visibility, improved FIFO controls and enhanced operational accuracy and process governance across warehouse operations while supporting smoother material flow across warehouse environments.

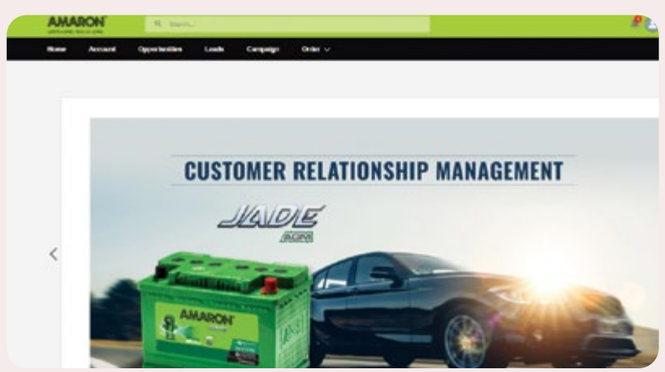
Automation across internal logistics operations was further strengthened through deployment of Automated Guided Vehicle (AGV) solutions across manufacturing facilities. These initiatives reduced manual intervention in repetitive material movement processes while improving consistency, operational reliability and autonomous material flow across internal logistics environments.

CUSTOMER AND DEALER DIGITAL ECOSYSTEM

We continued strengthening our digital dealer and partner ecosystem during the year through expansion of our integrated Dealer Management System and mobile-enabled engagement platforms. The platform improved operational coordination, order processing efficiency, dealer-network visibility and workflow responsiveness across dealer operations within a significantly reduced turnaround timeframe.

Building upon earlier CRM transformation initiatives, the platform continues to consolidate multiple operational processes within a more integrated digital environment. This has improved workflow efficiency, strengthened operational visibility and enabled better coordination across sales and service functions. The platform also supported closer engagement across dealer and partner networks while improving responsiveness across customer-facing operations.

Full dealer-network adoption was achieved during the year, supporting stronger process standardisation, partner integration and responsiveness across domestic and international markets.



CYBERSECURITY, INFORMATION SECURITY AND ENTERPRISE RESILIENCE

As digital systems become more closely integrated with operations, information security and cyber resilience continue to remain important to operational continuity and enterprise stability. During FY 2025-26, ARE&M achieved ISO 27001:2022 certification, reflecting the maturity of our information security governance framework and our continued focus on safeguarding enterprise information assets in line with globally recognised standards. The certification validates the robustness of our information security processes,

governance mechanisms, enterprise controls and digital risk management practices across enterprise systems and operational environments.

We also strengthened our cybersecurity architecture through deployment of enterprise-wide DNS security capabilities designed to proactively detect and prevent malicious network activity. Operating at the network interaction layer, the solution enables real-time inspection of DNS queries, identification of suspicious network behaviour and blocking of malicious domains before network connections are established.

The initiative strengthened early-stage threat prevention capabilities while improving enterprise-wide visibility and response readiness across digital operations.

Additional cybersecurity initiatives undertaken during the year included enhanced Vulnerability Assessment and Penetration Testing (VAPT), Web Application Firewall (WAF) strengthening, advanced network segmentation, immutable storage implementation, cloud-based backup enhancements and enterprise data protection measures across operational and enterprise environments.

Building Awareness and Operational Readiness

Alongside technology controls, we continued strengthening organisational cyber awareness through interactive workshops, awareness campaigns, practical demonstrations and case-study-led learning sessions covering cyber fraud prevention, digital risks and responsible security practices.

Data Privacy and Regulatory Readiness

We initiated data privacy and regulatory compliance framework during the year in alignment with the Digital Personal Data Protection Act, 2023 (DPDPA).

A comprehensive enterprise-wide gap assessment was completed across the Group covering personal data inventory practices, governance mechanisms, data protection processes and regulatory alignment requirements. The assessment provided clearer visibility into priority areas and helped establish the foundation for a more structured and sustainable enterprise privacy framework across the organisation.

DIGITAL WORKPLACE AND WORKFORCE ENABLEMENT

Technology adoption becomes more meaningful when employees are able to integrate digital tools into day-to-day work in a practical and consistent manner. We continued investing in workforce capability development through learning initiatives focused on digital collaboration, AI adoption and cybersecurity awareness.

Programmes conducted during the year covered:

- Digital Workspace Tools
- Artificial Intelligence Capability-building
- Innovation-led Workshops and Hackathons

Microsoft 365 Collaboration Environment

We expanded adoption of Microsoft 365 collaboration tools across the organisation to improve communication, productivity and knowledge-sharing practices across functions. Structured learning programmes covering both foundational and advanced platform capabilities were conducted to support user adoption and help employees utilise digital collaboration environments more effectively. Increased utilisation of SharePoint, Viva Engage and workflow automation capabilities also improved internal communication, workflow collaboration and operational coordination across teams.

We also advanced enterprise information management through a cloud-based document management platform powered by Microsoft SharePoint, enabling:

- Centralised Document Access,
- Role-based Controls,
- Audit-trail Visibility,
- Advanced Search functionality and,
- Structured Backup mechanisms supporting Business Continuity and Knowledge Management.

Microsoft Copilot Enablement

During the year, Microsoft Copilot was deployed across the organisation as an enterprise-grade AI assistant integrated within the Microsoft 365 ecosystem. Dedicated learning sessions covering Copilot capabilities, practical workplace applications and responsible AI usage were conducted to support adoption across teams while maintaining alignment with governance and information security standards.

AWARDS AND RECOGNITIONS

Our Digital & IT initiatives continued to receive industry recognition during the year for advancements in enterprise technology, digital infrastructure and cybersecurity leadership.

Key recognitions received during the year included:

Data Centre Excellence Award

CISO of the Year

CIO of the Year

These recognitions reflect the collective efforts of our Digital & IT teams in strengthening enterprise systems, cybersecurity capabilities and technology-enabled operational execution across the organisation.

Future Roadmap

The Digital and IT agenda for FY 2026-27 will build on the capabilities established during the year. The focus will remain on wider AI adoption, improvement in cybersecurity practices, expansion of digital operations and continued alignment with regulatory requirements across the organisation. The roadmap is intended to build on existing foundations while supporting Amara Raja's broader technology transformation journey across business and manufacturing environments.

AI at Scale

AI will continue to play an important role across innovation, operational improvement and long-term growth initiatives. New business use cases will be introduced with wider adoption across functions, particularly in Finance, Sales & Marketing and Supply Chain operations. The focus will remain on integrating AI more closely into regular workflows and decision-making processes while improving data foundations and supporting responsible AI usage across the organisation.

We will also continue advancing Digital Manufacturing initiatives through increased use of AI-enabled manufacturing intelligence, vision-based inspection systems, predictive maintenance capabilities and real-time production monitoring across manufacturing operations.

Digital Upskilling

Building on the digital learning initiatives undertaken during the year, the next phase will focus on advanced-level training programmes, hands-on workshops and E-Learning modules across functions. Capability development initiatives will continue across Artificial Intelligence, Microsoft 365, Cyber Security, digital workplace tools and enterprise applications. The focus will gradually move from awareness towards more practical and day-to-day usage across operational and business environments.

The objective is to help teams use digital tools more effectively while supporting innovation, operational efficiency and secure digital adoption across the organisation.

Data Privacy and Compliance

Adherence to the Digital Personal Data Protection Act (DPDPA) will continue to remain an important focus area during FY 2026-27. A structured organisation-wide approach will be undertaken to improve compliance across the application landscape, including deployment of consent management capabilities, integration with existing systems and alignment with statutory obligations. Awareness sessions and stakeholder engagement programmes will also continue across the organisation to improve understanding of data privacy responsibilities and governance practices.

In parallel, the data governance framework will continue evolving through improved data classification practices and lifecycle management processes. Privacy-by-design principles will continue to be integrated across both new and existing systems to ensure data protection remains part of operational processes from the outset.

Periodic compliance assessments, risk identification exercises and mitigation planning will also continue to support alignment with changing regulatory requirements. Compliance readiness will additionally be supported through improved documentation practices, audit preparedness and continuous monitoring mechanisms across enterprise environments.

These measures are intended to support effective and long-term data protection practices across the organisation.

Advancing Data Protection and Cybersecurity

The roadmap also includes continued improvement in Data Leakage Prevention (DLP), web and application security, backup data protection and broader cybersecurity practices through improved tools and policy-led measures. Threat detection, real-time monitoring and automated response mechanisms will continue to remain important focus areas for reducing risk exposure across digital environments.

User awareness initiatives, data classification frameworks and regulatory compliance practices will continue to remain central to the organisation's cybersecurity and governance approach.

ERP Evolution

We will continue progressing our ERP modernisation journey through upgrades to the existing ERP landscape and introduction of next-generation capabilities supporting process efficiency and AI-enabled intelligence. The upgraded platform is expected to improve operational performance, user experience, scalability, security and regulatory compliance across core business functions while supporting the organisation's changing business requirements over the long term.

Digital Manufacturing

Digital Manufacturing initiatives will continue expanding across additional plants through gradual scaling of proven operational use cases. Future focus areas include real-time production monitoring, predictive maintenance, data-driven quality control and deeper integration with enterprise systems to improve operational visibility across manufacturing environments. Workforce enablement through targeted training initiatives and continuous improvement mechanisms will also remain an important part of the roadmap, supporting productivity improvement, quality enhancement and cost optimisation across manufacturing operations.

Human Capital

The scale, diversity and evolving nature of ARE&M's businesses continue to reshape workforce priorities, capability requirements and leadership depth. As the organisation expands across established and emerging business areas, the focus remains on building a workforce that combines operational excellence with agility, continuous learning and strong execution capabilities. Guided by *"The Amara Raja Way®"*, we continue to build a culture rooted in accountability, collaboration and continuous improvement, enabling employees to support long-term business growth and transformation.

Inputs

- Technical and operational workforce
- Leadership and specialist capabilities
- Learning and development infrastructure

10,805
Total Workforce

2,43,049
Training Hours

Outputs & Outcomes

- Technical capability across businesses
- Leadership pipeline across functions
- Workforce safety and engagement
- Capability building across digital and emerging technologies

10.8
Attrition Rate

14.84
Diversity Ratio

₹1.25 Crore
Revenue Per Employee

Material Matters

- Occupational Health and Safety
- Talent Attraction and Retention
- Diversity, Equity and Inclusion
- Human Rights

Contribution to SDGs

OUR PEOPLE STRATEGY

Our 'People Strategy Model' provides a structured approach to attracting, engaging, developing and enabling talent in line with the organisation's evolving business priorities. The framework brings together workforce capability, leadership development, employee engagement and wellbeing to strengthen organisational readiness across levels while creating stronger alignment between individual contribution and business goals. The 'Talent Management Model' translates this approach into action through structured learning initiatives, leadership programmes, accelerated career pathways and digital learning platforms.

Workforce Planning and Performance Alignment

Workforce planning aligns business priorities, operating requirements and organisational capabilities with current and future talent needs. The process incorporates environmental assessment, workforce analysis and cross-functional review to identify capability requirements across businesses and functions. Approved workforce plans are implemented across the organisation and monitored periodically to assess progress, respond to changing business requirements and maintain alignment with organisational objectives.

OUTCOMES ENABLED	BETTER WORKFORCE DEPLOYMENT	STRONGER PLANNING DISCIPLINE	IMPROVED PRODUCTIVITY ALIGNMENT	FASTER OPERATIONAL RESPONSIVENESS	ENHANCED ORGANISATIONAL READINESS

During FY 2025-26,

25+ leaders

across businesses and functions participated in the annual Workforce Strategy review. Their recommendations contributed towards refining workforce action plans and improving alignment between workforce deployment and business objectives.

Performance Management and Organisational Accountability

Our digital Performance Management System (PMS) aligns organisational priorities with individual goals, behavioural expectations and development objectives. We have introduced an Accountability Scorecard Framework that integrates the PMS framework by linking organisational objectives, Key Result Areas (KRAs), Balanced Scorecards (BSC), Objectives, Actions and Targets (OATs), leadership behaviours and development inputs into a structured performance assessment process.

The framework recognises both business outcomes and the manner in which those outcomes are delivered. A fully automated PMS enables real-time check-ins, continuous feedback and structured developmental conversations between managers and employees, improving the quality and frequency of performance discussions across levels.

Performance Review Process

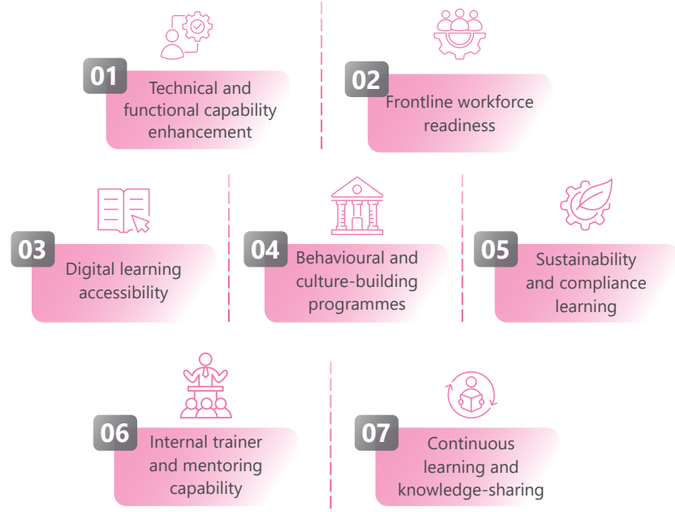
All employees undergo annual performance and career development reviews each April, while promotions continue to be reviewed bi-annually. The framework combines objective-based evaluation, behavioural assessment, leadership observations and career developmental inputs to support a more balanced and transparent assessment process.

LEARNING, CAPABILITY AND DIGITAL DEVELOPMENT

Building organisational capability is an important part of how we prepare our workforce for changing business, technology and operational requirements. Our learning ecosystem is designed to strengthen technical capability, functional expertise and operational readiness across levels while creating opportunities for employees to build long-term careers within the organisation.

During the year, we further strengthened our learning infrastructure through structured development programmes, digital learning access and role-based capability interventions across functions and manufacturing operations. The approach combines technical learning, behavioural development, sustainability awareness and internal knowledge-sharing to create a more skilled and future-ready workforce.

Learning and Capability Focus Areas



Expanding the Digital Learning Ecosystem

Our Alt Learning Platform continues to expand learning accessibility across locations by enabling employees to access technical, behavioural and sustainability-related learning modules in a structured and flexible manner.

Learning Content Available on Alt Learning Platform

79

e-learning modules covering technical, behavioural and sustainability topics

178

Sustainability-related learning modules

The platform also hosts programmes such as:

- Living The Amara Raja Way®
- Human Rights
- Code of Ethics and Conduct
- Prevention of Sexual Harassment (POSH)

These modules are available across employee levels through digital learning formats. The increased adoption of e-learning has improved learning outreach and accessibility across functions and locations while enabling employees to learn alongside operational responsibilities.

Guru Sikshana – Train The Trainers

Launched in 2012, the Guru Club Certification Programme provides employees with an opportunity to become internal trainers and mentors within the organisation. These certified trainers support technical learning, functional capability building and internal knowledge-sharing across locations.

To date:

68+

Guru Club Members have been developed

27

Certified GURUs remained active during FY 2025-26

Strengthening Frontline Workforce Capability

Capability development across manufacturing operations remained an important area of focus during the year. Programmes such as the Amara Raja Diploma Programme (ARDP) and Power Diploma for Operators are designed to strengthen technical capability and create progression opportunities for employees aspiring to move into staff-grade roles. The programmes combine structured learning with operational exposure and are aimed at strengthening long-term workforce readiness across manufacturing operations.

32

Employees successfully completed ARDP

45

Employees enrolled in ARDP or Power Diploma programmes

DEVELOPING LEADERSHIP DEPTH ACROSS LEVELS

Building leadership capability across levels remained an important focus area. Leadership interventions were directed towards strengthening managerial readiness, improving cross-functional exposure and preparing high-potential talent for larger business and operational responsibilities. The leadership development framework was structured around different stages of the leadership journey, supporting first-time managers, strengthening executive capability and building future leadership depth across functions. The interventions combined business learning, experiential exposure and leadership capability development aligned with evolving organisational priorities.

First Time Managers Programme

The First Time Managers Programme, conducted in collaboration with SP Jain, Mumbai, was designed for employees transitioning into managerial responsibilities for the first time. The programme focused on strengthening foundational managerial and business capability across areas.

The intervention helped participants build stronger business understanding, improve decision-making capability and develop confidence in handling team and operational responsibilities.

30

First-time managers participated in the programme

Leadership Presence Programme

Leadership expectations across the Group continue to evolve in line with expanding business scale, deeper market engagement and transformation priorities. In this context, the Leadership Presence Programme was introduced in partnership with KPMG under the theme:

"Transforming Your Leadership Presence"

The programme focused on:

- Executive Presence
- Stakeholder Management
- Influencing Skills

Delivered through workshops, experiential learning and personalised feedback sessions, the intervention helped leaders strengthen communication effectiveness, executive presence and stakeholder engagement capability across business environments. The programme also supported leaders in navigating high-visibility engagements and strategic business discussions across internal and external stakeholder forums.

Amara Raja Future Leaders Programme (AR-FLP)

The Amara Raja Future Leaders Programme (AR-FLP), launched in collaboration with IMT-Hyderabad, forms an important part of the organisation's long-term leadership development roadmap. Designed for AGM and DGM-level professionals, the programme offers an immersive learning experience centred around business alignment, leadership capability and cross-functional exposure.

The programme emphasised

- Alignment between personal growth and business vision
- Development of forward-looking leadership capability
- Exposure to global leadership frameworks and tools
- Adaptability in a rapidly evolving business landscape

The current cohort of 41 participants is undergoing an 11-day residential programme at the IMT-Hyderabad campus. The learning experience has been designed to help participants navigate complexity, lead cross-functional teams and strengthen innovation-led thinking across business contexts.

41

Participants

INTERNAL MOBILITY AND CAREER ACCELERATION

Creating opportunities for internal growth and career progression remained an important focus area during the year. We continued to strengthen structured pathways that enable employees to expand capabilities, take on new responsibilities and explore career opportunities across functions and operational areas. The focus remained on building a more agile and versatile workforce by supporting internal mobility, accelerating high-potential talent and creating broader exposure opportunities aligned with business requirements and long-term organisational capability building.

Switching Lanes Programme and Strategic Leadership Pipeline

The Amara Raja Switching Lane Programme (ARSLP) continues to serve as a structured fast-track career progression initiative for employees identified with higher growth potential. The programme provides employees with opportunities to accelerate career progression through structured assessments, capability development and milestone-based progression pathways aligned with future organisational requirements. The initiative continued to receive strong participation across locations and functions, with employees progressing through the 'Right Lane' framework for accelerated growth opportunities within the organisation.

Strategic Leadership Pipeline (SLP)

As part of the organisation's efforts to identify and nurture high-potential talent:

322 Employees

Participated in the SLP Qualifying Assessment

59 Employees

Selected into the 'Right Lane'

15 Employees

Successfully completed their Right Lane journey and achieved SLP targets

The programme supports the development of stronger internal leadership pipelines while creating structured growth opportunities for employees across operational and functional areas. Eligibility criteria for Nava Prathibha Trainees were also revised in line with evolving programme objectives and organisational requirements. The enhancements have strengthened ARSLP as a more structured and transparent platform for accelerated career progression and internal mobility.

Job Rotation and Cross-functional Exposure

The organisation continued to strengthen its Job Rotation framework to provide employees with broader exposure across roles, functions, businesses and locations. The policy has been developed to support:

- Professional development
- Cross-functional capability enhancement
- Workforce versatility and adaptability
- Organisational resilience
- Knowledge-sharing and collaboration

The framework includes internal job opportunities, mandatory rotations for sensitive positions and role movements based on organisational requirements and employee aspirations. Job rotation interventions are supported through structured transition planning and role-based training to ensure smoother movement across functions while aligning employee capability with operational requirements. The framework enables employees to broaden organisational exposure, develop functional capabilities and prepare for expanded roles and responsibilities.

EMPLOYEE ENGAGEMENT AND ORGANISATIONAL CULTURE

Building a connected and high-engagement workplace remained an important focus area during the year. Employee engagement efforts were directed towards strengthening workplace experiences, deepening leadership connect and reinforcing a culture rooted in openness, collaboration and mutual respect across locations and functions. Guided by "The Amara Raja Way®", the organisation continued to strengthen people practices that encourage dialogue, recognise contribution and create an environment where employees feel heard and valued. Engagement initiatives during the year combined structured listening mechanisms, leadership interactions, workplace experience enhancements and employee support practices aligned with evolving workforce expectations.

Listening to Employee Experiences

AR Speak Experiences Survey

AR Speak Experiences Survey continued to serve as an important platform for understanding employee experiences and gathering insights that shape engagement priorities across the organisation. The 17th edition of the AR Speak Experiences Survey (Full) was conducted between August 20 and September 10, 2025, through a fully digital format covering employees across grades, functions and locations.

99.2%

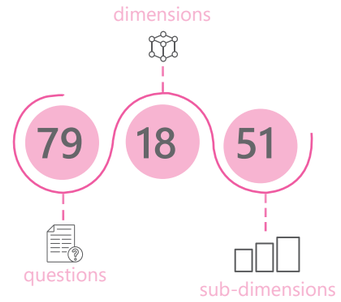
response rate achieved

84%

Overall Organisational Score

86%

Thriving Index Score



A key addition this year was the introduction of the Thriving Index, a metric designed to assess employee wellbeing across individual psychological wellbeing, social connectedness and organisational support. Psychological safety was also incorporated as an important dimension within the framework, reflecting the organisation's focus on creating a workplace where employees feel secure, valued and confident in expressing perspectives and experiences openly. The assessment also covered areas such as mental and physical wellbeing, social connectivity, job satisfaction and work-life balance, enabling deeper understanding of employee experiences across workplace culture, leadership and employee support systems.

Building an Open and Connected Culture

Open communication and leadership accessibility continued to remain important elements of organisational culture. Company-wide forums, plant-level dialogues and leadership interactions created opportunities for employees to share perspectives, discuss workplace experiences and strengthen alignment with organisational priorities. The organisation also maintained a zero-tolerance approach towards workplace harassment and inappropriate conduct, supported through transparent reporting and resolution mechanisms.

Strengthening Everyday Employee Experience

Investments during the year focused on improving day-to-day workplace experience across manufacturing locations and offices. Key interventions included:

- Expansion of hostel facilities
- Upgradation of women's amenities
- Extension of parking infrastructure
- Addition of cafeteria kiosks
- Revamp of crèche facilities at plant locations

The organisation also partnered with established service providers to support employee requirements across field offices and corporate locations.

Fusion Model of Working

We continued to follow the 'Fusion Model' of working, characterised by a Flexible, Unlimited, Smart, Intelligent, Open and Nimble approach dynamically aligned with evolving business requirements. The model enables smooth transitions between office and remote working environments while ensuring alignment with role expectations and business outcomes.

Decision-making relating to work arrangements remained decentralised, encouraging collaborative dialogue between managers and employees to arrive at solutions balancing individual preferences with organisational priorities.

Leave Policy Enhancements

The leave policy framework was reviewed during the year to further strengthen employee wellbeing and work-life balance support systems.

As part of the revision:

- Two optional holidays were introduced within the National & Festival Holidays calendar
- Earned Leave accumulation limit increased from 45 days to 60 days
- Sick Leave accumulation permitted up to 12 days

The revisions were aimed at providing employees with greater flexibility and stronger support aligned with evolving workforce expectations.

Relationships Beyond Employment

Amara Raja Sampark

'Amara Raja Sampark' was launched as the organisation's official alumni network platform, reflecting the belief that relationships extend beyond active employment. The platform enables former employees to reconnect with colleagues, engage with the organisation and remain connected with the Amara Raja community.

850+

Alumni onboarded

1

Virtual alumni meet conducted

120+

Participants attended

Built around the philosophy of ***"Once An Amara Rajaian, Always An Amara Rajaian"***, the platform strengthens long-standing institutional relationships and continued engagement with former employees.

Recognition for Culture Excellence

Brandon Hall Group Excellence Award Recognition

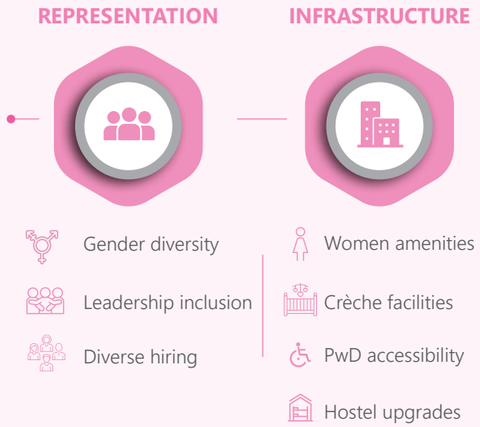
Amara Raja Group received global recognition at the Brandon Hall Group Excellence Awards in the Company Culture category for its entry titled: ***"The Amara Raja Way®"***

The awards witnessed participation from ***14,050 organisations globally,*** of which only ***1,667 entries*** received Gold recognition across categories. Amara Raja Group was recognised as one of only three organisations globally to receive the Gold Award in the Company Culture category. The recognition highlighted the Group's culture framework integrating values, behaviours and business excellence practices across the organisation and reinforced the role of culture in supporting long-term organisational growth and transformation.

DIVERSITY, EQUITY, INCLUSION AND BELONGING (DEIB)

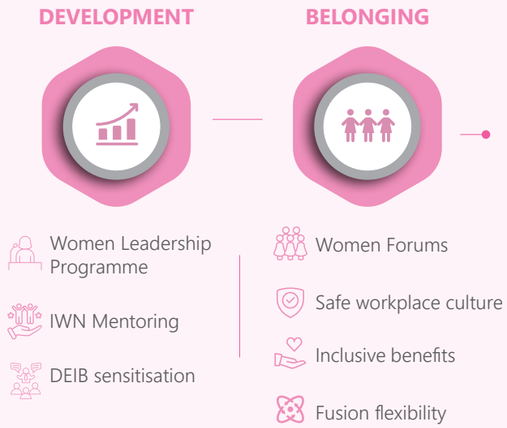
"The Amara Raja Way®" continues to shape a workplace culture where people across identities, backgrounds and experiences feel respected, included and valued. Our approach towards diversity, equity, inclusion and belonging is anchored in the belief that a diverse workforce strengthens collaboration, broadens perspectives and contributes to stronger organisational capability over the long term. During the year, DEIB efforts focused on improving representation, strengthening inclusive workplace infrastructure, enabling equitable opportunities and building greater awareness across employee and leadership groups. We also continued to integrate DEIB considerations across workplace practices, leadership development initiatives, people policies and employee support systems.

DEIB ROADMAP



Embedding Inclusion Across the Employee Lifecycle

The DEIB roadmap continued to evolve across multiple areas of the employee lifecycle. The focus remained on improving gender representation across levels, strengthening workplace accessibility and enabling a more inclusive environment for underrepresented communities including Persons with Disabilities (PwDs) and the LGBTQ+ community. We also continued to strengthen awareness and inclusive leadership capability through sensitisation initiatives, mentoring interventions and leadership development programmes aimed at building a more respectful and inclusive workplace culture across functions and locations.



Women Leadership Development

Women leadership development continued to receive focused attention during the year as part of the organisation's broader efforts towards strengthening representation and creating greater leadership opportunities across levels. The interventions were aimed at enabling women employees to build leadership confidence, expand professional exposure and strengthen cross-functional collaboration across the organisation.

Through structured development programmes, mentoring initiatives and employee forums, we continued to create opportunities for women employees to engage in leadership discussions, share workplace experiences and build stronger professional networks. These interventions also supported greater awareness around communication, resilience, leadership effectiveness and career progression.

The overall approach continues to focus on creating an inclusive and supportive environment where women employees are encouraged to pursue growth opportunities, strengthen leadership capability and take on larger responsibilities across functions and operating locations.

BUILDING WOMEN LEADERSHIP CAPABILITY

LEADERSHIP DEVELOPMENT PROGRAMME
Structured programmes to build leadership skills, strategic mindset and functional expertise.

IWN MENTORSHIP
One-to-one mentoring relationships that inspire growth, build confidence and expand perspectives.

WOMEN FORUMS
Platforms for connection, knowledge sharing and collective empowerment across functions and locations.

LEADERSHIP OPPORTUNITIES
Enabling women to take on bigger roles, stretch assignments and meaningful leadership positions.

16
Women Employees

26
Women Mentored

AP STAR PAIR RECOGNITION
Celebrating powerful mentor-mentee partnerships driving impact and growth.

Strengthening Inclusive Workplace Infrastructure

We continued to invest in workplace infrastructure and employee support systems aimed at creating safer, more inclusive and enabling work environments across locations. Key interventions included the expansion of secure and subsidised hostels for women employees at plant locations with upgraded facilities and 24/7 security arrangements. Dedicated women's amenities, sanitary vending and incinerator machines, women's rest areas and revamped crèche facilities continued to strengthen workplace convenience, dignity and wellbeing for women employees across manufacturing locations.

A new Women's Amenities Centre was inaugurated at ABD3 during the year.

Accessibility improvements for Persons with Disabilities (PwDs) also continued across workplace infrastructure and facilities. Women employees additionally participated in sports activities during Foundation Day celebrations including cricket, kho-kho, kabaddi and badminton, encouraging participation, wellness and team engagement across locations.

Inclusive Benefits and Workplace Practices

We continued to strengthen employee benefits and workplace practices aligned with evolving workforce needs and inclusion priorities. Coverage for Gender Reassignment Surgery was introduced under the MIHP policy as part of the organisation's efforts towards supporting LGBTQ+ inclusion and respecting individual identity. Flexible work arrangements through the Fusion Model continued to support new mothers and caregivers by enabling greater flexibility aligned with role requirements and business needs. Maternity benefits also continued in line with statutory requirements and the organisation's broader employee wellbeing approach, supporting the health and safety of both mother and child.

Affirmative Actions, Inclusive Hiring and Work Place Safety

The organisation continued to strengthen diversity hiring efforts through focused affirmative action initiatives across employee categories and leadership levels. During the year, 900 women employees were hired across categories. The organisation also onboarded 62 women trainees through Skill Development Centres and apprenticeship programmes while continuing to work with recruitment partners through a 'priority for women candidates' approach.

Three key leadership positions were also closed with women talent during the year, supporting efforts to improve representation across leadership levels. Workplace accessibility and support infrastructure improvements for women employees and Persons with Disabilities (PwDs) also continued across locations.

We maintain a 'zero-tolerance' approach towards workplace harassment and inappropriate conduct. Regular sensitisation programmes, transparent reporting mechanisms and structured grievance redressal processes continue to support a safe, respectful and professionally governed workplace environment across locations.

DEIB Priorities Ahead

The organisation's DEIB roadmap continues to focus on strengthening representation, improving accessibility and embedding inclusion more deeply across workplace practices and people processes. Key priorities ahead include expanding Women Leadership Development Programmes across levels, strengthening support infrastructure for Persons with Disabilities, advancing allyship and mentoring initiatives and increasing women representation in Band I and II roles on a year-on-year basis.

DEIB sensitisation initiatives contin ued across leadership and managerial levels during the year. The organisation completed DEIB training for team leaders and managers aimed at strengthening inclusive workplace behaviours and awareness across functions.

In addition, the organisation achieved 94.5% completion for its DEIB e-learning module introduced during the year, supporting broader awareness and understanding across employee groups.

EMPLOYEE WELLBEING AND CARE

The year saw continued investments in initiatives aimed at strengthening physical, emotional and financial wellness across the workforce. Our approach towards employee care is guided by the belief that a supportive work environment contributes meaningfully towards employee engagement, resilience and overall organisational wellbeing.

Emotional Wellbeing and Employee Support

The organisation continued to strengthen emotional wellbeing support through AR Buddy, its employee assistance and mental wellbeing programme developed in collaboration with YourDOST. The programme provides counselling and emotional support services to employees and families through both digital and in-person channels. Professional counsellors regularly visited plant and field locations to provide confidential support, while employees also had access to online counselling and wellbeing assistance services.

The organisation's Wellness Structure, led by 115 Wellness Guides and 8 Wellness Champions, continued to strengthen awareness, peer-level support and early intervention across locations. Wellness Champions helped drive awareness initiatives, while Wellness Guides supported employees directly or connected them with professional assistance wherever required.

Integrated Health and Wellness Support

To encourage healthier lifestyle choices and everyday wellness, a Wellness Menu was introduced across canteens during the year. The initiative was aimed at improving access to nutritious and balanced food choices for employees across locations.

Through the platform, employees received access to online consultations with multilingual specialists, digital health tracking support, medicine delivery, lab testing assistance and ambulance support services.

The increased adoption of tech-enabled healthcare support continued during the year, with 401 employees benefiting from these services during FY 2025-26.

Health infrastructure across manufacturing locations also continued to be strengthened. Occupational Health Centres (OHCs) at major plants remained staffed with qualified doctors and nurses, while advanced ambulances equipped with emergency medical equipment continued to support medical response and hospital transfer requirements.

Medical Insurance and Employee Protection

The organisation further strengthened its Medical Insurance and Hospitalisation Policy (MIHP) for non-ESI employees through several enhancements aimed at improving healthcare access and financial support during medical emergencies.

The organisation also continued to provide Group Term Life Insurance and Group Personal Accident Insurance coverage to support employees and families during unforeseen situations including accidental disability, medical emergencies or loss of life.

Revision to Superannuation Policy

The Superannuation Scheme was revised to provide greater flexibility to employees in line with evolving workforce expectations and individual financial planning preferences. Effective October 31, 2025, participation in the scheme became optional for employees joining on or after this date, replacing the earlier mandatory structure. The revision enables employees to make informed choices aligned with personal financial planning needs while continuing to provide long-term retirement benefit support for employees opting into the scheme.

KEY INITIATIVES DURING THE YEAR

- Happiness boot camp
- Letters to family
- Super Colleague Campaign
- Stress Management Workshop
- Empathy in leadership sessions
- Financial wellness programmes
- De-Addiction awarness initiatives
- Online and Face-to-face counselling sessions
- Crisis support interventions
- Floor walks by mental health professionals

40 Wellness sessions

Conducted across four wellbeing pillars

2552 Employees

Benefitted across locations

ETHICS, HUMAN RIGHTS AND RESPONSIBLE BUSINESS CONDUCT

Ethical conduct, fairness and accountability continue to remain fundamental to the way we operate across businesses, workplace practices and stakeholder interactions. Focused on strengthening governance frameworks, improving policy alignment and reinforcing responsible business practices across the organisation, we undertook a comprehensive review and revision of the Amara Raja Group Code of Ethics and Conduct to align with evolving regulatory requirements, business realities and governance expectations. We also conduct mandatory programmes on the Prevention of Sexual Harassment (POSH) and the Code of Ethics and Conduct to promote awareness of expected workplace behaviours and responsibilities across the organisation. The revised Code provides clearer guidance across areas such as ethical decision-making, regulatory compliance, conflict of interest, anti-bribery and anti-corruption, data privacy, workplace behaviour and fair business practices.

Human Rights Assessment

We conducted an independent Human Rights Assessment through Bureau Veritas across manufacturing facilities covering employees, contractors, suppliers and community interfaces.

Aligned with globally recognised frameworks including the UN Global Compact, the review evaluated practices across labour standards, workplace systems, occupational health and safety, grievance mechanisms and broader human rights governance areas.

OCCUPATIONAL HEALTH, SAFETY AND RESPONSIBLE WORKPLACES

Occupational health and workplace safety continue to remain key priorities across ARE&M's manufacturing and operational locations. We continue to strengthen occupational health and workplace safety infrastructure across locations through Occupational Health Centres (OHCs) at major plant facilities, qualified doctors and nursing support, emergency medical response systems and advanced ambulance facilities aligned with operational requirements. These interventions continue to support safer workplaces, improved emergency preparedness and stronger workplace health systems across manufacturing and operational locations.

Mandatory learning programmes covering the Prevention of Sexual Harassment (POSH), Code of Ethics and Conduct, workplace conduct, organisational values and human rights establish common standards of workplace behaviour and individual accountability across the organisation.

Nearly 92% local employment was recorded across the assessed operations, reflecting continued focus on regional employment generation and community participation.

The assessment identified opportunities for strengthening selected areas including contractor and supplier due diligence, policy frameworks, awareness-building and monitoring mechanisms. We will continue to address these areas through structured improvement plans aligned with evolving human rights and ESG expectations.

Natural Capital

Manufacturing depends on the responsible use of natural resources. Energy powers our operations. Water supports manufacturing processes. Raw materials form the foundation of our products. The availability, quality and cost of these resources influence both operational performance and long-term competitiveness. As our business expands, the efficient use of natural capital assumes greater importance. We therefore place emphasis on energy efficiency, water management, waste utilisation and emissions management across our operations.

Inputs

- Natural resources (energy, water, raw materials)
- Land use and biodiversity

67 MW
Captive Renewable Energy Capacity

1,56,300+
Saplings Planted

Outputs & Outcomes

- Reduction in emissions, waste, and consumption
- Energy and water savings
- Improved environmental compliance

73,831 tCO_2e
Carbon Emissions Avoided

11.94
Water Positivity Ratio

99%
Waste Recycled

Activities

Resource conservation measures

Emissions and waste control

Renewable energy adoption

Circularity and recycling initiatives

Impact

Lower environmental footprint

Transition to circular, climate-resilient operations

Support for clean energy and resource-efficient value chains

Material Matters

- GHG Emission Management and Climate Change
- Resource Efficiency and Circularity
- Product Stewardship
- Energy Management
- Water Management
- Waste Management
- Environmental Policy and Systems
- Biodiversity

Contribution to SDGs

WATER AND TREATED WATER MANAGEMENT

During the year, multi-parameter online wastewater analyzers were installed at the STP and ETP units to enable 24×7 real-time monitoring of key effluent quality parameters. The system is integrated with a centralized digital dashboard and transmits data directly to the Pollution Control Board (PCB) server, strengthening process control, regulatory compliance, and timely corrective action.

We have installed Effluent Treatment Plants (ETPs) at all units to manage wastewater from production processes. To ensure complete reuse, Zero Liquid Discharge (ZLD) systems with capacities of 280 KLD and 500 KLD have been implemented. These ZLD plants feature a pretreatment system for hardness reduction, followed by Reverse Osmosis process, and further treatment using a Multiple Effect Evaporator (MEE) and Agitated Thin Film Dryer (ATFD).

In-house sewage treatment facilities with reuse water pools enable the reuse of treated wastewater for horticulture. A 14,500 kL stormwater collection pond and dedicated rainwater treatment plant facilitate the capture, treatment, and reuse of rainwater for laundry operations.

The Company has also constructed check dams across the Chittoor and Tirupati districts with a combined storage capacity of 1,433,260 kL, enabling the harvesting of 8,600,025 kL of rainwater. In addition, internal ponds with a total capacity of 559,758 kL facilitate the collection of a further 2,244,836 kL of rainwater, strengthening groundwater recharge and local water availability.

To reinforce transparency and credibility, Bureau Veritas India Private Ltd. independently verified all check dams and ponds and confirmed a total groundwater recharge of 10,844,861 kL during FY2025. Based on desktop reviews, site verification, and stakeholder interactions, the Company achieved a Water Positivity Ratio of 11.94. In FY 2026-27, we have planned initiatives to reduce sludge and salt moisture percentage at ETP to minimise waste load and disposal cost.

AIR EMISSIONS

As part of its commitment to environmental sustainability, the Company has deployed advanced air pollution control systems to effectively manage process emissions. Dust extraction systems with bag filters are installed in the pasting and assembly areas, while fume extraction systems with scrubbers operate in the grid casting and formation sections. These systems are routinely validated, and emission stacks are monitored quarterly to ensure regulatory compliance and optimal performance.

During the year, ultrasonic flowmeters were installed in the Assembly Line Dust Extraction (DE) system to enable real-time monitoring of temperature, velocity, and volumetric flow. Integrated with a centralized digital dashboard, the system provides continuous visibility of dust extraction performance across all assembly lines and enables prompt corrective action in the event of any performance deviation.

A Continuous Emission Monitoring System (CEMS) has been installed on the stacks of the Pasting Area to continuously monitor particulate emissions, with real-time data automatically transmitted to the Pollution Control Board (PCB) server, enabling continuous compliance and timely corrective action.

We continuously monitor workplace and ambient air quality to ensure emissions remain within statutory limits. During the year, two Continuous Ambient Air Quality Monitoring Stations (CAAQMS) at the ARGC location were digitized to enable real-time monitoring of PM_{10}, $PM_{2.5}$, CO, NO_x, and SO_2, providing continuous visibility of ambient air quality, supporting timely corrective action, and strengthening regulatory compliance.

Industrial-grade online pH meters are installed across all plant scrubbers to enable continuous real-time monitoring of the scrubbing solution, the most critical parameter governing effective neutralization of acid gaseous emissions.

We have established an advanced environmental laboratory equipped with state-of-the-art instruments for real-time monitoring of air, water, and soil quality. During the year, ultrasonic velocity and flow monitoring was installed in emission ducts to enable continuous online monitoring of dust extraction system performance.

During the current year we shall be installing Ultrasonic Velocity & flow Monitoring in Emission Ducts to monitor online performance of dust extraction system.

ENERGY AND CARBON

We maintain a strong and disciplined approach to carbon emissions management, aligned with the Greenhouse Gas Protocol and ISO 14064 standards. Our strategy is driven by targeted decarbonization initiatives and continuous improvements in energy efficiency.

Sustainability remains integral to our growth, reflected in the increasing integration of renewable energy—particularly solar—into our operations. With ISO 50001:2018 certification across all facilities, we demonstrate robust and systematic energy management practices.

Our 67 MW of captive renewable energy capacity now contributes 21.82% to our overall energy mix, enabling us to avoid 73,831 tCO_2e of carbon emissions during the year.

Our energy monitoring system continues to serve as a critical digital enabler, enhancing operational efficiency through real-time tracking of energy consumption and timely corrective actions. Introduced to replace manual, labor-intensive data collection, the system streamlines data acquisition from over 2,000 energy meters and enables precise monitoring of more than 700 Energy Performance Indicators (EnPIs).

To optimize operations and reduce our environmental footprint, we have implemented several energy efficiency initiatives, including:

- Formation conveyor modification
- Grid casting Wet Scrubber control panel Upgradation from contractor to SCR control system
- Melt pot Heaters replacement with 10 Kw to 17.5 Kw Three phase heaters
- Oxide Plant cylinder caster to ball storage Silo conveyer Automation
- Replacement of Contactors with Strip Casting
- Ball Mill Bag House Screw motor contactor replacement with drive
- Ball Mill Air Consumption Reduction From 6 Bar to 4 bar
- Machine wise modification of compressor air Pipelines & Reduction of overall Compressor Set Point
- VFD for 60 HP Dust Collection system for pasting DCS
- Capacity utilization Enhancement in Pasting, Oven, assembly & formation sections.

These initiatives with many others collectively resulted in energy savings of 53.52 Lakh units, with a cost saving of ₹3.48 Crore. Through these actions, we have avoided 3,800 TCO2e in carbon emissions.

BIODIVERSITY

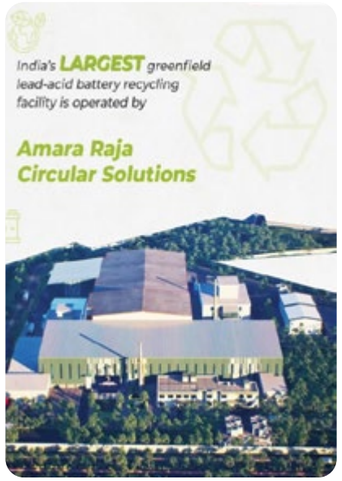
ARE&M is committed to nature-based solutions that drive environmental sustainability. Our ongoing tree plantation initiatives strengthen green cover within and around our facilities, supporting biodiversity, ecosystem health, carbon sequestration and air quality. Currently, 55% of our operational areas are under green cover, with over 83,576 saplings planted on-site and an additional 72,750 in surrounding communities.

During the year, A structured biodiversity study has been conducted with systematic baseline surveys and impact assessments of the ecological environment within and surrounding our plants, typically covering a 10 km radius. Surveys documented plant species composition (flora), wildlife including birds, mammals, reptiles, and invertebrates (fauna) and the health of any nearby water bodies. The study was carried out by independent, certified ecologists, resulting in an assessment of ARE & M biodiversity impacts and the development of a Biodiversity Management Plan (BMP). The BMP aims to mitigate the effects of operational activities on local biodiversity, with the objective of achieving No Net Loss (NNL).

CIRCULAR ECONOMY

ARE&M advances circular economy principles through robust Extended Producer Responsibility (EPR) programmes for used batteries, plastic waste, and e-waste, in partnership with authorised recyclers and collection agencies. During the year, 88.27% of the Company's lead and lead alloy inputs comprised secondary recycled material. To further strengthen resource circularity, the Company has established Amara Raja Circular Solutions (ARCS), a wholly owned subsidiary developing a state-of-the-art battery recycling facility at Cheyyar, Tamil Nadu, designed for a recycling capacity of 150,000 MT per annum when fully operational.State-of-the-art air pollution control systems effectively capture and remove process fumes and dust. In addition, a Zero Liquid Discharge (ZLD) system ensures 100% recycling of treated water back into operations, reflecting ARCS's strong commitment to water stewardship.

During the year, the Company achieved Zero Waste to Landfill (ZWTL) status for FY2026 and was awarded Platinum Certification by Bureau Veritas, covering ETP sludge and ZLD MEE/ATFD salts. More than 95% of these wastes were diverted from landfill through conversion for coprocessing, with the achievement independently verified through a robust, traceable, and auditable certification process.



PRODUCT STEWARDSHIP

ARE&M actively implements Extended Producer Responsibility (EPR) for used batteries, plastic waste, and e-waste through authorised recyclers and collection agencies, strengthening circularity and regulatory compliance. During the year, the Company completed Life Cycle Assessments (LCA) for 50% of its automotive and industrial SKUs to enhance product sustainability and resource efficiency. It also initiated trials to replace virgin plastic packaging for industrial batteries with compostable alternatives, demonstrating the potential to significantly reduce conventional plastic consumption across battery packaging.

SUSTAINABILITY EVENTS

ARE&M reinforces its commitment to safety, environmental stewardship, and employee well-being by actively observing key national and global awareness events throughout the year. Through initiatives aligned with Road Safety Week, National Safety Week, World Biodiversity Day, and World Environment Day, the Company drives greater awareness on safety practices, biodiversity conservation, and environmental responsibility across its operations and communities. Complementing this, ARE&M also marks important health awareness days as part of its focus on preventive healthcare—encouraging healthier lifestyles, building awareness on critical health issues, and fostering a strong culture of well-being at the workplace.

ARE&M celebrated key environmental observances through employee-led engagement and awareness initiatives. World Environment Day featured plantation drives, sustainability campaigns, environmental pledges, innovation competitions, and the launch of online Carbon and Water Footprint Calculators to encourage sustainable choices. World Water Day focused on water conservation through awareness campaigns, competitions, and a suggestion scheme, while International Day for Biological Diversity included expert sessions, birdwatching, photography contests, and awareness campaigns to promote biodiversity conservation and environmental stewardship.

Leadership Address

Sustainable Product Showcase

Engaging Street Plays

Selfie Stand

Health Initiatives & events

- Breastfeeding Awareness conducted for female employees below 30 years of age to promote the importance of breastfeeding and maternal health - 460 female employees
- World First Aid Day Mass CPR Training Programme - 1243 employees
- World Heart Day Training sessions focusing on Preventive Measures and Healthy Habits- 493 employees
- World Diabetes Day awareness emphasizing on Early detection, Healthy lifestyle choices, Education & Empowerment – 1534 employees
- World Cancer Day awareness focussing on healthy lifestyle choices, regular exercise & early screening - 957 employees
- Other training programs conducted were: Personal Hygiene, First Aid & Emergency Response, Women's Health, Food Safety
- Amara Raja hosted the Indian Association of Occupational Health (IAOH) 2nd Central Council Meeting 2025, at Tirupati on June 22, 2025, bringing together leading occupational health professionals to foster knowledge sharing and reaffirm the Company's commitment to employee health, workplace safety, preventive healthcare, and National occupational health initiatives. On National Energy Conservation day, we conducted several activities like webinar, Quiz contest, Slogan & poster competition, Banner / Standee Display, Commitment Board to promote energy efficiency and sustainable practices.

Social and Relationship Capital

The quality of stakeholder relationships influences how effectively we respond to customer requirements, maintain product availability, manage supply continuity and expand market reach. These relationships are built through ongoing engagement, service responsiveness, transparent communication and collaborative working arrangements across customers, franchisees, channel partners, suppliers and logistics providers.

Inputs

- Customer relationships and market presence
- Supplier and channel partner network
- Community institutions and stakeholder relationships

₹ 22.70 Crore
CSR Spent

36
Distribution Points

Outputs & Outcomes

- Long-standing customer relationships
- Responsible sourcing and supplier engagement
- Community participation and social investments

~55,400
Children Benefited by Getting a Quality Education

3,000+
Amaron Franchisees and Channel Partners

Activities

Customer and channel engagement

Supplier collaboration and capability development

Community investments across education, healthcare and livelihoods

Stakeholder dialogue and grievance redressal

Impact

Trust across customers and business partners

Local communities participating in economic development

Relationships that support business continuity and market access

Material Matters

- Economic Value Creation
- Business Ethics
- Supply Chain Management
- Community Engagement
- Customer Relationship Management

Contribution to SDGs

During FY 2025-26, we expanded customer engagement through digital service offerings and large-scale consumer-facing programmes. These efforts increased opportunities for interaction, improved accessibility and widened engagement with stakeholder groups connected to our brands and products. Alongside these initiatives, we continued to refine service delivery mechanisms and customer feedback processes to improve responsiveness and customer experience.

CUSTOMER RELATIONSHIPS

Understanding customer requirements requires regular engagement and effective feedback mechanisms. We gather customer insights through multiple channels and use these inputs to refine service delivery, improve responsiveness and enhance customer experience across product categories.

Listening to Customer Feedback

Voice of Customer (VOC) e-surveys remain an important source of customer insight. The surveys help us assess customer experience, identify service gaps and understand changing expectations across automotive, industrial and energy applications. Inputs gathered through VOC surveys are reviewed by relevant teams and incorporated into service improvement measures.

This process provides a structured mechanism for evaluating customer experience and identifying areas requiring attention. It also helps us better understand changing customer preferences and service expectations across markets.

Service Accessibility

Our customer engagement framework combines digital accessibility with field-based service capabilities. These channels provide multiple touchpoints through which customers can engage with us throughout the product ownership cycle.

AMCARE

AMCARE provides round-the-clock customer assistance covering:

- Product registration
- Service requests
- Identification of service locations
- Access to nearby Amaron Pitstops
- Customer assistance requirements

The platform serves as a dedicated customer interface through which product-related assistance and service requirements can be addressed.

Field Service Assistance

Our field service teams provide:

- Mobile service visits
- Installation assistance
- Commissioning assistance
- Product-related technical guidance

These interactions provide direct access to service personnel and help customers address operational requirements in a timely manner.

Customer Resolution Systems

Customer complaint management systems provide structured channels for issue resolution and feedback collection. These systems help monitor customer concerns, improve response quality and identify recurring service issues requiring corrective action.

Digital Customer Experience

Digital engagement has become an increasingly important aspect of customer interaction. The AMARON KONNEKT platform consolidates multiple customer-facing services into a single interface, simplifying ownership-related processes and improving access to service-related information.

The platform reduces administrative effort associated with product ownership while providing customers with easier access to information and service support. The combination of AMCARE, AMARON KONNEKT and field-based service engagement provides a connected customer experience that integrates physical and digital interactions across multiple touchpoints.

Amaron Assist: Extending the Brand Beyond Products

Amaron Assist is our first step towards building a service ecosystem that complements our product leadership. For decades, Amaron has earned consumer trust through dependable products that deliver consistent performance. Amaron Assist extends this promise beyond the battery itself, enabling the brand to serve customers at their moment of need through 'Workshop at your doorstep'.

Launched as a pilot in Hyderabad, market, Amaron Assist offers Instant Battery Service, Periodic Maintenance and Professional Car Wash. This will bring convenience, speed, and professionalism directly to consumers. While operationally a service initiative, strategically it represents a shift in the role of the brand—from a trusted manufacturer to a trusted mobility partner.

The pilot has been designed to validate a scalable service model while generating deeper consumer insights, strengthening direct customer relationships, and creating new touchpoints across the ownership lifecycle. It also reinforces Amaron's long-standing brand promise of reliability by ensuring that support is available not only through the product but through the ownership experience itself.

Amaron Assist lays the foundation for a broader services platform that can evolve alongside changing mobility needs, supporting our ambition to build a more consumer-centric, differentiated, and future-ready brand. As we continue to refine the model, the learnings from Hyderabad will shape our roadmap for scale and strengthen Amaron's position as a trusted partner throughout the vehicle ownership journey.

ENGAGING STAKEHOLDERS THROUGH SHARED EXPERIENCES

During FY 2025-26, we expanded stakeholder engagement through sporting platforms that provided access to large and diverse consumer audiences while increasing visibility for the Amaron brand.

Celebrating Everyday Endurance

As a 'Powered By' sponsor of Asia's largest mass-participation running event, we engaged with more than 60,000 participants during FY 2025-26. The programme included more than 6,000 sq. ft. of route branding as well as battery inspection and replacement services for event vehicles.

The event provided opportunities for direct interaction with participants and broader stakeholder communities while extending visibility among audiences that value reliability and long-term performance.

Cricket: The Long Game is Played in the Quiet

Through partnerships with Delhi Capitals and Kolkata Knight Riders, we launched The Long Game is Played in the Quiet campaign during the IPL season. Built around the Amaron promise of Lasts Long, Really Long, the campaign associated the brand with preparation, consistency and sustained performance.

Helmet sponsorships formed a prominent part of the programme, creating visibility during key moments of play and helping us engage with one of the country's largest sporting audiences. Television viewership exceeded 160 million during marquee matches, while the dual-franchise association provided access to diverse fan communities across key markets.

Engagement Outcomes

- **160 million+** viewers during marquee IPL matches
- Partnerships with Delhi Capitals and Kolkata Knight Riders
- Visibility across two IPL franchises
- Access to diverse fan communities across key markets

CHANNEL PARTNER RELATIONSHIPS

In replacement-driven categories, product availability at the point of need often influences customer choice. Our franchisees, retailers and channel partners help ensure products remain available across markets while providing an important connection between customers and our brands.

Our distribution model combines extensive market coverage with proximity to customers, helping ensure that products remain accessible across diverse markets and customer segments. The network provides insight into regional demand trends, customer preferences and evolving market requirements.

Expanding Market Reach

Our channel network comprises more than 3,000 Amaron franchisees, Power Zone retail partners and Aqua channel partners across India.

This network operates through:

3,000+
Amaron franchisees and channel partners

21
Branches

36
Distribution Points

The breadth of this network is particularly important in categories where replacement demand is immediate and product availability directly influences customer experience. By maintaining inventory closer to demand centres, we are able to improve responsiveness and reduce fulfilment lead times.

Distribution Infrastructure

Distribution infrastructure forms an important part of our market access framework. A network of strategically positioned distribution points supports inventory deployment, product movement and fulfilment activities across geographies. These facilities work in conjunction with branches, channel partners and logistics providers to maintain product availability and improve responsiveness to market demand.

The distribution framework allows us to manage inventory efficiently while responding to fluctuations in customer demand across regions and product categories.

SUPPLIER RELATIONSHIPS

Supply continuity depends on the quality of relationships maintained with suppliers and the effectiveness of collaboration across sourcing activities. During FY 2025-26, we expanded supplier engagement programmes, increased visibility across procurement processes and deepened collaboration through digital and sustainability-focused initiatives.

Our supplier relationships extend beyond transactional procurement activities and encompass ongoing dialogue, performance reviews, digital collaboration and responsible sourcing practices. These interactions help maintain material availability while improving transparency and coordination across procurement processes.

Enhancing Collaboration Through Digital Integration

Visibility across sourcing activities remains an important aspect of supplier relationship management. During FY 2025-26, we expanded supplier connectivity through the ARIBA Network, integrating more than 2,000 suppliers into a common digital environment for post-purchase order collaboration.

The platform facilitates:

- Order confirmations
- Advance Shipment Notifications (ASN)
- Shipment visibility
- Information exchange between suppliers and procurement teams

The expanded use of ARIBA has improved visibility across procurement workflows and reduced manual intervention in supplier communication. The year also saw wider adoption of e-auctions across sourcing categories. These mechanisms improved transparency within procurement processes and provided a more structured framework for supplier participation.

Sustainable Sourcing and Supply Chain

Engaging our suppliers in sustainability initiatives is fundamental to achieving shared long-term value and advancing our collective sustainability ambitions. Our approach is centered on strengthening supplier capabilities through focused engagement programmes, comprehensive sustainability data collection, target setting and a structured rewards and recognition framework. These efforts help align our supply chain with our environmental and social standards, foster a culture of continuous improvement and acknowledge partners who demonstrate leadership in sustainable practices.

During the year, we successfully hosted ARE&M's second Supplier Sustainability Summit in March 2026, continuing progress in our supplier engagement journey. The summit represented the culmination of three years of focused capability-building initiatives, including ESG MIS implementation, sustainability target setting, site audits and closure of key observations for critical suppliers.

The event brought together our key supplier partners from across the globe to collaborate on innovative solutions aimed at reducing our collective environmental footprint and building more resilient and responsible supply chains. We were encouraged by the strong participation and commitments demonstrated by our suppliers, who share our vision for a more sustainable future. The summit provided a dynamic platform for exchanging ideas, setting ambitious goals and deepening partnerships centered around common sustainability priorities.

The awards presented during the summit recognised the significant contributions of our vendor partners towards advancing Amara Raja's sustainability objectives, while also reinforcing clear expectations and aspirations for the future.

Additionally, during the year, we expanded our sustainability outreach to our downstream franchisee partners. Our engagement initiatives included the launch of a Franchise Sustainability Manual focused on ten key sustainability elements, alongside capability-building programmes, sustainability assessments and implementation of improvement action plans.

As part of strengthening our value chain emissions management, we also initiated the inclusion of franchise energy consumption data within our Scope 3 emissions inventory. Going forward, we aim to identify, develop and showcase model sustainable franchises across the geographies in which we operate, creating benchmarks for responsible and sustainable business practices across our network.

Recognising Supplier Contributions

The Supplier Sustainability Summit also served as a forum for recognising supplier participation and contributions. Recognition programmes formed part of the event and acknowledged efforts made by suppliers in addressing sustainability-related requirements and improving environmental and social performance indicators.

Maintaining Material Availability

Recent years have highlighted the importance of supplier relationships in maintaining supply continuity during periods of disruption. Throughout FY 2025-26, we worked closely with suppliers through structured sourcing strategies, regular engagement and collaborative planning processes. These interactions helped maintain uninterrupted material availability while improving responsiveness to changing business requirements.

Digital integration, closer supplier engagement and greater visibility across sourcing activities contributed to improved coordination and planning throughout the year. The combination of supplier collaboration, digital integration and responsible sourcing practices has helped create a more connected procurement environment while maintaining continuity across manufacturing operations.

LOGISTICS AND DISTRIBUTION RELATIONSHIPS

The availability of products across markets depends on effective coordination between distribution infrastructure, logistics partners and transportation networks. Our logistics relationships have evolved over more than two decades and play an important role in maintaining delivery reliability, inventory availability and customer responsiveness across domestic and international markets.

We work closely with logistics service providers, clearing and forwarding agents and transportation partners across road, rail, maritime and air modes. These relationships support the movement of raw materials, finished products and aftermarket requirements across a geographically diverse operating environment. During FY 2025-26, our logistics network connected more than 320 destinations, with transportation distances ranging from 30 kilometres to 3,200 kilometres. This scale requires continuous coordination between logistics partners, distribution centres and customer-facing teams to ensure timely product availability.

Distribution Infrastructure

Distribution infrastructure remains an important component of our market responsiveness framework. A network of 36 distribution points facilitates inventory deployment and product movement across markets. These facilities work in conjunction with branches, channel partners and transportation providers to improve product accessibility and fulfilment efficiency.

In addition to the distribution network, a dedicated Lubes Central Distribution Centre manages lubricant distribution requirements and improves inventory management across product categories.

The distribution framework also supports export activities spanning 75 destinations and import operations covering 18 locations. These capabilities contribute to wider market access while helping maintain service levels across domestic and international markets.

Improving Visibility Across Logistics Operations

Visibility across logistics activities remains an important requirement for maintaining delivery reliability and customer responsiveness. During FY 2025-26, we expanded the use of digital systems to improve monitoring and coordination across transportation and distribution activities.

Electronic Proof of Delivery (e-PoD) systems provide greater visibility into delivery status and material movement. Integration with customer relationship management systems has improved information availability while creating faster communication channels for customer-facing teams. These measures have also reduced operational risks associated with theft, pilferage and delivery disputes.

Reverse logistics systems have also been strengthened to improve collection efficiency and management of return flows across the distribution network. These systems contribute to better material traceability while improving coordination between collection points, distribution centres and recovery processes.

The year also saw wider deployment of supply chain visibility tools, warehouse management practices and planning systems aimed at improving inventory visibility and coordination across logistics operations. These measures contribute to faster decision-making and more effective deployment of inventory across markets.

Transportation Efficiency

The movement of products across a large geographical footprint requires continuous optimisation of transportation resources. During FY 2025-26, we increased the deployment of higher-tonnage vehicles within transportation operations. This approach improved vehicle utilisation and transportation efficiency while helping optimise freight movement across key routes.

Transportation planning also incorporated multimodal logistics capabilities, allowing movement through road, rail, maritime and air networks based on operational requirements and customer needs. The flexibility offered by these arrangements contributes to continuity of supply and delivery reliability across markets.

Driver Welfare and Safety

Drivers and logistics support personnel remain an integral part of our distribution network. We conduct regular health, safety and environmental awareness programmes for drivers and janitorial communities associated with logistics operations. These programmes address safe driving practices, health awareness and environmental considerations relevant to transportation activities.

An in-house amenity centre provides drivers with facilities for rest and recuperation during long-distance transportation assignments. The facility offers a dedicated space where drivers can recover between journeys and access basic amenities during transit.

The combination of awareness programmes and welfare facilities has contributed to lower accident rates, reduced transit damage and improved delivery reliability across transportation operations.

Responsible Logistics

Environmental considerations are increasingly incorporated into transportation and distribution activities. During FY 2025-26, EV and CNG vehicles were introduced within transportation operations as part of efforts to reduce the environmental footprint associated with logistics activities. Pilot deployment of solar installations was also initiated at selected distribution centres, with a phased rollout planned across additional locations.

Reverse Logistics and Regulatory Compliance

Battery collection and recovery activities require close coordination across customers, channel partners, collection centres and logistics providers. We manage battery collection and reverse logistics activities in accordance with the Battery Waste Management Rules (BWMR), 2022. The system facilitates the collection of BWMR stock as well as warranty-return stock through established collection and transportation mechanisms.

Collection, transportation and recovery activities are integrated into our reverse logistics framework, improving traceability and ensuring responsible handling of used batteries. These processes also contribute to regulatory compliance requirements relating to battery collection and recycling.

During FY 2025-26, we were among the few organisations to successfully achieve Extended Producer Responsibility (EPR) targets under the applicable regulatory framework. The achievement reflects effective coordination across collection systems, channel networks and reverse logistics operations.

COMMUNITIES

Our community investments are directed towards areas that influence educational attainment, employability, healthcare access, water availability and quality of life within neighbouring communities. These interventions are undertaken through Rajanna Foundation and Amara Raja Educational Society (ARES), with programmes designed to address long-term developmental priorities across the regions where we operate.

Many of the communities surrounding our facilities are located in rural and semi-rural areas where access to quality education, healthcare, skill development and essential infrastructure remains uneven. Our approach seeks to improve access to opportunities, strengthen community infrastructure and create conditions that contribute to social and economic participation. Impact assessments conducted during the year provide insight into how these programmes are influencing educational outcomes, employability, healthcare access and community well-being.

Education and Academic Access

Education remains one of the most important contributors to long-term social mobility. Through Rajanna Foundation, we provide access to quality education for students from rural communities while creating pathways for higher education and future employment opportunities.

Our schools serve students drawn primarily from neighbouring villages, many of whom are first-generation learners. Impact assessment findings indicate improvements in attendance, classroom engagement and conceptual understanding, supported by access to digital learning tools, transport facilities and a structured academic environment. These institutions continue to expand access to education for students who may otherwise have limited access to quality schooling.

FY 2025-26 Indicators

5,035
Students enrolled

55,398+
Children benefited since inception

252
Villages covered

95%
Students are first-generation learners

Impact

100%
Pass rate achieved by Class X and XII students

95%
Students reported improved understanding through smart classrooms

93%
Student satisfaction with transportation facilities

76%
Students travel over 5 km to access education

Employability and Skill Development

Access to industry-relevant skills remains an important factor influencing employment outcomes among rural youth. Through the Amara Raja Skill Development Centres, vocational and apprenticeship-based programmes provide practical exposure and technical training aligned with industry requirements.

Training programmes covers multi-skilled technician course, Electronics and Construction disciplines and combine classroom instruction with hands-on learning. Impact assessment findings indicate strong learner satisfaction, improved technical competency and enhanced workplace readiness. Industry exposure and on-the-job training continue to play an important role in improving employability outcomes among participants.

FY 2025-26 Indicators

542
Women candidates placed

5,947
Students enrolled since inception

Impact

100%
Students received industrial exposure

79.2%
Students reported improved employment readiness

98.8%
Placement performance achieved

97.5%
Students rated practical-oriented training as excellent

Healthcare Access

Access to healthcare remains a challenge across many rural communities due to distance, affordability and availability of services. Our healthcare initiatives seek to improve access to primary healthcare, preventive care and specialist consultations for underserved populations.

Healthcare services are delivered through Primary Health Service Centres and outreach programmes serving neighbouring villages. The assessment indicates that these interventions have improved access to healthcare services, reduced travel requirements and facilitated timely medical attention for beneficiaries. Outreach programmes continue to extend healthcare access beyond healthcare centres and into surrounding communities.

FY 2025-26 Indicators

17,241
Outpatients received treatment

14,482
Laboratory investigations conducted

81
Villages covered

Impact

98.8%
Beneficiaries reported positive outcomes from outreach services

20,000
Population served

100%
Beneficiaries reported reduced travel time for healthcare access

Infrastructure and Quality of Life

Our community infrastructure initiatives focus on projects that improve access to public facilities and address practical community requirements. During FY 2025-26, investments were directed towards educational infrastructure, public amenities and facilities that contribute to everyday quality of life.

These projects complement broader community development efforts by improving access to essential services and creating infrastructure that benefits students, families and neighbouring communities. The interventions are identified based on local needs and implemented in consultation with community stakeholders.

Water Security

Water availability remains an important consideration for rural communities, agriculture and livestock. Through the Rajanna Jalasayam programme, interventions are undertaken to improve water conservation and strengthen local water resources.

The programme includes maintenance of check dams and desilting of major tanks to improve water availability and manage seasonal variations in water supply. These interventions benefit neighbouring villages while contributing to the long-term effectiveness of water conservation infrastructure.

23
Check dams maintained

3
Major tanks desilted

60
Villages benefited

27,771
Villagers benefited

Environmental Stewardship

Our environmental stewardship initiatives focus on ecological restoration and habitat improvement in partnership with local communities. Activities are undertaken through afforestation programmes and restoration of degraded land, creating opportunities for community participation alongside environmental improvement.

The initiative combines ecological restoration with livelihood participation, involving students, employees, local communities and tribal families in plantation and maintenance activities. The programme contributes to landscape restoration while encouraging community participation in environmental conservation.

250 Hectares
Area under restoration

72,750
Saplings planted since inception

FY 2025-26 Indicators

Impact

100%
Community-led plantation maintenance

Multi-stakeholder Participation
Students, employees, local communities and tribal families involved

Long-term Habitat Restoration
Native species-based afforestation programme

Analysis of Standalone Financial Statements

During the year, the Company recorded a profit before tax of ₹ 1,306.93 Crore (previous year: ₹ 1,299.15 Crore). The basic and diluted earnings per share was at ₹ 53.02 per share (previous year: ₹ 52.66 per share).

Statement of Profit and Loss ₹ in Crore

(a) Revenue from operations

	FY 2025-26	FY 2024-25	% Change
Sale of products	13,426.83	12,281.31	9%
Sale of services	67.98	63.07	8%
Other operating revenues	54.05	60.51	(11%)
Total	**13,548.86**	**12,404.89**	**9%**

During the year under review, sale of products was higher as compared to the previous year, primarily due to increased volumes in both automotive battery products and industrial battery products. Revenue from trading activity has contributed 16% of total revenue as against 15% of total revenue in the previous year.

(b) Other income

	FY 2025-26	FY 2024-25	% Change
Other income	91.92	93.29	-1%

During the year under review, other income decreased primarily due to lower income from mutual funds, as surplus funds were invested in subsidiary companies. This decrease was partially offset by increase in foreign exchange gains.

(c) Cost of material consumed and Purchase of stock-in-trade

	FY 2025-26	FY 2024-25	% Change
Cost of materials consumed	7,686.09	6,843.75	12%
Purchases of stock-in-trade	1,866.43	1,711.16	9%
Changes in inventories of finished goods, work-in-progress & stock-in-trade	(195.09)	(147.85)	32%
Total	**9,357.43**	**8,407.06**	**11%**
Material cost as a % of Sale of Products	69.7%	68.5%	

During the year under review, the material cost increased due to increase in volumes and purchase price of alloys. Higher trading mix has marginally impacted the material cost. Increase in purchase of stock-in-trade is primarily due to higher volumes of Lubes, storage batteries and Home UPS in the current financial year.

(d) Employee benefits expense

	FY 2025-26	FY 2024-25	% Change
Employee benefits expense	839.59	746.78	12%

Employee cost increased owing to head count addition for new plants and increments

(e) Finance costs

	FY 2025-26	FY 2024-25	% Change
Finance costs	40.67	42.24	-4%

Decrease in finance costs as compared to previous year was primarily due to repayment of long term loan and bill discounting charges.

(f) Depreciation and amortization expense

	FY 2025-26	FY 2024-25	% Change
Depreciation and amortization expense	547.69	492.06	11%

The increase in depreciation and amortisation expense is due to regular additions in fixed assets in view of capacity expansion of tubular batteries and maintenance capex.

(g) Other expenses

	FY 2025-26	FY 2024-25	% Change
Other expenses	1,807.61	1,621.96	11%

Other expenses have increased compared to the previous year primarily on account of

1) Rates & taxes increased due to provision considered for EPR compliance.
2) Increase in warranty expenses due to higher warranty replacements and additional provision created on account of revised failure rates for higher warranty products.
3) Advertisement & promotions increased due to sponsorship of two cricket teams in Indian Premier League ('IPL') along with media spends for IPL.
4) Increase is Outward freight and handling charges is in line with volume growth.

(h) Tax expense

	FY 2025-26	FY 2024-25	% Change
Current tax	319.81	325.94	-2%
Deferred tax expense	16.69	9.31	79%
Total	**336.50**	**335.25**	**0%**

The effective tax rate for FY26 is 25.75% as compared to 25.81% in FY25.

Balance Sheet ₹ in Crore

(a) Property, plant and equipment and Right-to-use asset

	FY 2025-26	FY 2024-25	% Change
Property, plant and equipment	3,129.52	2,640.18	19%
Right-to-use asset	355.69	373.89	-5%

Increase in net book value of property, plant and equipment is due to the capitalisations made during the year which was offsetted with depreciation expenses.

(b) Capital work-in-progress

	FY 2025-26	FY 2024-25	% Change
Capital work-in-progress	541.93	843.93	-36%

Decrease in capital work-in-progress is due to capitalisation of tubular battery plant and other projects during the current financial year.

(c) Financial assets

	FY 2025-26	FY 2024-25	% Change
Non-current			
Investments #	2,585.49	1,935.48	34%
Loans*	50.00	-	100%
Other financial assets	14.31	11.99	19%
Current			
Investments ^	-	62.46	-100%
Loans*	70.00	-	100%
Trade receivables	1,167.27	1,142.80	2%
Cash and cash equivalents	102.24	152.80	-33%
Other Bank balances	13.13	12.50	5%
Other financial assets	27.24	22.70	20%

Increase in non-current investments is due to further investments into Amara Raja Advanced Cell Technologies Private Limited (wholly owned subsidiary)

^ Decrease in the current investments and cash & bank balances were primarily due to investment in subsidiaries and increase in capital expenditure.

* Increase represents Loans to wholly-owned subsidiary

(d) Inventories

	FY 2025-26	FY 2024-25	% Change
Inventories	2,282.79	2,036.44	12%

Inventories at the end of the current fiscal year were higher, primarily due to an increase in the closing stock of finished goods for fulfilling certain sales orders.

(e) Financial liabilities

	FY 2025-26	FY 2024-25	% Change
Non-current			
Lease Liability *	74.55	81.05	8%
Other financial liabilities	5.06	-	100%
Current			
Borrowings #	271.46	144.52	88%
Trade payables ^	1,202.82	1,046.54	15%
Lease Liability	26.74	32.77	-18%
Other financial liabilities @	341.88	454.43	-25%

Increase in the borrowings is due to availing of working capital demand loans.

* Increase in lease liabilities is due to recognition of new lease liabilities during the year.

^ Increase in trade payables is primarily due to increase in pending payable for purchase of materials.

@ Decrease in other financial liabilities due to decrease in payable for property, plant and equipment and reduction in accruals for incentives and trade schemes.

Key Ratios and their movement

	FY 2025-26	FY 2024-25	% Change
a) Debtors Turnover	11.68	11.43	2%
b) Inventory Turnover	4.33	4.37	-1%
c) Interest Coverage Ratio	96.24	79.45	21%
d) Current Ratio	1.57	1.62	-3%
e) Debt Equity Ratio (No. of times)	0.03	0.02	70%
f) Operating profit to net sales	9.86%	10.69%	-8%
g) PAT to net sales (%)	7.16%	7.77%	-8%
h) Return on net worth (%)	12.49%	13.63%	-8%

Internal Control

The Company is committed to ensuring an effective Internal Control System and Internal Control Environment that will help in preventing and detecting errors, irregularities and frauds, thus ensuring security of Company's assets and efficiency of operations. The Company has an internal control system and mechanism which is commensurate with the size and complexity of business and aligned with evolving business needs.

The Company has laid down Internal Financial Controls as detailed in the Companies Act, 2013 and has covered major processes commensurate with size of the business operations. Controls have been established at the entity level and process levels, and are designed to ensure compliance with internal control requirements, regulatory compliance and appropriate recoding and reporting of financial and operational information.

10 Years Financials*

₹ in Crore

Parameters / Year	2025-26	2024-25	2023-24	2022-23~	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
OPERATING RESULTS										
Net sales*	**13,549**	12,405	11,260	10,390	8,696	7,150	6,839	6,793	6,051	5,335
Profit before depreciation, interest & tax (PBDIT)^	**1,891**	1,823	1,692	1,469	1,091	1,181	1,125	990	929	878
Profit before interest & tax (PBIT)^	**1,336**	1,326	1,210	1,004	688	861	824	725	696	684
Profit before tax (PBT)	**1,307**	1,299	1,211	997	690	873	841	730	714	702
Profit after tax (PAT)	**970**	964	906	731	511	647	661	483	471	478
Dividends+	**194**	190	137	58	171	85	275	71	107	-
Dividend Tax+	**–**	-	-	-	-	-	56	15	22	-
Retained profits	**776**	774	769	673	340	561	330	398	343	478
SOURCES AND APPLICATION OF FUNDS										
SOURCES OF FUNDS										
Share capital	**18**	18	18	17	17	17	17	17	17	17
Reserves and surplus	**8,142**	7,360	6,750	5,989	4,534	4,193	3,639	3,318	2,920	2,576
Net worth	**8,160**	7,378	6,768	6,006	4,551	4,210	3,656	3,335	2,937	2,593
Debt	**271**	145	53	111	23	34	47	58	64	72
Deferred tax liability	**90**	73	88	104	31	41	44	96	88	82
Funds employed	**8,521**	7,596	6,909	6,221	4,606	4,285	3,747	3,490	3,089	2,747
APPLICATION OF FUNDS										
Net fixed assets **	**3,501**	3,047	3,122	3,260	2,492	2,455	1,829	1,813	1,703	1,492
Goodwill ++	**428**	428	428	428	-	-	-	-	-	-
Capital work-in-progress >	**588**	844	322	234	830	399	827	315	226	240
Investments	**2,585**	1,998	1,479	486	78	281	156	20	35	147
Gross current and other assets	**4,023**	3,676	3,482	3,530	2,976	2,663	2,188	2,348	2,204	1,706
Current liabilities and provisions	**2,604**	2,398	1,924	1,717	1,770	1,512	1,254	1,006	1,080	838
Net current assets	**1,419**	1,278	1,558	1,813	1,206	1,151	934	1,342	1,124	868
Net assets	**8,521**	7,596	6,909	6,221	4,606	4,285	3,747	3,490	3,089	2,747
RATIOS										
PBT to Net sales (%)	**9.65**	10.47	10.75	9.60	7.93	12.21	12.29	10.75	11.80	13.16
PAT to Net sales (%)	**7.16**	7.77	8.04	7.03	5.88	9.05	9.66	7.12	7.79	8.97
Return on Assets (ROA) (%)@	**27.46**	27.12	23.13	22.35	18.53	26.32	27.77	24.77	27.38	31.77
Return on net worth (%) &	**12.49**	13.63	14.18	13.84	11.67	16.45	18.91	15.42	17.04	20.32
Debt : Equity (times)	**0.03**	0.02	0.01	0.02	0.01	0.01	0.01	0.02	0.02	0.03
Fixed assets turnover (times)#	**3.26**	3.48	3.19	3.01	3.28	2.75	3.64	3.65	3.43	3.45
Earnings per share (₹)	**53.02**	52.66	49.49	39.92	29.93	37.87	38.69	28.31	27.59	28.01
Dividend (%)+	**1,060**	1,050	990	610	450	1,100	1,100	708	415	425
Dividend per share (₹)	**10.60**	10.50	9.90	6.10	4.50	11.00	11.00	7.08	4.15	4.25
Book value per share (₹)	**446**	403.13	369.78	328.15	266.46	246.49	214.01	195.26	171.97	151.81
Share Price (as of 31st March) - (₹)	**672.45**	1,003.30	760.40	579.10	536.40	853.80	478.05	718.95	797.50	890.05

* based on Standalone financials

*Net sales are after reducing excise duty collection from gross sales.

^ PBDIT and PBIT are net of non operating income and expenditure.

+ Under Ind AS final dividend including taxes are accounted only after approval the shareholders in AGM.

+ The Finance Act, 2020 has repealed the Dividend Distribution Tax (DDT). The Company is now required to pay/distribute dividend after deducting applicable taxes.

@ ROA is PBIT divided by Average Net Operating Assets (ANOA). Net operating assets exclude CWIP, Goodwill, Cash and Non-Trade Investments.

& Return on networth is computed based on average networth.

#Year end net fixed assets (excluding Goodwill) considered for computing fixed assets turnover.

**Net fixed assets are including Right-of- use asset in view of IND AS 116 'Leases' w.e.f. 1st April 2019.

++ Goodwill arised on de-merger of Plastic Component for Battery Business of Mangal Industries Limited.

~ FY22-23 Numbers have been restated including Plastic Component for Battery Business of Mangal Industries Limited.

> Including intangible assets under development.

Corporate Information

Board of Directors[1]

Mr. Jayadev Galla
Chairman, Managing Director and CEO
DIN: 00143610

Mr. Harshavardhana Gourineni
Executive Director
DIN: 07311410

Mr. Vikramadithya Gourineni
Executive Director
DIN: 03167659

Mr. Annush Ramasamy
Non-Executive Independent Director
DIN: 01810872

Dr. Amar Patnaik
Non-Executive Independent Director
DIN: 08602154

Ms. Radhika Shapoorjee
Non-Executive Independent Director
DIN: 03559547

For profile of directors, please refer https://www.amararajaeandm.com/LeaderShip/Board-Of-Directors

Senior Management Personnel

Mr. Chandrasekar Radhakrishnan
Chief Business Officer, Automotive[2]

Mr. Divakar S
Chief Business Officer, International[3]

Mr. Narayan Choudhary
Chief Operations Officer[4]

Mr. Venkata Krishna M M
Chief Business Officer, Industrial

Mr. Dwarakanadha Reddy B
ARACT, Business Head[5]

Key Managerial Personnel (Part of Senior Management Personnel)[6]

Mr. Delli Babu Y
Chief Financial Officer

Mr. Vikas Sabharwal
Company Secretary & General Counsel

1. The term of Ms. Bhairavi Tushar Jani (DIN:00185929) as an Independent Director ended on August 13, 2025.
2. Mr. Chandrasekar Radhakrishnan was appointed in place of Mr. Rajesh Jindal, Chief Marketing Officer – Automotive, on conclusion of Mr. Jindal's tenure.
3. Mr. Divakar S succeeded Mr. Indeevar Govardhanagiri on conclusion of Mr. Indeevar's tenure
4. Mr. Narayan Choudhary was appointed in place of Mr. C Narasimhulu Naidu, Chief Operations Officer, on conclusion of Mr. Naidu's tenure.
5. Mr. Dwarakanadha Reddy B, Business Head of ARACT succeeded Mr. S Vijayanand on conclusion of Mr. Vijayanand's tenure
6. Mr. Jayadev Galla is also a Key Managerial Person.

Joint Statutory Auditors

M/s. Price Waterhouse Chartered Accountants LLP, Chartered Accountants,
Unit-2B, 8th Floor, Octave Block, Block E1,
Parcel - 4, Salarpuria Sattva Knowledge City, Raidurg, Hyderabad, Telangana - 500081

M/s. K. S. Rao & Co.,
Chartered Accountants,
#54-19-4B, Ground Floor, 2nd Lane,
Jayaprakash Nagar, Vijayawada - 520008

Cost Auditors

M/s. Sagar & Associates,
Cost Accountants,
205, 2nd Floor, Raghava Ratna Towers,
Chirag Ali Lane
Abids, Hyderabad - 500 001

Secretarial Auditors

M/s. Sridharan & Sridharan Associates,
Practicing Company Secretaries,
New No.12, Old No.37,
A3, Sri Sai Kripa,
Unnamalai Ammal Street, T Nagar,
Chennai – 600 017.

Bankers

State Bank of India
Kotak Mahindra Bank Limited
HDFC Bank Limited
Axis Bank Limited
Citi Bank

Registered Office

Renigunta – Cuddapah Road,
Karakambadi, Tirupati,
Andhra Pradesh – 517 520

Tel: 91 877 226 5000
Fax: 91 877 228 5600
CIN: L31402AP1985PLC005305

Website: www.amararajaeandm.com

Email: investorservices@amararaja.com

Corporate Operations Office

Terminal A, 1-18/1/AMR/NR,
Nanakramguda Gachibowli,
Hyderabad, Telangana - 500 032

Tel: 91 40 2313 9000
Fax: 91 40 2313 9001

Registrar and Share Transfer Agent

Cameo Corporate Services Limited
Unit : Amara Raja Energy & Mobility Limited
Subramanian Building, No.1, Club House Road, Chennai - 600 002

Tel: 91-44-28460390, 28464002, 28460700, 28462846, 28460718
Fax: 91 44 2846 0129
E-mail: investor@cameoindia.com

Investor portal :
https://wisdom.cameoindia.com

Website:
http://www.cameoindia.com

Board's Report

To
The Members
AMARA RAJA ENERGY & MOBILITY LIMITED

The Board of Directors are pleased to present their report for the financial year ended March 31, 2026.

1. Summary of financial results

The Company's financial performance for the year ended March 31, 2026, is summarized below:

(₹ in crores)

Particulars	Standalone		Consolidated	
	FY26	FY25	FY26	FY25
Revenue from operations	13,548.86	12,404.89	13,814.00	12,846.32
Other income	91.92	93.29	106.18	115.59
Total income	**13,640.78**	**12,498.18**	**13,920.18**	**12,961.91**
Profit before tax	1,306.93	1,299.15	1,206.89	1,273.17
Less: Tax expense (including deferred tax)	**336.50**	**335.25**	**311.12**	**328.50**
Profit for the year	970.43	963.90	895.77	944.67
Total other comprehensive Income/ (Loss)	6.06	(163.93)	8.07	(163.92)
Total comprehensive income for the year	**976.49**	**799.97**	**903.84**	**780.75**

Your Company's standalone revenue from operations for the year grew to ₹ 13,548.86 crores from ₹ 12,404.89 crores last year registering a growth of 9.22%. The profit for the year was ₹ 970.43 crores as against ₹ 963.90 crores in the previous year. The Earnings Per Share (EPS) for the year stood at ₹ 53.02 per share, compared to ₹ 52.66 per share for the previous year.

The Directors propose to transfer an amount of ₹ 97.04 crores to the general reserve. The total retained earnings as on March 31, 2026, is ₹ 6,512.82 crores.

2. Performance review of the Company

A separate section providing a detailed analysis on performance of various divisions of the Company, forms an integral part of this report.

3. Financial position

As of March 31, 2026, the net worth improved to ₹ 8,160.75 crores with the net addition of ₹ 782.48 crores to the equity during the year. The surplus cash at the year-end stood at ₹ 112.96 crores. CRISIL re-affirmed the ratings on the Company's long-term bank facilities at 'CRISIL AA+/Stable' and on the short-term bank facilities at 'CRISIL A1+'.

A separate section providing a detailed analysis on performance review of the various divisions of the Company, forms an integral part of this report.

4. Dividend

The Board recommended/ declared dividend as under:

Particulars	FY26			FY25		
	Dividend per share (₹)	Dividend %	Dividend pay out (in crores)	Dividend per share (₹)	Dividend %	Dividend pay out (in crores)
Interim Dividend	5.40	540	98.83	5.30	530	97.00
Final Dividend[1]	5.20	520	95.17	5.20	520	95.17
Total Dividend	**10.60**	**1060**	**194.00**	**10.50**	**1050**	**192.17**

[1]Final Dividend for FY26 has been recommended by the Board of Directors at their meeting held on May 25, 2026, subject to the approval of the members at the ensuing 41st AGM. The Record date for the purpose of final dividend is Monday, July 27, 2026.

In terms of the provisions of the Income Tax Act, 2025, dividend will be taxable in the hands of the Shareholders. The interim dividend and recommended final dividend are in line with the Company's Dividend Distribution Policy. Please refer point 31 of this report, for weblink of the said Policy.

5. Subsidiaries and Consolidated Financial Statements

a. Subsidiary Companies: During the year under review, the Company has four wholly owned subsidiaries. Details of the wholly owned subsidiaries are given as under:

i. Amara Raja Batteries Middle East (FZE) ('ARBME'), Sharjah, UAE, a wholly owned subsidiary of the Company, reported a net revenue of ₹ 15.84 crores with a Profit After Tax of ₹ 1.19 crores for FY26.

ii. Amara Raja Circular Solutions Private Limited (ARCS), Andhra Pradesh, India a wholly owned subsidiary of the Company, is establishing a state-of-the-art battery recycling facility at Cheyyar, Tamil Nadu, as a key component of the Company's circular economy and sustainable supply chain strategy. The facility is expected to play a significant role in meeting the Company's lead and alloy requirements through environmentally responsible recycling operations.

During the year, ARCS successfully commenced Battery Breaker operations and is currently in the ramp-up phase. Refining operations, which commenced during the second half of 2024, continue to scale up, while the integration of scrap battery processing through to lead ingot production is progressing as planned.

The Company is also undertaking Phase II refinery expansion at the facility, with commissioning targeted by 2027. In addition, commissioning of the Crystallizer and De-sulphurisation plant is expected shortly. The de-sulphurisation technology, a first-of-its-kind application in India for battery recycling, is expected to improve lead recovery yields, reduce waste generation, and enable the production of Sodium Sulphate as a valuable by-product.

The plant has been designed in accordance with global standards and incorporates advanced automation across the recycling value chain, from battery feeding and breaking to robotic ingot stacking. ARCS continues to focus on increasing the proportion of alloy production, with plans to ramp up alloy volumes during FY27, thereby enhancing value addition and profitability.

For FY26, ARCS reported net revenue of ₹ 1,456.36 crores and a profit after tax of ₹ 21.50 crores.

iii. Amara Raja Advanced Cell Technologies Private Limited (ARACT), Telangana, India is a wholly owned material subsidiary of the Company in terms of Regulation 16(1)(c) of the Listing Regulations. ARACT continued to make significant progress in establishing domestic capabilities across advanced lithium-ion cell and battery pack manufacturing during FY26. The business transitioned from capability creation to execution readiness, supported by continued investments in manufacturing infrastructure, Research & Development, customer engagement and supply chain development. The Pack Assembly Plant expanded its customer base in the Energy Storage Systems (ESS) segment and continued operational ramp-up towards a targeted annual supply capacity of 1.5 GWh and strengthened EV battery pack manufacturing capabilities.

ARACT is in the process of commissioning its Customer Qualification Plant (CQP) with cylindrical and prismatic cell manufacturing lines, marking an important milestone towards operational readiness and customer validation. The e^+ Energy Labs in Hyderabad also is in the process of completion as an integrated research and innovation hub for advanced battery technologies. Construction activities at the Amara Raja Giga Corridor, Divitipally, Telangana also progressed substantially, with structural development and procurement of key process equipment advancing in line with project timelines. The Company continued to strengthen its integrated New Energy platform spanning electric mobility solutions, stationary energy storage systems and advanced cell technologies, with Start of Production (SoP) for lithium-ion cell manufacturing planned for 2027.

For FY26, ARACT reported revenues of ₹ 786.51 crores, while posting a net loss of ₹ 73.23 crores, reflecting the early-stage nature of the investments and ongoing ramp-up in manufacturing infrastructure.

iv. **Amara Raja Power Systems Limited ('ARPS'), Andhra Pradesh, India,** a wholly-owned subsidiary of the Company, continued to strengthen its presence across industrial chargers, integrated power systems, EV charging solutions, Battery Energy Storage Systems (BESS) and Home Energy applications during FY26. The business recorded improved commercial traction in DC fast charging solutions, expanding its customer base across Charge Point Operators (CPOs), infrastructure developers and OEMs, supported by increased order inflows and localisation initiatives aligned with Phased Manufacturing Programme (PMP) guidelines.

During the year, ARPS also advanced its Home Energy portfolio through development of lithium-based Home UPS (HUPS) systems and hybrid inverter platforms for residential and small commercial applications. Prototype models and pilot deployments were undertaken to support field validation and phased commercial readiness. ARPS reported net revenue of ₹149.32 crores with a loss of ₹ 20.69 crores for FY26.

b. Consolidated Financial Statements

In accordance with the provisions of the Act, Regulation 33 of the Listing Regulations and applicable Accounting Standards, the audited consolidated financial statements of the Company for the FY26, together with the auditor's report thereon, form part of this Annual Report.

Apart from the wholly owned subsidiaries mentioned above, the Company has no other subsidiaries, associates, or joint ventures. A statement showing the salient features of the financial statements of the wholly owned subsidiaries, in the prescribed Form AOC-1 is provided as Annexure I and forms an integral part of this report.

In accordance with Section 136 of the Act, the financial statements of the subsidiary companies will be made available to the Company's members on request and kept for inspection during business hours at the Company's registered office. The financial statements and all other documents required to be attached to this report and separate audited financial statements of the wholly owned subsidiaries are available on the Company's website; please refer to point 31 of this report for weblink of the same.

During the year under review, the Company has not done any revision to the financial statements. There were no changes to the Company's financial statements during the three preceding years.

6. Directors and Key Managerial Personnel

During the year under review, the following were the changes to the Board of Directors of the Company:

S. no.	Name	Date of change	Change
1.	Ms. Radhika Shapoorjee (DIN: 03559547)	May 22, 2025	Appointed as an Additional Director categorized as Independent. Her appointment as an Independent Director for a term of 5 years was approved by Shareholders at the 40th AGM held on August 14, 2025
2.	Mr. Jayadev Galla (DIN: 00143610)	September 1, 2025	Re-appointment as Chairman, Managing Director & CEO for a term of 5 years was approved by Shareholders at the 40th AGM held on August 14, 2025
3.	Ms. Bhairavi Tushar Jani (DIN: 00185929)	August 14, 2025	Completed her second term as an Independent Director on August 13, 2025, and consequently ceased to be a director.

During the year, Members of the Company approved re-appointment of Mr. Annush Ramasamy (DIN: 01810872) as an Independent Director for a second term of 5 years from June 12, 2026, till June 11, 2031 through postal ballot.

In accordance with provisions of Section 152 of the Act and pursuant to Articles of Association of the Company, being longest in the office, Mr. Harshavardhana Gourineni (DIN: 07311410), is liable to retire by rotation at the ensuing 41st AGM and, being eligible, offers himself for re-appointment. The brief details of Mr. Harshavardhana, in accordance with the Act, Listing Regulations and Secretarial Standards, are included in the Notice of the ensuing 41st AGM forming part of this Annual Report.

Further, the Members at their 36th AGM held on August 14, 2021, had appointed Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni as Executive directors of the Company for a term of 5 years i.e., from June 12, 2021, to June 11, 2026. Accordingly, their tenure comes to an end on June 11, 2026. In view of the same and recognizing both the Executive Directors' strategic contributions to the Company's performance, the NRC and Board have recommended to the shareholders the re-appointment of Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni for another term of 5 years i.e., from June 12, 2026 to June 11, 2031 as the Executive Directors of the

Company. Both these appointments are subject to the approval of members at the ensuing 41st AGM.

The necessary resolutions seeking your approval, along with the detailed profiles and other details pertaining to the re-appointment of Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni, in accordance with the Act, Listing Regulations and the Secretarial Standards are included in the notice of the ensuing 41st AGM forming part of this Annual Report.

During the year, Ms. Radhika Shapoorjee, Independent Director of the Company, was appointed on the Board of ARACT as an Independent Director.

Key Managerial Personnel

Pursuant to the provisions of Section 2(51) and 203 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the following have been designated as Key Managerial Personnel of the Company as on March 31, 2026:

- Mr. Jayadev Galla - Chairman, Managing Director & CEO
- Mr. Delli Babu Y - Chief Financial Officer
- Mr. Vikas Sabharwal - Company Secretary

There was no change, other than those mentioned above, in the Directors and Key Managerial Personnel of the Company. The Company complies with the required provisions of the Act and Listing Regulations in this regard.

7. Familiarisation Programme for Directors

The Company arranges for a detailed induction program for its newly appointed Director, *inter alia,* covering a brief on their roles, functions, duties, responsibilities and the details of compliance requirements expected from the Director under the Act and the Listing Regulations. Relevant extracts of the regulations are provided and explained to the new Director.

Pursuant to Regulation 25(7) & Schedule V of Listing Regulations, details of the familiarization programme for Directors are included in the Corporate Governance Report and on the website of the Company. Please refer to point 31 of this report for the weblink of the same.

8. Board and its Committees

a) Independent Directors and their declaration of independence:

The Board of Directors of the Company comprises an optimum number of Independent Directors. Based on the confirmation/ disclosures received from the Directors, on an evaluation of the relationships disclosed, in terms of Regulation 16(1)(b) of the Listing Regulations and Section 149(6) of the Act, the following Non-Executive Directors are considered as Independent of the Company, as on March 31, 2026:

1. Mr. Annush Ramasamy (DIN: 01810872);
2. Dr. Amar Patnaik (DIN: 08602154); and
3. Ms. Radhika Shapoorjee (DIN: 03559547).

Each Independent Director has confirmed to the Company that he or she meets the criteria of independence as provided in Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations. They have confirmed that there has been no change in the circumstances which may affect their status as an Independent Director during the year under review, which has been considered and taken on record by the Board, after due assessment of their veracity. All the Independent Directors are registered in the database maintained by the Indian Institute of Corporate Affairs (IICA) and a declaration in this regard was received from each of them.

In the opinion of the Board, all the Independent Directors are persons of integrity and possess the relevant proficiency, expertise and experience as required under the Act, the Rules made thereunder and Listing Regulations.

Further during the year, Ms. Bhairavi Tushar Jani completed her second term as an Independent Director on August 13, 2025 and ceased to be a Director on the Board. The Board expressed its sincere appreciation for her invaluable contributions, steadfast dedication, and insightful leadership during her tenure, which played a significant role in the Company's growth and transformation. The Board placed on record its deep gratitude for Ms. Bhairavi's outstanding commitment and meaningful contributions.

b) Number of Meetings of the Board

During the year, five Board meetings were convened and held in accordance with the provisions of the Act. The Board Meeting dates and attendance of the directors at such meetings are given in the Corporate Governance Report, which forms part of this annual report. The maximum time gap between any two consecutive meetings was within the period prescribed under the Act and Listing Regulations. Further, in accordance with the Act and Listing Regulations, four separate meetings of the Independent Directors were held during FY26.

In addition, an annual meet of Board of Directors along with Management teams, was held to discuss

Stratlign FY31 of Company and its Wholly Owned Subsidiaries (ARACT, ARCS, ARPS and ARBME). The key deliberations included detailed action plans for each of the identified enterprise capabilities, evaluation of future growth prospects, potential growth opportunities, segment-wise objectives and target plans for each business. The discussions also focused on long-term strategic priorities aimed at strengthening the Company's overall business performance and competitive positioning.

c) Committees of the Board

In accordance with the applicable provisions of the Act, the rules made thereunder, and the Listing Regulations, the Board has constituted the following committees:

i. Audit Committee

ii. Nomination and Remuneration Committee

iii. Corporate Social Responsibility Committee

iv. Stakeholders' Relationship Committee

v. Risk Management Committee and

vi. Loan & Investment Committee.

The details of the Committees' composition, brief terms of reference, meetings and members' attendance at such meetings form an integral part of the Corporate Governance Report. During the year under review, the Board has accepted all the recommendations/ submissions by all the Committee(s).

d) Nomination and Remuneration Policy & Policy on Succession Planning for the Board and Senior Management

The Board, on the recommendation of the Nomination and Remuneration Committee, has framed a policy for the selection, appointment, remuneration and succession of Directors and Senior Management Personnel. Further, based on recommendation of the NRC, the Board has formally adopted a Policy on Succession Planning for the Board and Senior Management to further strengthen the Company's governance framework and institutionalize leadership continuity. Please refer to point 31 for weblink to the said policies.

e) Evaluation of the Board's performance

As per the provisions of the Act and Regulation 17(10) of the Listing Regulations, the performance of the Board, its Chairman, its committees, and members was evaluated. The details of this evaluation form an integral part of the Corporate Governance Report.

9. Directors' Responsibility Statement

Pursuant to Section 134(3)(c) and 134(5) of the Act, including any statutory modifications or re-enactments thereof for the time being in force, the Board of Directors of the Company confirm, to the best of their knowledge and belief, that in the preparation of annual financial statements for FY26:

i applicable accounting standards and Schedule III of the Act have been followed;

ii appropriate accounting policies have been selected and applied consistently and such judgements and estimates that are reasonable and prudent have been made so as to give a true and fair view of the state of affairs of the Company as of March 31, 2026, and of the profit of the Company for FY26;

iii. proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities. To ensure this, the Company has established internal control systems, consistent with its size and nature of operations, subject to the inherent limitations that should be recognized in weighing the assurance provided by any such system of internal controls. These systems are reviewed and updated on an ongoing basis. Periodic internal audits are conducted to provide reasonable assurance of compliance with these systems. The Audit Committee meets at regular intervals to review the internal audit function;

iv. financial statements have been prepared on a going concern basis;

v. proper internal financial controls are in place and that such internal financial controls were adequate and were operating effectively;

vi. proper systems to ensure compliance with the provisions of all applicable laws are in place and were adequate and operating effectively.

10. Corporate Governance and Additional Shareholders' information

The Company is committed to good corporate governance and best corporate practices. The report on Corporate Governance for FY26, pursuant to Regulation 34 of the Listing Regulations along with the Additional Shareholder's Information is provided as Annexure III which forms an integral part of this Annual Report.

The certificate confirming the compliance of conditions of corporate governance issued by M/s. R. Sridharan & Associates, Company Secretaries, forms an integral part of the Corporate Governance Report.

11. Business Responsibility & Sustainability Report

Pursuant to Regulation 34(2)(f) of the Listing Regulations, the Business Responsibility & Sustainability Report ('BRSR') on the initiatives undertaken by the Company from an environmental, social and governance perspective are disclosed in the prescribed format. BRSR is provided as Annexure IV, which forms an integral part of this report.

12. Management discussion and analysis

This Integrated Annual Report sets out the Management's Discussion & Analysis as required under the provisions of Listing Regulations.

13. Auditors

a. Statutory Auditors and their Report

At the 40th AGM held on August 14, 2025, the members appointed M/s. Price Waterhouse Chartered Accountants LLP (Firm Registration No. 012754N/N500016) and M/s. K.S. Rao & Co., Chartered Accountants (Firm Registration No. 003109S), as Joint Statutory Auditors of the Company for a term of five (5) consecutive years, from the conclusion of the 40th AGM until the conclusion of the 45th AGM of the Company.

M/s. Price Waterhouse Chartered Accountants LLP is a firm of Chartered Accountants registered with the Institute of Chartered Accountants of India (ICAI) and is engaged in providing audit and assurance services. The Firm is a member of the Price Waterhouse & Affiliates network. The Firm holds a valid peer review certificate and audits several listed companies in India.

M/s. K.S. Rao & Co., established in 1976, is a firm of Chartered Accountants registered with ICAI. Headquartered in Hyderabad, with branches in Bengaluru, Chennai, and Vijayawada, the firm provides services in Assurance, Tax, Risk, and Advisory. It has significant experience in serving listed companies, NBFCs and other corporates across diverse sectors and holds a valid peer review certificate.

The Joint Statutory Auditors have confirmed their independence to the Board. The Audit Reports (Standalone and Consolidated) issued by the Joint Statutory Auditors for FY26 are unmodified and do not contain any qualifications, reservations, adverse remarks, or disclaimers. Further, no matter has been reported under Section 143(12) of the Companies Act, 2013, and accordingly, no disclosure is required under Section 134(3)(ca) of the Act.

The Company has complied with the Standard Operating Procedures framed in line with the National Financial Reporting Authority (NFRA) Circular dated January 7, 2026, on 'Effective Communication Between Statutory Auditors and Those Charged with Governance (TCWG), including Audit Committees'.

b. Cost Auditors and their Report

Pursuant to Section 148 of the Act read with the Rules framed thereunder, the Company has been maintaining cost records, in respect of its specified products in terms of the Companies (Cost Records and Audit) Rules 2014 (as amended from time to time) and has been getting such cost records audited by a qualified cost accountant on a yearly basis.

Accordingly, the Board of Directors, on the recommendation of the Audit Committee, re-appointed M/s. Sagar & Associates, as Cost Auditors (Firm Registration No: 000118) to audit the Company's cost records for FY27, at a remuneration of ₹ 4.75 lakhs plus applicable taxes and reimbursement of out-of-pocket expenses. M/s. Sagar & Associates, Cost Accountants, have confirmed that they are free from any disqualification as per the Act and are independent from the Management.

In terms of Section 148(3) of the Act and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the requisite resolution seeking ratification by the shareholders of the Company of the remuneration payable to the cost auditor has been set out in the Notice to the ensuing 41st AGM, which forms an integral part of this Annual Report.

There were no adverse observations or remarks in the Cost Audit Report for FY25 issued by the Cost Auditors and was duly filed within the due date. During the year under review, the Cost Auditors have not reported any matter under Section 143(12) of the Act. Therefore, no details are required to be disclosed under Section 134 (3) (ca) of the Act.

The Cost Audit Report for FY26, will be placed before the Board and filed within the prescribed time period.

c. Secretarial Auditors and their report

Pursuant to Section 204 of the Companies Act, 2013, read with Rules thereunder, Listing Regulations read with Listing Regulations (Third Amendment) 2024, based on the recommendation of the Audit Committee and the Board, members at the 40th AGM,

held on August 14, 2025, appointed M/s. Sridharan & Sridharan Associates, Practising Company Secretaries (Firm Registration No: P2022TN093500) as Secretarial Auditors of the Company for a term of 5 consecutive years commencing from FY26 till FY30 to undertake secretarial audit of the Company.

The Secretarial Audit Report issued by M/s. Sridharan & Sridharan Associates, for the FY26, in Form MR-3, provided as Annexure II-A, forms part of this report. This report does not contain any qualifications, reservations or adverse remarks. The Annual Secretarial Compliance Report was issued by M/s. Sridharan & Sridharan Associates, Practising Company Secretaries for the FY26, in the format prescribed by SEBI and is available on the Company's website.

Further, in terms of Regulation 24A(1) of the Listing Regulations, the Secretarial Audit Report of ARACT, material WOS, issued by M/s. Srinidhi Sridharan & Associates (FRN: S2017TN472300), Company Secretaries for FY26, in Form MR-3, is provided as Annexure II-B, forms part of this report. This report does not contain any qualifications, reservations or adverse remarks.

During the year under review, the Secretarial Auditors have not reported any matter under Section 143(12) of the Act. Therefore, no details are required to be disclosed under Section 134 (3) (ca) of the Act.

d. Internal Auditors

The Company has established robust internal control systems commensurate with the nature and size of its operations. The adequacy and effectiveness of these systems are regularly monitored through internal audits conducted by the Internal Auditors in accordance with the scope and plan approved by the Audit Committee. The Internal Auditors report to and submit their observations, along with management responses, on a quarterly basis at the Audit Committee meetings. The Company implements the recommendations of the Internal Auditors, as appropriate, to strengthen its operational procedures and control framework.

M/s. E Phalguna Kumar & Co., Chartered Accountants (Firm Registration No: 002644S), have conducted the internal audit of the Company as per a duly approved annual internal audit plan. The Internal Auditors presented their findings directly to the Audit Committee at the Committee's quarterly meetings. During the year under review, the Internal Auditors have not reported any matter under Section 143(12) of the Act. Therefore, no details are required to be disclosed under Section 134 (3) (ca) of the Act.

In line with the Company's commitment towards strengthening governance practices, periodic auditor rotation and considering the increasing scale and complexity of operations, the Board at its meeting held on May 25, 2026 based on recommendation of the Audit Committee, approved the appointment of M/s. Ernst & Young LLP, Chartered Accountants (Firm Registration No: AAB-4343), as the Independent Internal Auditors to conduct the internal audit in accordance with the annual internal audit plan approved by the Audit Committee for FY27.

Further, the Company formally adopted an Internal Audit Charter that re-establishes a strong and robust internal audit framework, thereby enhancing the effectiveness of risk management, internal controls, and governance processes. Please refer point 31 of this report for weblink of the same.

14. Annual Return

The Annual Return pursuant to Section 92(3) read with Section 134(3)(a) of the Act is available on Company's website, please refer point 31 of this report for weblink of the same.

15. Corporate Social Responsibility (CSR)

Corporate Social Responsibility has been an integral part of the Company's culture. Through Rajanna Foundation and Amara Raja Educational Society, the Company conducts its philanthropic activities in the fields of Education, Health, Environment, and Rural Development. During the year, the Company has undertaken various CSR projects in education and rural development.

A brief outline of the CSR Policy of the Company, the CSR initiatives/activities undertaken by the Company during the year and the details of the composition of the CSR Committee are given in the Annual CSR Report provided as Annexure V, which forms part of this Annual Report. Please refer to point 31 of this report for the weblink of CSR Policy.

During the year, pursuant to Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014, the Company had undertaken an Impact Assessment through an external CSR consultancy firm for eligible CSR projects spanning education, healthcare, skill development, sanitation, and infrastructure initiatives. please refer point 31 of this report for weblink of the same.

16. Transactions with the Related Parties

All related party transactions entered into during the financial year were on an arm's length basis, were in the

ordinary course of business and not material in nature. During FY26, there were no transactions with the related parties, which might deemed to have had any potential conflict with the interest of the Company at large.

In line with the provisions of Section 177 of the Act read with the Companies (Meetings of the Board and its Powers) Rules, 2014 and Listing Regulations, the Audit Committee reviews the proposed transactions along with the estimates, need and necessity for the transaction and thereafter approves an estimated value of transactions for the financial year which can be undertaken with each of the related parties. The transactions with the related parties are routine and repetitive in nature.

The summary statement of all transactions entered into with the related parties pursuant to the approval so granted is reviewed and noted by the Audit Committee at their meetings, on a quarterly basis. The summary statements are supported by a transfer pricing report issued by an external independent auditor certifying that the transactions are at an arm's length basis and in the ordinary course of business. In case any transaction exceeds the approved limit, the Audit Committee ratifies the excess transaction and approves the revised limits for the financial year, based on adequate justification given by the Management. During the year, all the ratifications by the Audit Committee were within the limits as prescribed under the Act and the Listing Regulations. The details of the Related Party Transactions pursuant to Section 134(3)(h) of the Act, read with Rule 8(2) of the Companies (Accounts) Rules, 2014, are set out in Form AOC-2, as provided in Annexure VI, which forms an integral part of this Annual Report.

Other than the receipt of sitting fees/commission, none of the Independent Directors have any pecuniary relationship or transaction with the Company.

17. Internal Financial Controls related to financial statements

The Company has established an adequate system of internal controls commensurate with its size and the nature of its operations. The Company's internal control system covers the following aspects:

a. Financial propriety of business transactions.
b. Safeguarding the assets of the Company.
c. Compliance with prevalent statutes, regulations, management authorisation, policies and procedures.
d. Ensure optimum use of available resources.

These systems are reviewed and improved regularly. The Company has a budgetary control system that monitors revenue and expenditures against the approved budget on an ongoing basis.

The Audit Committee of the Board periodically reviews audit plans, observations and recommendations of the internal and external auditors, with reference to the significant risk areas and adequacy of internal controls and keeps the Board of Directors informed of its observations, if any, from time to time.

18. Risk Management

The Board has constituted a Risk Management Committee, pursuant to the Regulation 21 of Listing Regulations, to periodically review the risks associated with the Company's business, ensure that appropriate methodology, processes and systems are in place for review of such risks, formulate the risk management policy and oversee its implementation. The Corporate Governance Report, forming part of this Annual Report, details the Committee's composition, meetings, attendance of its members at such meetings, the Committee's terms of reference, etc.

The Company has an elaborate Risk Management framework in place, which helps identify and mitigate risks. Such framework lays down the procedure for risk identification, assessment and mitigation through the internal Risk Management Steering Committee which reports to the Risk Management Committee on a periodic basis.

The major risks, including financial, operational, sectoral, sustainability (particularly ESG-related risks), information, and cyber security risks, identified by the businesses and functions are systematically addressed through mitigating actions on a continuing basis.

During the year, the Committee, *inter alia*, reviewed the Enterprise Risk Management framework, including risk governance, risk assessment processes, and reporting and communication mechanisms of the Company and its wholly owned subsidiaries. The Committee reviewed the key risks along with the risk indicators, risk ratings, risk appetite and adopted suitable risk mitigation plans.

The Company conducted extensive trainings and awareness sessions for employees of various grades to inculcate culture of risk management within the Company

In the opinion of the Board, there are no major risks that have the potential to threaten the existence of the Company.

19. Whistle Blower Policy /Vigil Mechanism

The Company has established a whistle-blower policy/ vigil mechanism to provide an avenue to employees and stakeholders to raise any concerns. The policy provides for a safe and confidential platform for any stakeholders to report concerns (including anonymous complaints) regarding unethical practices, fraud, or violations of the Company's Code of Conduct. The policy provides adequate safeguards against the victimization of employees who

avail of it. The policy also lays down the process to be followed for the appointment of an Ombudsperson who will deal with the complaints received, process for dealing with the complaints and in exceptional cases, provides for direct access to the Chairperson of the Audit Committee. The Audit Committee monitors the status of whistle blower complaints received and resolved on a quarterly basis. No personnel has been denied access to the Audit Committee. The details of the Company's Ombudsperson are given in the Policy.

The Whistle Blower Policy established by the Board is available on the Company's website, please refer point 31 of this report for the same.

20. Health, Safety and Environmental protection (HSE)

Given the nature of its operations, the Company places the utmost importance on employee health, safety and environmental stewardship. The Company believes that a safe, healthy and environmentally responsible workplace not only protects employees from injury and illness but also enhances employee morale and operational sustainability.

The Company continues to be certified under ISO 14001:2015 and ISO 45001:2018 for its environmental management systems and occupational health and safety management systems respectively, demonstrating its commitment to regulatory compliance and continual improvement. In line with its environmental responsibility, the Company actively undertakes initiatives for pollution prevention, resource conservation and reduction of environmental footprint across all operations.

All the manufacturing plants continue to be certified under ISO 50001:2018 for their energy management systems, enabling the Company to institutionalize energy efficiency practices and drive sustainable energy conservation.

The HSE/ESG related detailed information is available in the initial pages of this Report and as a part of the BRSR which forms an annexure to this Report.

21. Policy on Prevention, Prohibition and Redressal of Sexual Harassment at the Workplace

The Company has a policy to prevent sexual harassment. It has constituted an Internal Committee in line with the requirements of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013, and Rules made thereunder. There were no outstanding complaints carried forward from previous year and no complaints were received during the year. The Company conducts the required workshops and awareness programmes during employee induction and regular training sessions for rest of the employees through e-learning modules on this subject.

S. no.	Details	No. of complaints
1.	Number of complaints received during the year	0
2.	Number of complaints disposed off during the year	0
3.	Number of cases pending for more than ninety days	NA

With an objective to strengthen the Company's governance framework and align its policies with evolving workplace standards and best practices relating to Diversity, Equity, Inclusion and Belonging, dignity, and employee welfare, the Company approved revisions to the Company's existing POSH policy to incorporate a more inclusive and gender-neutral framework to prevent workplace harassment.

The revised POSH Policy established by the Board is available on the Company's website, please refer point 31 of this report for the same.

22. Other disclosures

a. Share Capital

The paid-up equity share capital of the Company as of March 31, 2026, stood at ₹ 18.30 crores, comprising 18,30,25,364 equity shares of ₹ 1 each. As of March 31, 2026, Amara Raja Enterprises Private Limited (formerly RNGalla Family Private Limited), Promoter, holds 6,01,45,316 equity shares of ₹ 1 each, constituting 32.86% of the Company's paid-up share capital. The Equity Shares of the Company are listed on the NSE and BSE (Stock Exchanges).

b. Particulars of loans, guarantees and investments

The details of loans, guarantees and investments under the provisions of Section 186 of the Act read with the Companies (Meetings of Board and its Powers) Rules, 2014, as amended, as of March 31, 2026, are given in Notes to the standalone financial statements of the Company.

c. Deposits from Public

The Company has not accepted any deposits from the public falling within the ambit of Sections 73 and 74 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014 during the year under review. There are no outstanding deposits as on March 31, 2026.

d. Reporting of Frauds

There were no instances of fraud during the year under review, which required any of the Auditors to report to the Audit Committee and/or Board under Section 143(12) of the Act and the Rules made thereunder.

e. Significant and material orders passed by Regulators or Courts

During the year under review, no significant and material orders were passed by the Regulators, courts, or Tribunals impacting the Company's going concern status and operations.

During April 2021, the Company received closure orders dated April 30, 2021, from the Andhra Pradesh Pollution Control Board (APPCB), for the Company's Plants situated at Karakambadi, Tirupati District and Nunegundlapalli village, Chittoor District, Andhra Pradesh. The Hon'ble High Court of Andhra Pradesh has granted an interim suspension of said orders of APPCB until further orders.

Thereafter, the APPCB has sanctioned Consent for Establishment (CFE) for all expansions and renewed the Consents for Operations for all the plants of the Company, enabling the Company to continue operations without any interruption. The Company is working closely with APPCB officials for closure of legal case. The Company has always placed its highest priority on the environment and on the health and safety of its workforce and communities around it.

f. Compliance with Secretarial Standards

During the year under review, your Company has complied with the Secretarial Standards with respect to Meetings of the Board of Directors (SS-1) and General Meetings (SS-2) issued by the Institute of Company Secretaries of India (ICSI).

g. Investor Education and Protection Fund (IEPF)

Section 124 of the Act read with IEPF (Accounting, Audit, Transfer and Refund) Rules, 2016, mandates that the companies are required to transfer dividend that has remained unclaimed and unpaid for a period of seven years from the unpaid dividend account to the IEPF. Further, the Rules mandate that the shares on which dividend remains unpaid or unclaimed for seven consecutive years or more be transferred to the Demat account of the IEPF Authority.

The details relating to the amount of unclaimed dividend transferred to the IEPF and the shares transferred to the Demat account of the IEPF Authority during FY26 and due for transfer in FY27 are provided in the Corporate Governance Report which forms part of this Annual Report. The Company has issued individual notices to the members whose dividend is unclaimed and unpaid, advising them to claim their dividend. Shareholders are requested to ensure their dividends are claimed on time. In case of non-encashment of dividends, shareholders are advised to approach the Company or Registrar and Transfer Agent to claim their unclaimed dividends.

h. Particulars of conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

The information on conservation of energy, technology absorption and foreign exchange earnings and outgo as per Section 134(3)(m) of the Act read with Rule 8 of the Companies (Accounts) Rules 2014, are annexed hereto as Annexure VII, which forms an integral part of this report.

i. Particulars of Employees and Remuneration

The information required pursuant to Section 197(12) of the Act read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is annexed hereto as Annexure VIII, which forms an integral part of this report.

A statement showing names and other particulars of the top ten employees and employees drawing remuneration in excess of the limits prescribed under Rule 5(2) of the said rules is provided in Annexure IX. However, as per the provisions of Section 136(1) of the Act, the Annual Report is being sent to all the members excluding the aforesaid statement. The statement is available for inspection by shareholders at the registered office of the Company during working hours up to the date of the ensuing 41st AGM.

23. Employee Stock Option Scheme (ESOS)

During the year, the Company has adopted the Amara Raja Energy & Mobility Limited Employees Stock Option Scheme 2025 ('Scheme') under the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 (SEBI SBEB Regulations), as part of the Company's long-term talent attraction, retention and reward strategy. The Scheme is proposed to be implemented through secondary acquisition by the Amara Raja Energy & Mobility ESOS Trust in compliance with applicable SEBI regulations. As on March 31, 2026, there were no material changes in the Scheme.

No stock options were granted, vested, exercised, or allotted under the Scheme during the year. The Scheme is in compliance with the SEBI SBEB Regulations, and the requisite disclosures are available on the Company's website. Please refer point 31 of this report for the same.

24. Other Statutory Disclosures

No disclosure or reporting is required with respect to the following items as there were no transactions related to these items, during the year under review.

- Issue of equity shares with differential rights as to dividend, voting or otherwise.
- Issue of sweat equity shares or any other securities.
- No Shares are held in trust for the benefit of employees where the voting rights are not exercised directly by the employees.
- There were no instances of failure of implementation of Corporate Actions.
- There are no applications made or proceedings pending against the Company under the Insolvency and Bankruptcy Code, 2016.
- The Company has not entered into any one time settlement with any Banks or Financial Institutions during the year. Hence, disclosure pertaining to difference between amount of the valuation done at the time of one-time settlement and the valuation done while taking loan is not applicable.

25. Awards and Recognitions

During the year under review, following awards and recognitions were achieved by the Company:

Customer Recognition

1. Won Hyundai Motor India's Customer Delight Award for outstanding customer service and support.
2. Received Suzuki's Best Quality Award for excellence in Quality, Delivery, and Relationship Building.
3. Received Daimler India's Delivery Excellence Award for superior performance in QCDM parameters.
4. Ranked among Top 25 Manufacturing Workplaces by Great Place To Work®.
5. Won Indus Towers' ESG Pathfinder Award under the supplier category (ISBU division).
6. Secured Schneider Electric's Datacenter Excellence Award for the second consecutive year.

Operational Excellence & Continuous Improvement Awards

1. Won 101 Gold and 1 Silver award with 102 participating teams in the CCQC Tirupati Chapter competitions.
2. Secured 24 Par Excellence and 2 Excellence Awards with 26 participating teams at the national NCQC.
3. Won 13 Gold Awards at ICCQC 2025 in Taipei across multiple operating divisions and various plants.
4. Won the Sustenance Level 1 Award for Components Division-1 (HO) and the Level 2 Award for ARPS at the ABKAOTS 5S Awards.
5. Won Gold at the 20th CII National Six Sigma Competition 2025 across the CD-HO, ABD-3, and MVRLA plants.
6. Won 2nd Best for SBD2, and 3rd Best for ABD3.
7. Secured the 2nd Runner-up spot for SBD1 at the 38th CII AP State Level Quality Circle Competition 2025.
8. Earned Excellence Medals for ISBU–VVRLA and IVRLA, and received Sustenance Medals for ASBU–ABD1 and SBD1 at the JIPM TPM Awards.

26. Industrial relations

The Company's industrial relations remained cordial and stable during the year under review. The Directors wish to express their sincere appreciation for the co-operation received from employees at all levels.

27 Change in the nature of business

During the year under review, there were no changes in the nature of business of the Company.

28. Reconciliation of Share Capital Audit

As required under the Listing Regulations, a quarterly audit of the Company's Share Capital is being carried out by an Independent Practicing Company Secretary to reconcile the total share capital, the total share capital admitted with NSDL and CDSL and held in physical form, with the issued and listed capital. The Practicing Company Secretary's certificate in this regard is submitted to BSE and NSE and is also placed before the Board of Directors at their quarterly Board meetings.

29. Maternity Benefits

The Company affirms that it has duly complied with all provisions of the Maternity Benefit Act, 1961, and has extended all statutory benefits to eligible employees during the year.

30. Material changes and commitments affecting the financial position of the Company between the end of the financial year and the date of the report

There were no material changes and commitments affecting the Company's financial position between the end of the financial year and the date of this Report.

31. Weblink of various policies/reports

Sr. No.	Particulars	Weblink
1.	Annual Return	https://www.amararajaeandm.com/Files/AnnualGeneralMeetingFiles/2023/Annual%20Return%20for%20FY26.pdf
2.	Board Diversity policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/27?name=Board%20Diversity%20Policy
3.	Corporate Social Responsibility Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/9?name=Corporate%20Social%20Responsibility
4.	Dividend Distribution Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/29?name=Dividend%20Distribution%20Policy
5.	Environment, health and safety policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/26?name=Health,%20Safety%20&%20Environment%20Policy
6.	Familiarization programme for the Independent Directors	https://www.amararajaeandm.com/pdf/board-of-directors/FP%20FY26.pdf
7.	Financial Statements of Subsidiaries	https://www.amararajaeandm.com/Investors/annual-reports/
8.	Memorandum of Association	https://www.amararajaeandm.com/Files/Downloads/Memorandum%20of%20Association%20-%20Amara%20Raja%20Energy%20&%20Mobility%20Limited.pdf
9.	Articles of Association	https://www.amararajaeandm.com/Files/Downloads/Articles%20of%20Association%20-%20Amara%20Raja%20Energy%20&%20Mobility%20Limited.pdf
10.	Nomination and Remuneration Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/12?name=Nomination%20and%20Remuneration%20Policy
11.	Policy on determination of material subsidiaries	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/25?name=Policy%20on%20determination%20of%20material%20subsidiary
12.	Policy on materiality of Related Party Transactions and dealing with Related Party Transactions	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/24?name=Policy%20on%20dealing%20with%20Related%20Party%20Transactions
13.	Whistle Blower Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/15?name=VIGIL%20MECHANISM/%20WHISTLE%20BLOWER%20POLICY
14.	ESOP Scheme	https://www.amararajaeandm.com/Investors/downloads
15.	ESOP Annexure	https://www.amararajaeandm.com/Files/AnnualGeneralMeetingFiles/2023/ESOP%20Disclosure.pdf
16.	Terms of reference of Committees	https://www.amararajaeandm.com/Investors/committe-of-board
17.	Policy on Prevention of Sexual Harassment & Gender-Neutral Workplace Harassment	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/32?name=ARE&M%20POSH%20Policy%202026
18.	CSR Impact Assessment Report	https://www.amararajaeandm.com/Files/AnnualGeneralMeetingFiles/2023/Impact%20Assessment%20Report%20FY26.pdf
19.	Policy on Succession Planning for the Board and Senior Management	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/33?name=ARE&M%20Succession%20Policy
20.	Shareholders' Manual	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/31?name=%20Shareholders%E2%80%99%20Manual

21.	Escalation Matrix	https://www.amararajaeandm.com/Investors/investors-contact#investors-contact-content
22	Materiality Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/23?name=ARE&M%20Materiality%20Policy

32 Acknowledgement

The Board of Directors extends its appreciation to all our stakeholders for their unwavering support and commitment to the Company. We are deeply grateful for the trust and collaboration of our valued customers, vendors, financial institutions, banks, channel partners, business associates, and both Central and State Government bodies. Your continued support has been instrumental to our progress, and we look forward to building on this strong foundation in the years ahead.

We would also like to express our sincere gratitude to our employees across all levels. Their expertise, dedication, and steadfast commitment remain the cornerstone of our success.

To our esteemed shareholders, thank you for your enduring confidence and support. Your belief in our vision drives us forward.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Ooty
Date: May 25, 2026

Annexure I

Form AOC-1

(Pursuant to the first proviso to Section 129(3) of the Companies Act, 2013 read with Rule 5 of the Companies (Accounts) Rules, 2014)

Statement showing salient features of the financial statements of subsidiaries, joint ventures and associates as per Companies Act, 2013

Part A: Subsidiaries

(Amount in ₹ crores)

1	Name of the Subsidiary	Amara Raja Batteries Middle East (FZE), Sharjah, UAE	Amara Raja Circular Solutions Private Limited	Amara Raja Advanced Cell Technologies Private Limited	Amara Raja Power Systems Limited
2	Date of Incorporation/ Acquisition	July 31, 2018	June 2, 2022	November 29, 2022	September 29, 2023 (Date of acquisition)
3	Reporting period for the subsidiary concerned [1]	April 1, 2025, to March 31, 2026	April 1, 2025, to March 31, 2026	April 1, 2025, to March 31, 2026	April 1, 2025, to March 31, 2026
4	Reporting Currency and Exchange rate as on March 31, 2026	United Arab Emirates Dirham (AED) 1 AED = 25.77 INR	Not Applicable	Not Applicable	Not Applicable
5	Share Capital	0.56	466.67	610.33	9.40
6	Reserves and Surplus	7.97	148.60	820.85	62.04
7	Total Assets	10.87	772.25	1,863.30	242.85
8	Total Liabilities	2.34	156.98	432.12	171.41
9	Investments	-	7.92	104.02	-
10	Turnover	15.84	1,456.36	786.51	149.32
11	Profit before tax	1.22	28.84	(98.06)	(27.40)
12	Provision for tax	0.03	7.34	(24.83)	(6.71)
13	Profit after tax	1.19	21.50	(73.23)	(20.69)
14	Proposed Dividend [2]	NA	NA	NA	NA
15	% of shareholding	100%	100%	100%	100%

Part B: Joint Ventures/ Associates — There are no Joint Ventures/Associates.

1. The reporting period of the subsidiaries is same as the holding company i.e., Amara Raja Energy & Mobility Limited
2. No dividend was proposed/declared by the Boards of the subsidiaries during the year.
3. During the year, no subsidiaries/JVs/Associates were liquidated or yet to commence business.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director and CEO
DIN: 00143610
Place: Ooty

Harshavardhana Gourineni
Executive Director
DIN: 07311410
Place: Hyderabad

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place: Hyderabad

Vikas Sabharwal
Company Secretary
Place: New Delhi

Date: May 25, 2026

Annexure II -A

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2026

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015 as amended]

The Members
AMARA RAJA ENERGY & MOBILITY LIMITED
CIN: L31402AP1985PLC005305
Renigunta- Cuddapah Road,
Karakambadi,
Tirupati, Andhra Pradesh – 517520.

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **AMARA RAJA ENERGY & MOBILITY LIMITED** [**CIN:** L31402AP1985PLC005305] (hereinafter called "the Company") for the financial year ended 31st March, 2026. Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing our opinion thereon.

Based on our verification of Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, We hereby report that in our opinion, the Company has, during the audit period covering

the financial year ended 31st March, 2026 complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended 31st March, 2026 according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made there under;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made there under;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;

(iv) The Company has complied with the applicable provisions of Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Overseas Direct Investment. There are no External Commercial Borrowings and Foreign Direct Investment during the year period;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-

a) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;

b) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

c) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

d) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (not applicable during the year under review);

e) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

f) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 (not applicable during the year under review);

g) 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 (not applicable as the company is not registered as Registrar to an Issue and Share transfer Agent during the year under review);

h) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 (not applicable during the year under review); and

i) The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018 (not applicable during the year under review);

(vi) The Management has identified and confirmed the following laws as being specifically applicable to the Company:

1. Battery Waste Management Rules, 2022
2. Acts and Rules relating to Environmental protection and energy conservation;
3. Acts and Rules relating to hazardous substances and chemicals;
4 Acts and Rules relating to Plastic Wastes;

We believe that the audit evidence which we have obtained is sufficient and appropriate to provide a basis for our audit opinion. In our opinion and to the best of our information and according to explanations given to us, we believe that the systems and mechanisms established by the Company are adequate to ensure compliance of laws as mentioned above.

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

(i) Secretarial Standards with respect to Meetings of Board of Directors (SS-1) and General Meetings (SS-2) (as amended) and the Guidance Note on Meetings of the Board of Directors and General Meetings (revised) issued by The Institute of Company Secretaries of India;

(ii) The Uniform Listing Agreement entered into with BSE Limited and National Stock Exchange of India Limited pursuant to the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as "Listing Regulations")

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. issued by the Ministry of Corporate Affairs, Securities and Exchange Board of India and such other regulatory authorities for such acts, rules, regulations, standards etc. as mentioned above.

We further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Woman Independent Director and Independent Directors. The changes in the composition of Board of Directors that took place during the period under review was carried out in the compliance with the provisions of the Act and the Listing Regulations.

Adequate notice is given to all directors before the schedule of the Board and Committee Meetings, agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting. Notes on agenda which are circulated less than the specified period, the necessary compliances under the Companies Act, 2013 and Secretarial Standards on Meeting of the Board of Directors are complied with.

During the year under review the Directors/ Members who have participated in the Board/ Committee meetings through Video Conferencing were in compliance with the provisions of Section 173 (2) of the Act read with Rule 3 of Companies (Meetings of Board and its Powers) Rules, 2014. Further, the Circulars, Regulations and Guidelines issued by the Ministry of Corporate Affairs, Securities and Exchange Board of India and other relevant regulatory authorities pertaining to Board/ Committee meetings, General Meetings and other provisions of the Act, Rules and Regulations have been complied with by the Company.

Based on the verification of the records and minutes, the decisions were carried out with the consent of the Board of Directors/ Committee Members and no Director/ Member of the Committee dissented on the decisions taken at such Board/ Committee Meetings. Further, in the minutes of the General Meeting, the number of votes cast against the resolution(s) has been recorded.

We further report that based on review of compliance mechanism established by the Company and to the best of our information and according to explanations given to us by the Management and on the examination of relevant documents and records and also on the basis of the Compliance certificates issued by the Company Secretary on the material compliance under various statutes as mentioned above in clause (vi) and taken on record by the Board of Directors at their meeting(s), we are of the opinion that the management has adequate systems and processes commensurate with its size and operations, to monitor and ensure compliance with all applicable laws.

We further report that the above mentioned Company being a listed entity, this report is also issued pursuant to Regulation 24A of the Listing Regulations as amended and circular No.CIR/ CFD/CMD1/27/2019 dated 8th February, 2019 issued by Securities and Exchange Board of India.

We further report that as per the information and explanation provided by the Management, the Company has a Material Unlisted Subsidiary viz., Amara Raja Advanced Cell Technologies Private Limited incorporated in India pursuant to Regulation 16(1)(c) and Regulation 24A of the Listing Regulations during the year under review.

We further report that during the audit period, the Company had

1. Obtained approval of Board of Directors at their meeting dated 06th November, 2025 had considered and approved the introduction and implementation of the 'Amara Raja Energy & Mobility - EMPLOYEE STOCK OPTION SCHEME 2025' with a Total pool size of 25,00,000 (Twenty-Five Lakhs) employee stock options ("Options") exercisable into not more than 25,00,000 (Twenty Five Lakh) equity

shares of face value of Re. 1/- (Rupee one) each fully paid-up including grating of options to the employees of Subsidiary Company(ies). Further, the said proposals were approved by the equity shareholders of the Company by way of postal ballot on 25th December, 2025.

2. Obtained approval of the Board of Directors at their meeting dated 14th August, 2025 for:

   a) Approval of enhancement of Working capital limits by Rs. 500 crores for Fund based facility.

   b) issue and allot Commercial Paper upto a maximum limit of Rs. 500 crores in one or more tranches.

3. Obtained approval of Board of Directors at their meeting dated 11th February, 2026 for:

   a) Incorporation of Wholly owned subsidiary in USA in the name and style of M/s ARE&M Inc and investment of not more than 5 million USD.

   b) providing security or guarantee or letter of comfort or shortfall undertaking or forex hedging facility, not exceeding Rs. 1750 Crores to and on behalf of the subsidiaries of the Company in one or more tranches

For **SRIDHARAN & SRIDHARAN ASSOCIATES**
COMPANY SECRETARIES

CS R. SRIDHARAN
MANAGING PARTNER
CP No. 3239
FCS No. 4775
PR NO: 6333/2024
UIN : P2022TN093500
UDIN: F004775H000461616

PLACE : CHENNAI
DATE : 25.05.2026

This report is to be read with our letter of even date which is annexed as **ANNEXURE -A** and forms an integral part of this report

Annexure -A'

The Members
AMARA RAJA ENERGY & MOBILITY LIMITED
CIN: L31402AP1985PLC005305
Renigunta- Cuddapah Road,
Karakambadi, Tirupati, Andhra Pradesh – 517520.

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

1. Maintenance of secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records as per the Auditing Standards (CSAS-1 to CSAS-4) and Guidance Notes on ICSI Auditing Standards and Guidance Note on Secretarial Audit issued by The Institute of Company Secretaries of India. The verification was done to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company as well as correctness of the values and figures reported in various disclosures and returns as required to be filed by the Company under the specified laws.

4. Where ever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.

5. It is the responsibility of the management of the company to devise proper systems to ensure compliance with the provisions of Corporate and other applicable laws, rules, regulations, standards and to ensure that the systems are adequate and operate effectively. Our examination was limited to the verification of procedures on test basis.

6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For **SRIDHARAN & SRIDHARAN ASSOCIATES**
COMPANY SECRETARIES

CS R. SRIDHARAN
MANAGING PARTNER
CP No. 3239
FCS No. 4775
PR NO: 6333/2024
UIN : P2022TN093500
UDIN: F004775H000461616

PLACE : CHENNAI
DATE : 25.05.2026

Annexure II-B

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2026

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

The Members,

AMARA RAJA ADVANCED CELL TECHNOLOGIES PRIVATE LIMITED
CIN: U31909TG2022PTC168739
1-18/1/AMR/NR, Terminal-A
Nanakramguda, Gachibowli
Telangana– 500032

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **AMARA RAJA ADVANCED CELL TECHNOLOGIES PRIVATE LIMITED** [CIN:U31909TG2022PTC168739](hereinafter called "the Company") for the financial year ended 31st March, 2026. 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 authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended 31st March, 2026 complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended 31st March, 2026 according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made there under;

(ii) The Company is a Private Limited Company and wholly owned subsidiary of Listed Public Company. Hence it is deemed to be a Public Company under the Act and it falls under the purview of provisions of Section 204 of the Companies Act, 2013.

(iii) Since the Company is an unlisted Company, the question of complying with the provisions of the Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made there under does not arise;

(iv) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(v) The Company has not dealt with the matters relating to Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings under FEMA during the year under review and hence, the question of complying with the provisions of Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder does not arise.

(vi) Since the Company is an unlisted Company, the following Regulations (a to i) and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act') are not applicable to the Company during the period under review.

a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

f) 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;

g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;

h) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and

i) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;

(vii) The Management has identified and confirmed the following Laws as being specifically applicable to the Company:

1. Battery Waste Management Rules, 2022
2. Acts and Rules relating to Environmental protection and energy conservation;
3. Acts and Rules relating to hazardous substances and chemicals;
4. Acts and Rules relating to Plastic Wastes;

We believe that the audit evidence which we have obtained is sufficient and appropriate to provide a basis for our audit opinion. In our opinion and to the best of our information and according to explanations given to us, we believe that the systems and mechanisms established by the Company are adequate to ensure compliance of laws as mentioned above.

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

i. Secretarial Standards with respect to Meetings of Board of Directors (SS-1) and General Meetings (SS-2) (as amended) and Guidance Note on Meetings of the Board of Directors and General Meetings (revised) issued by The Institute of Company Secretaries of India.

ii. The Listing Agreement entered with Stock Exchanges pursuant to the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Not applicable as the Securities of the Company are not listed on any Stock Exchange).

During the period under review, the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. issued by the Ministry of Corporate Affairs and such other regulatory authorities for such acts, rules, regulations, standards etc. In accordance with the second proviso to sub-section (1) of Section 149 of the Act, read with the Companies (Appointment and Qualification of Directors) Rules, 2014, the Company appointed a Woman Director on March 1, 2026.

We further report that

The Board of Directors of the Company is duly constituted with Executive Director, Woman Director and Non-Executive Directors except to the extent as mentioned above. The change in the composition of Board of Director that took place during the period under review was carried out in the compliance with the provisions of the Act.

Adequate notice is given to all directors before the schedule of the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting. The General Meeting convened at shorter notice and Notes on agenda which are circulated less than the specified period, the necessary compliances under the Companies Act, 2013 and Secretarial Standards on Board Meetings/ General Meetings are generally complied with.

Based on the verification of the records and minutes, the decisions were carried out with the consent of the Board of Directors and no Director dissented on the decisions taken at such Board Meetings. Further, as per the minutes of the general meetings duly recorded and signed by the Chairman, the decisions were unanimous and no dissenting views have been recorded.

We further report that based on review of compliance mechanism established by the Company and to the best of our information and according to explanations given to us by the Management and also on the basis of the Compliance certificates issued by the Chief Financial Officer and Company Secretary under various statutes as mentioned above in clause (vii) and taken on record by the Board of Directors at their meeting (s), we are of the opinion that the management has adequate systems and processes commensurate with its size and operations, to monitor and ensure compliance with all applicable laws.

We further report that during the audit period, the Company had:

1. Obtained approval of Board of Directors at their meeting dated:

   a) 17th July, 2025 towards Issue of 6,69,21,607 Equity Shares of Rs. 10/- each at a premium of Rs. 42.3/- each to Amara Raja Energy & Mobility Limited on rights issue basis aggregating to approximately Rs. 350 Crores and subsequently allotment for the same has been made.

   b) 15th December, 2025 towards Issue of 3,82,40,918 Equity Shares of Rs. 10/- each at a premium of Rs. 42.3/- each to Amara Raja Energy & Mobility Limited on rights issue basis aggregating to approximately Rs. 200 Crores and subsequently allotment for the same has been made.

   c) 01st March, 2026 towards Issue of 1,91,20,460 equity shares of Rs. 10/- each at a premium of Rs. 42.30/- each to Amara Raja Energy & Mobility Limited on rights issue basis aggregating to approximately Rs. 100 Crores and subsequently allotment for the same has been made.

For **SRINIDHI SRIDHARAN & ASSOCIATES**
COMPANY SECRETARIES

CS SRINIDHI SRIDHARAN
CP No: 17990
FCS No: 12510
PR NO: 6279/2024
UIN : S2017TN472300
UDIN: F012510H000475676

PLACE : CHENNAI
DATE : 25.05.2026

Note: This Report is to be read with letter of even date by Secretarial Auditor, which is annexed as ***Annexure A*** and Forms an integral part of this report.

ANNEXURE A

The Members,
AMARA RAJA ADVANCED CELL TECHNOLOGIES PRIVATE LIMITED
CIN: U31909TG2022PTC168739
1-18/1/AMR/NR, Terminal-A
Nanakramguda, Gachibowli
Telangana – 500 032

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

1. Maintenance of secretarial records is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records as per the Auditing Standards (CSAS-1 to CSAS-4) and Guidance Notes on ICSI Auditing Standards and Guidance Note on Secretarial Audit issued by The Institute of Company Secretaries of India. The verification was done to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company as well as correctness of the values and figures reported in various disclosures and returns as required to be filed by the company under the specified laws.

4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.

5. It is the responsibility of the management of the company to devise proper systems to ensure compliance with the provisions of Corporate and other applicable laws, rules, regulations, standards and to ensure that the systems are adequate and operate effectively. Our examination was limited to the verification of procedures on test basis.

6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

For **SRINIDHI SRIDHARAN & ASSOCIATES**
COMPANY SECRETARIES

CS SRINIDHI SRIDHARAN
CP No: 17990
FCS No: 12510
PR NO: 6279/2024
UIN : S2017TN472300
UDIN: F012510H000475676

PLACE : CHENNAI
DATE : 25.05.2026

Annexure III

Corporate Governance Report

Pursuant to Regulation 34(3) read with Schedule V thereto of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), compliance with the requirements of Corporate Governance is set out below:

1. Corporate Governance Philosophy

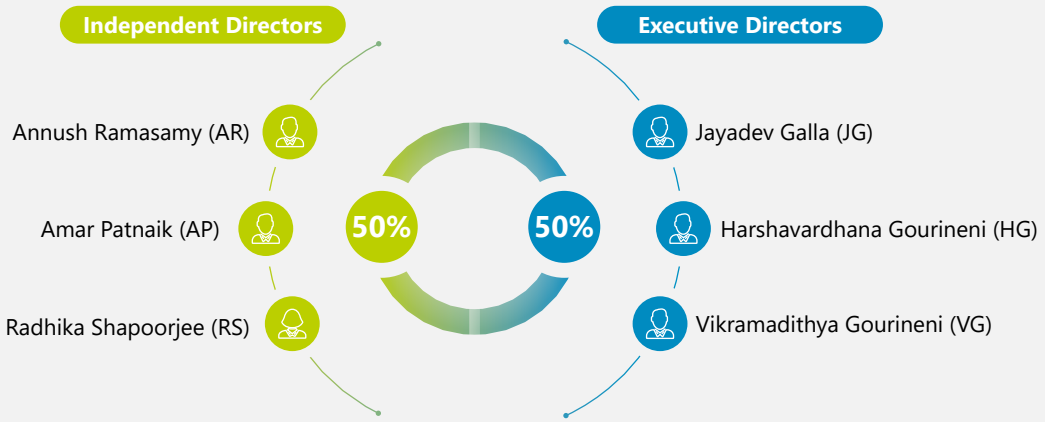
Corporate Governance at Amara Raja Energy & Mobility Limited ("ARE&M" or "the Company") is based on good principles and practices such that the affairs of the Company are managed efficiently to ensure accountability, transparency, and fairness in all its transactions in the widest sense and meet its stakeholders' aspirations and societal expectations. Effective corporate governance practices constitute the strong foundation on which successful commercial enterprises are built to last. The Company is committed to the adoption of best governance practices and its adherence to the business of the Company. Corporate governance is reinforced through the Company's policies, internal control systems, timely disclosures, transparent accounting policies, internal control of operations and high levels of integrity in decision-making to enhance the value to the stakeholders.

Your Company follows the applicable Corporate Governance requirements as enshrined in the Companies Act, 2013, read with the Rules made thereunder ("Act"), Listing Regulations and other applicable laws.

2. Board of Directors

The Company's Board comprises Six (6) Directors as on March 31, 2026, out of which Three (3) are Non-Executive Independent Directors and Three (3) are Executive Directors. The Board consists of One (1) Chairman (Managing Director & Chief Executive Officer), Two (2) Executive Directors and Three (3) Independent Directors including One (1) Woman Director.

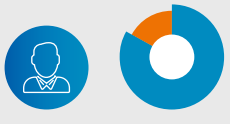
Board Composition:



16.67%

Woman Directors

Radhika Shapoorjee



83.33%

Male Directors

Jayadev Galla
Harshavardhana Gourineni
Vikramadithya Gourineni
Annush Ramasamy
Amar Patnaik

Table 1: Details of the composition of the Board and their Directorships as on March 31, 2026.

Name	Designation	Category	Relationship	Directorships[1]		Members in Committes[2]	Chairmanship in Committees[2]
				Public	Private		
Jayadev Galla[3] DIN: 00143610	CMD & CEO	Promoter & Executive Director	Refer Note [4]	3	6	1	0
Harshavardhana Gourineni DIN: 07311410	Executive Director	Promoter & Executive Director	Refer Note [4]	3	6	2	0
Vikramadithya Gourineni DIN: 03167659	Executive Director	Promoter & Executive Director	Refer Note [4]	3	7	2	0
Annush Ramasamy[5] DIN: 01810872	Director	Independent & Non-Executive Director	None	4	10	2	1
Amar Patnaik DIN: 08602154	Director	Independent & Non-Executive Director	None	1	0	1	1
Radhika Shapoorjee[6] DIN: 03559547	Director	Independent & Non-Executive Director	None	1	3	1	0
Bhairavi Tushar Jani[7] DIN: 00185929	Director	Independent & Non-Executive Director	-	-	-	-	-

Notes:

1. Number of directorships excludes foreign companies, Section 8 companies as per Companies Act, 2013 and includes directorship in this Company;
2. Only Memberships/Chairmanships of the Audit Committee(s) and Stakeholders Relationship Committee(s) of listed and unlisted public companies, including this Company are considered.
3. Mr. Jayadev Galla, the Chairman, Managing Director & CEO of the Company was re-appointed by the members at the 40th Annual General Meeting held on August 14, 2025 for a period of five consecutive years w.e.f. September 1, 2025.
4. Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni, Executive Directors are related to each other. Mr. Jayadev Galla, Chairman, Managing Director & CEO is deemed to be related to Mr. Harshavardhana and Mr. Vikramadithya. Further, as per the definition of Related Party in terms of Listing Regulations, they form part of the Company's Related Parties.
5. Mr. Annush Ramasamy was re-appointed as Independent Director by the members through postal ballot on March 28, 2026, for a second consecutive term of five years w.e.f June 12, 2026.
6. Ms. Radhika Shapoorjee was appointed as Independent Director by the members at the 40th Annual General Meeting held on August 14, 2025 for a period of five consecutive years w.e.f May 22, 2025.
7. Ms. Bhairavi Tushar Jani completed her second term as an Independent Director on August 13, 2025 and consequently ceased to be a director.

Core competencies of the Board of Directors as per Schedule V of the Listing Regulations:

The Board of Directors has identified the skills/expertise/competencies fundamental for the effective functioning of the Company viz; knowledge of the Company's businesses, policies and culture, major risks/threats and potential opportunities and knowledge of the industry in which the Company operates technical / professional skills and specialised knowledge.

The Directors have expertise in the fields of 'Strategy, Governance and Board service'; 'Business Understanding'; 'Automotive Industry Knowledge'; 'Core Finance'; 'Technology'; 'Human Resources'. Such expertise enables the Board to steer the Company in the right direction.

The Board provides leadership, strategic guidance and objective and independent views to the Company's management while discharging its fiduciary responsibilities, thereby ensuring that the management adheres to high standards of ethics, transparency and disclosure. It regularly reviews the Company's governance, risk and compliance framework, business plans and organization structure to align with the highest standards.

Table 2: Details of the Directors' individual competence, expertise and skills.

Declarations:

1. The Board's composition conforms with Regulation 17(1) of the Listing Regulations.
2. None of the Directors serve as members of Board or hold any position in any other listed entity pursuant to Regulation 17A of Listing Regulations.
3. Mr. Jayadev Galla, Chairman, Managing Director & CEO, Mr. Harshavardhana Gourineni, Executive Director, and Mr. Vikramadithya Gourineni, Executive Director, are not serving as Independent Directors in any other listed company.
4. None of the Independent Directors is a Managing Director or Whole Time Director of any other listed entities pursuant to Regulation 17 of the Listing Regulations.
5. None of the Directors on the Board is a member of more than 10 committees and Chairperson of more than 5 committees across all the Companies in which he/she is a director as required under Regulation 26 of Listing Regulations.
6. None of the Directors holds any shares/convertible instruments in the Company. Mr. Jayadev Galla, Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni, are Directors in Mangal Industries Limited and/or Amara Raja Enterprises Private Limited (Formerly known as RNGalla Family Private Limited) (AREPL)), collectively termed as promoters of the Company. AREPL holds 32.86% of the equity share capital of the Company.
7. The maximum tenure of independent directors is in accordance with the Act, and rules made thereunder read with Regulation 25 of the Listing Regulations.
8. During the year, none of the Independent Directors have resigned from the Directorship of the Company. Hence, the requirement of the Listing Regulations pertaining to replacement of vacancy created, was not applicable. Ms. Bhairavi Tushar Jani, completed her second term as an Independent Director on August 13, 2025 and consequently ceased to be a Director.
9. During the year, Ms. Radhika Shapoorjee, Independent Director, was appointed as an Independent Director, in Amara Raja Advanced Cell Technologies Private Limited, a wholly owned subsidiary.
10. During the FY26, information as specified in Part A of Schedule II to the Regulations, such as annual operating plans and budgets, capital budgets, financial results, foreign currency exposures, minutes, and other information pertaining to the Company and its wholly owned subsidiaries, as and when applicable, were placed before the Board for its consideration on a quarterly basis.
11. The Senior Management Personnel confirmed that they have no personal interest in any of the material financial or commercial transactions entered into by the Company, which may potentially conflict with the interests of the Company at large.
12. The Company has a suitable Directors & Officers Insurance Policy obtained with adequate coverage which complies with Regulation 25(10) of Listing Regulations.
13. A formal letter of appointment is issued to all Independent Directors, a specimen of which has been placed on the Company's website https://www.amararajaeandm.com/Investors/board-of-directors.

14. Detailed profiles of all Directors are available on the website at https://www.amararajaeandm.com/LeaderShip/Board-Of-Directors. The profiles of the Directors proposed to be appointed/reappointed along with the names of the companies in which they hold directorships and memberships/ chairmanships of Board Committees, shareholding and other details as required under Secretarial Standards on General Meetings and Listing Regulations are furnished as an Annexure - II to the notice of the ensuing 41st AGM.

15. All the Independent Directors of the Company have given their respective declarations/disclosures under Section 149(7) of the Act and Regulation 25(8) of the Listing Regulations confirming that they fulfil the independence criteria as specified under Section 149(6) of the Act and Regulation 16 of the Listing Regulations and have also confirmed that they are not aware of any circumstance or situation, which exist or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgment and without any external influence. Further, the Board, after taking these declarations /disclosures on record and acknowledging the veracity of the same, concluded that the Independent Directors are persons of integrity and possess the relevant expertise and experience to qualify as Independent Directors of the Company and are Independent of the Management.

16. All the Independent Directors are registered with the Indian Institute of Corporate Affairs and have complied with Rule 6 (1) and (2) of Companies (Appointment and Qualification of Directors) Rules, 2014.

Board Meetings, Procedure & Term of Board Membership

The Company plans and prepares the schedule of Board and Committee meetings in advance. The Board meets at least once a quarter to review the quarterly results and other items as required. Additional meetings are held when necessary. Input and feedback of Board members are taken and considered while preparing the agenda and documents for the Board meetings. Agenda and other related information are circulated to directors well in advance of the meetings. At these meetings, directors can provide their input and suggestions on various strategic and operational matters. The meeting schedule and agenda are finalised in consultation with the Chairperson of the Board and of the respective Committee(s).

During the year, majority of the Board meetings were held through video conference as per the provisions of law. The Board met five (5) times, complying with the applicable statutory requirements. Details of the attendance of Directors at the Board Meetings / AGM held during the year are given in Table 3. In addition, an annual meet of Board of Directors, along with Management teams, was held to discuss Stratlign of Company and its Wholly Owned Subsidiaries (ARACT, ARCS, ARPS and ARBME).

A detailed presentation is made at each Board Meeting, covering highlights and performances of the business. The Board reviews the items on the agenda, particularly quarterly financial results, annual financial statements, annual operating plans and budgets, capital budgets, investments, statement of significant transactions etc., of the Company and its Wholly Owned Subsidiaries. The compliance reports of laws applicable to the Company, minutes of the Committee meetings, and a summary of Board minutes of the Wholly Owned Subsidiaries are placed before the Board for review/noting. Other significant details included in the presentation/agenda discussion cover occurrences, any material effluent or pollution problems, material default in financial obligations, public or product liability claims, related party transactions, borrowings, updates on internal controls including internal financial controls, Cybersecurity & Information Technology updates and Sustainability & ESG updates, data protection laws, information on succession planning and structured leadership pipeline, risk analysis of various products, markets and businesses, risk refresh update, detailed analysis of potential acquisition targets and possible divestments, details of any joint venture or collaboration agreements including technical collaborations, contracts/arrangements in which director(s) are interested, materially important show cause, demand, prosecution and penalty notices, if any.

The important decisions taken/suggestions made by the Board and/or Committees at their meetings are communicated to the respective departments. Action taken/status reports on decisions/suggestions of the previous meeting(s) are followed up and placed at the next meeting. During the year under review, the Board has accepted all the recommendations/submissions from all the Committees.

Independent Directors' Meeting

For the Board to exercise free and fair judgment in all matters related to the functioning of the Company and Board, it is important for the independent directors to have meetings without the presence of the executive management. During the year, our Independent Directors met four times, in sessions without the presence of executive directors and other members of management. The Company is ready to facilitate more such sessions as and when required by the independent directors. During these meetings, the independent directors review the performance of the Company, its senior management,

the Chairman, Managing Director, Non-Independent Directors and the Board as a whole. They also review the corporate strategy, risks, competition, succession planning for the Board and senior management and the quality/quantity/timelines of information provided to the Board.

Table 3: Attendance of Directors at the Board Meetings/AGM:

Name of the Director	No. of Board Meetings					Held	Attended	% of attendance of Board Meeting	AGM on August 14, 2025
	1	2	3	4	5				
	May 29, 2025	August 14, 2025	November 6, 2025	February 11, 2026	March 1, 2026				
Jayadev Galla	✓	✓	✓	✓	✓	5	5	100%	✓
Harshavardhana Gourineni	✓	✓	✓	✓	✓	5	5	100%	✓
Vikramadithya Gourineni	✓	✓	✓	✓	✓	5	5	100%	✓
Annush Ramasamy	A	✓	✓	✓	✓	5	4	80%	✓
Amar Patnaik	✓	✓	✓	✓	✓	5	5	100%	✓
Radhika Shapoorjee[1]	✓	✓	✓	✓	✓	5	5	100%	✓
Bhairavi Tushar Jani[2]	✓	NA	NA	NA	NA	1	1	100%	NA
% Attendance	85.7	100	100	100	100				100

Attendance of Directors at the Meetings of the Board and its Committees

(in %)

JG		HG		VG		AR		AP		RS[1]		BTJ[2]	
BM	100	BM	100	BM	100	BM	80	BM	100	BM	100	BM	100
SRC	100	SRC	100	SRC	100	AC	80	AC	100	AC	100	AC	100
CSR	100					NRC	67	NRC	100	NRC	100	NRC	100
						SRC	50	RMC	100	RMC	100		
						RMC	100	CSR	100				
						CSR	100						

Notes:

1. Ms. Radhika Shapoorjee was appointed as an Independent Director on May 22, 2025.
2. Ms. Bhairavi Tushar Jani, completed her second term as an Independent Director on August 13, 2025 and consequently ceased to be a Director.

Board Induction, Training and Familiarisation

When appointing a Director, a formal letter of appointment is given to them, which, *inter alia*, explains the role, function, duties and responsibilities expected of them as a Director/ Independent Director of the Company. They are also briefed in detail about all the compliances required from them under the Act, Listing Regulations, Insider Trading Regulations and other relevant regulations on a regular basis.

A handbook, *inter alia*, covering the role, function, duties and responsibilities and the details of the compliance requirements expected from the Directors under the Act and the relevant Listing Regulations along with Memorandum and Articles of Association, brief on Company's Board practices, Annual Reports, investor presentations, recent press releases, Code of Conduct for Directors and Senior Management Personnel and key policies of the Company are also provided to them.

The newly appointed Independent Directors are, *inter alia*, given an induction and orientation regarding the Company's vision, core purpose, core values and business operations including products/brands of the Company. A visit to manufacturing facilities is arranged for the new directors to experience the shop floor operations. In addition, Senior Management team provides a detailed update on the business environment, nature of industry,

Company's business model and performance of the Company at every Board Meeting.

The above initiatives help the Independent Directors understand the Company, its business, and the regulatory framework in which the Company operates and enables them to fulfil their role/responsibilities. Please refer to point 31 of the Board's report for the web link of the familiarization programme.

Board Meet - Stratlign

The Company organises an Annual Meet of its Board of Directors and Senior Management teams as part of strategy planning to deliberate on various topics related to Stratlign focusing on objectives and target plans for each business of the Company & its Wholly Owned Subsidiaries covering Automotive Domestic, Automotive International, Industrial and New Energy Business, understanding market trends in comparison with the Company's plans and strategic initiatives, exploring various opportunities and development plans, etc.

This Annual Meet functions as a platform for the Board members to understand detailed aspects of execution and challenges faced by various business divisions of the Company. Detailed presentations were made by the Senior Management Teams covering key business segments of the Company and its subsidiaries.

A three-day long Annual Board Meet was held in March 2026, where the key deliberations, *inter alia*, included detailed action plans for each of the identified enterprise capabilities, evaluation of future growth prospects, potential growth opportunities, segment-wise objectives and target plans for each business. The discussions also focused on long-term strategic priorities aimed at strengthening the Company's overall business performance and competitive positioning.

Board Evaluation

During the year, the Board carried out an annual performance evaluation of the Board, its Committees and individual Directors, including the Chairman, in accordance with the applicable provisions of the Act and the Listing Regulations. The evaluation process was conducted internally through structured feedback obtained from all Directors, covering peer evaluation and the effectiveness of the Board and its Committees. The exercise focused on enhancing the overall effectiveness of the Board and strengthening governance practices within the Company.

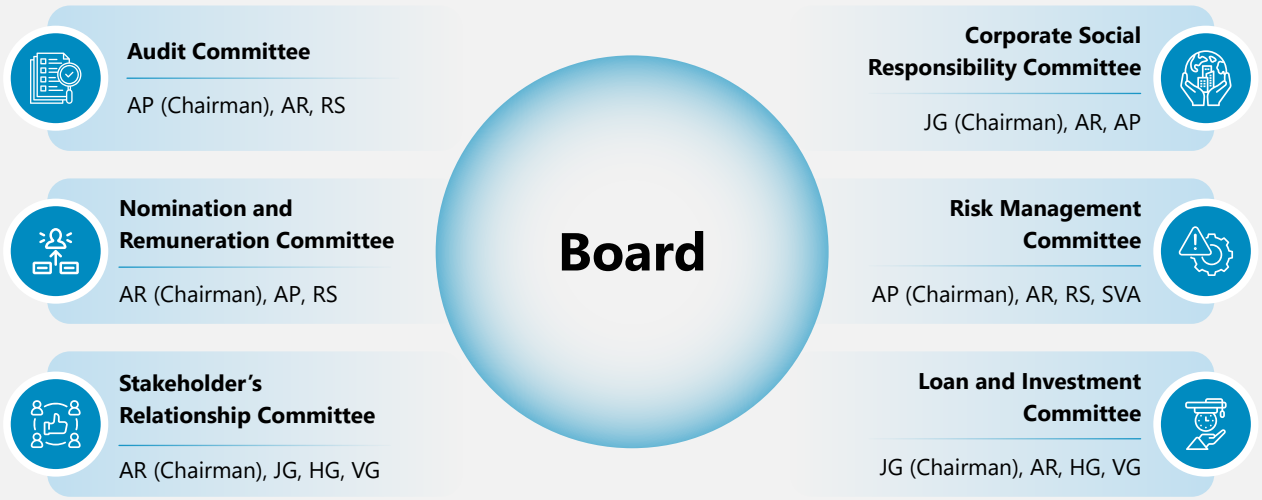
The performance evaluation of the Board was carried out with reference to its structure, composition, governance and overall functioning, including its effectiveness in guiding corporate strategy, reviewing business plans and budgets, overseeing risk management, internal controls, financial reporting and statutory compliances, and ensuring effective information flow and decision-making processes.

The Committees of the Board were evaluated on the effective discharge of their roles and responsibilities in accordance with their respective terms of reference and powers delegated by the Board. The Audit Committee's evaluation covered oversight of financial reporting and statements, related party transactions, internal financial controls, risk management systems, compliance with applicable laws, and its effectiveness in auditor appointment, performance review, audit planning, report review, and regulatory compliance. The Nomination and Remuneration Committee, Corporate Social Responsibility Committee, and Stakeholders' Relationship Committee were assessed on the effectiveness of their functioning and discharge of responsibilities. The Risk Management Committee was evaluated on the exercise of delegated powers and its contribution to governance, risk oversight and decision-making.

The Chairman was evaluated on leadership effectiveness, governance practices and facilitating participation of Directors, while Individual Directors were assessed on their participation, domain expertise and understanding of governance and regulatory matters. The performance evaluation of all Directors, including Independent Directors, was carried out by the entire Board, excluding the Director being evaluated. The contribution and impact of individual members were evaluated on several parameters, such as level of engagement, independence of judgment, conflict resolution, contributions to enhance the Board's overall effectiveness, etc. Feedback including positive attributes and improvement areas, if any, for each director were provided to him/her on a confidential basis. During their executive sessions, the Independent Directors separately evaluated the performance of the Board as a whole, the Chairman and the Non-Independent Directors.

The conclusions of the evaluation exercise were noted by the Board at its meeting. The Board concluded that the Board, its Committees and the Directors continued to function effectively in the discharge of their respective responsibilities.

Board Committees as on March 31, 2026:



3. Audit Committee

Responsibilities & Terms of Reference:

As per the Act and Listing Regulations, the Board of Directors have entrusted the Audit Committee with the responsibility to supervise and ensure adequate, accurate and timely disclosures that maintain the transparency, integrity and quality of Company's financial control and reporting.

The constitution and terms of reference of the Audit Committee are in accordance with and cover all the matters specified under Section 177 of the Act and Regulation 18 of the Listing Regulations, read with Part C of Schedule II of the Listing Regulations.

The primary focus of the Audit Committee is to oversee the Company's financial reporting process, disclosure of its financial information and to ensure that the Company's financial statements are correct, sufficient and credible. Please refer to point 31 of the Board's report for the web link of the terms of reference of the Audit Committee.

Brief description of terms of reference of the Audit Committee is as follows:

a. Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;

b. Recommendation for appointment, remuneration and terms of appointment of internal auditors, secretarial auditors, statutory auditors and cost auditors of the Company;

c. Approval of payment to statutory auditors for any other services rendered by the statutory auditors;

d. Reviewing with the management, the quarterly and annual financial statements and auditor's report thereon before submission to the Board for approval;

e. Reviewing with the management, the statement of uses / application of funds raised through an issue, 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 and making appropriate recommendations to the Board;

f. Reviewing and monitoring the auditor's independence and performance, and effectiveness of audit process;

g. Approval or any subsequent modification of transactions of the company with related parties;

h. Scrutiny of inter-corporate loans and investments;

i. Valuation of undertakings or assets of the Company, wherever it is necessary;

j. Evaluation of internal financial controls and risk management systems;

k. Discussion with internal auditors of any significant findings and follow up thereon;

l. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;

m. Review the functioning of the Whistle Blower mechanism of the Company;

n. Recommend to the Board the policy on materiality of related party transactions and on dealing with the related party transactions and revisions to the policy, if any;

o. Reviewing the utilization of loans and/ or advances from/investment by the holding company in the subsidiary exceeding ₹ 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments;

p. Such other matters as may be required as per the Act, the rules made thereunder and the Listing Regulations as amended from time to time;

q. Carry out any other function as may be delegated by the Board from time to time along with minimum information to be reviewed under Schedule II, Part C of Listing Regulations.

Constitution and meetings of the Committee

The Audit Committee comprises entirely independent directors. All members are financially literate and bring expertise in the fields of finance, economics, logistics, strategy and management.

Audit Committee

Amar Patnaik (AP)
Chairman

Annush Ramasamy (AR)
Member

Radhika Shapoorjee (RS)
Member

During the FY26, five meetings of the Audit Committee were held. The maximum time gap between any of the two consecutive meetings was not more than 120 days. The necessary quorum was present in all the meetings. The composition of the Committee, details of its Meetings and attendance of the members at such meetings, are provided in Table 4.

The Company Secretary acts as the Secretary to the Audit Committee. The Chief Financial Officer along with the statutory auditors and internal auditors are invitees to the meetings of the said Committee. The Cost Auditors and Senior Management personnel are invited as and when required.

All members of the Committee including the Chairman were present at the Annual General Meeting held on August 14, 2025.

Table 4: Meetings of the Audit Committee and attendance of members:

Name of the Director	No. of Audit Committee meetings					Held	Attended	% of attendance
	1	2	3	4	5			
	May 29, 2025	August 14, 2025	November 6, 2025	February 11, 2026	March 1, 2026			
Amar Patnaik (Chairman w.e.f August 14, 2025)	✓	✓	✓	✓	✓	5	5	100%
Annush Ramasamy	A	✓	✓	✓	✓	5	4	80%
Radhika Shapoorjee[1]	✓	✓	✓	✓	✓	5	5	100%
Bhairavi Tushar Jani[2] (Chairperson until August 13, 2025)	✓	NA	NA	NA	NA	1	1	100%

1 Ms. Radhika Shapoorjee was inducted as a member of the Audit Committee, on May 22, 2025.

2 Ms. Bhairavi Tushar Jani, then Chairperson of the Committee, ceased to be a part of the Committee as she completed her second term as an Independent Director on August 13, 2025.

4. Nomination and Remuneration Committee

Responsibilities & Terms of Reference:

The constitution and terms of reference of the Nomination and Remuneration Committee are in accordance with and cover all the matters specified under Section 178 of the Act and Regulation 19 of the Listing Regulations read with Part D of Schedule II of the Listing Regulations. Please refer to point 31 of the Board's Report for the web link of the terms of reference of the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee also entirely consists of independent directors. Its primary functions are to:

1. To formulate 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, senior management and other employees as per Section 178 of the Act;
2. To formulate criteria and specify the manner for performance evaluation of Board, its committees and individual directors and review its implementation and compliance;
3. To devise a policy on diversity of board of directors;
4. To evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director and identify persons who are qualified to become directors in accordance with the criteria laid down, and recommend to the Board of Directors their appointment and removal;
5. To consider and recommend to the Board whether to extend or continue the term of appointment of the any director, on the basis of the report of performance evaluation of such directors;
6. To establish/ review/ recommend / grant/ administer, in consultation with the management, incentive schemes including any employee stock option schemes, if any, under the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, or any other applicable regulations, as amended from time to time;
7. To recommend to the Board, all remuneration, in whatever form, payable to senior management;
8. Such other matters as may be required to discharge their responsibilities under the Act, rules thereunder and Listing Regulations as amended from time to time.

Constitution and meetings of the Committee

The Nomination and Remuneration Committee comprises three Non-Executive Independent Directors and the Committee is empowered with the powers as prescribed under Regulation 19 of Listing Regulations and Section 178 of the Act. The Committee also acts in accordance with its terms of reference and directions of the Board from time to time.

During FY26, three meetings of the Nomination and Remuneration Committee were held. The composition of the Committee, details of the Meetings and attendance of the members are provided in Table 5.

The Company Secretary acts as the Secretary to the Committee. All members of the Committee including the Chairman were present at the Annual General Meeting held on August 14, 2025.

Nomination and Remuneration Committee

Annush Ramasamy (AR)
Chairman

Amar Patnaik (AP)
Member

Radhika Shapoorjee (RS)
Member

Table 5: Meetings of the NRC and attendance of members:

Name of the Director	No. of Nomination and Remuneration Committe Meetings			Held	Attended	% of attendance
	1	2	2			
	May 29, 2025	November 6, 2025	February 11, 2026			
Annush Ramasamy (Chairman w. e. f August 14, 2025)	A	✓	✓	3	2	67%
Amar Patnaik	✓	✓	✓	3	3	100%
Radhika Shapoorjee[1]	✓	✓	✓	3	3	100%
Bhairavi Tushar Jani[2]	✓	NA	NA	1	1	100%

1 Ms. Radhika Shapoorjee was inducted as a member of the Audit Committee, on May 22, 2025.

2 Ms. Bhairavi Tushar Jani ceased to be a member of the Committee as she completed her second term as an Independent Director on August 13, 2025 and consequently ceased to be a director.

Nomination & Remuneration Policy

The Company's Nomination and Remuneration Policy applies to all the Directors, Key Managerial Personnel, Senior Management Personnel and other employees of the Company and is available on the Company's website. Please refer to point 31 of the Board's Report for the weblink of this policy.

Policy on Succession Planning for the Board and Senior Management

The Company's Nomination and Remuneration Policy provides a structured succession process for the Board and Senior Management. To further strengthen the Company's governance framework and institutionalize leadership continuity, the Board on recommendation of the NRC, formally adopted a Policy on Succession Planning for the Board and Senior Management. The Policy establishes a comprehensive and systematic approach to identifying, developing and retaining leadership talent, ensuring the availability of qualified capable individuals and developing leadership pool, to assume key roles as and when required. Please refer to point 31 of the Board's Report for the weblink of this policy.

A summary of the above policies is as under:

Remuneration to Directors

i) **All pecuniary relationship or transactions of the non-executive directors vis-à-vis the Company -** There were no pecuniary transactions with any of the Non - Executive Directors except their remuneration/ sitting fees/ reimbursement of expenses, if any, paid to them as Directors of the Company.

ii) **Criteria of making payments to non-executive directors –** The remuneration payable to the Non-Executive Directors (NED) shall comprise sitting fees, reimbursement of expenses for attending Board/Committee meetings, in addition to receiving profit-related commission (as may be approved by the shareholders of the company). The commission payable to the Non-Executive Directors is based on the varied roles played by them on the Board, on account of their significant professional expertise, rich experience across the wide spectrum of functional areas, their individual contributions and industry benchmarking. There were no payments made to Non-Executive Directors apart from the above.

iii) **Managing Director/Executive Director(s) -** The remuneration structure of Managing Director/ Executive Directors comprises salary, perquisites, allowances and commission. The remuneration is determined considering various factors such as qualifications, experience, expertise, prevailing remuneration in the industry, the financial position/ performance of the Company and the strategic contributions, performance metrics of such director and shall be within the limits approved by the shareholders. The Managing Director and Executive Directors are not paid any sitting fees for any Board/ Committee meetings attended by them.

iv) **Criteria for selection and appointment of Directors -** The Nomination and Remuneration Committee works with the Board to determine the appropriate characteristics, skills and experience for the Board as a whole and its individual members

with the objective of having a Board with diverse backgrounds and relevant experience in business. Characteristics expected of all Directors include independence, integrity, high personal and professional ethics, sound business judgment, ability to participate constructively in deliberations and willingness to exercise authority in a collective manner.

In evaluating the suitability of individual Board members, the Committee considers many factors, including one or more skills such as business experience, global business/broad international exposure/emerging markets experience, financial experience and risk oversight, technology and innovation, governance and regulatory oversight, sales and marketing exposure possessed by the director; and geographic, gender, age, and ethnic diversity. The Board evaluates each potential Director in the context of the Board as a whole, with the objective of having a group that can best perpetuate the success of the Company's business and represent stakeholders' interests through the exercise of sound judgment, using its diversity of experience.

In determining whether to recommend a Director for re-election, the Committee also considers the Director's past attendance at meetings, participation in meetings and contributions to the activities of the Board/Committees, and the results of the most recent performance evaluation of the said Director. The Board members are expected to rigorously prepare for, attend and participate in all Board and applicable committee meetings as well as the General Meetings of the Company. Each member is expected to ensure that their other current and planned future commitments do not interfere with their responsibilities at the Company.

v) Though the shareholders have approved payment of commission to Non-Executive Independent Directors up to 1% of net profits of the Company calculated as per the provisions of Section 198 and all other applicable provisions of the Act and the rules made thereunder for each of the financial years from FY25 to FY29, the commission paid to the Non-Executive Independent Directors is usually restricted to a fixed sum, which is within the aforesaid limits.

vi) The sitting fees/commission are reviewed periodically, taking into consideration various factors such as the Company's performance, the time spent by the directors attending to the company's affairs and business, the extent of directors' responsibilities under general law, and other relevant factors.

vii) The Succession Policy aims to ensure leadership continuity, orderly succession, and availability of qualified talent for the Board, SMP, KMP, and other critical leadership positions across the Company and its wholly owned subsidiaries. The NRC oversees the succession planning framework for the Board, SMP and other key critical roles to ensure continuity in leadership and smooth transition of responsibilities. The succession planning process also includes identification and development of talent, evaluation of potential successors from within or outside the Company and implementation of an orderly transition plan, wherever required.

viii) The Company's total compensation for Senior Management Personnel and other employees may consist of fixed compensation, variable compensation in the form of Variable Performance Pay, performance-based long-term incentive schemes including any employee stock option, schemes, if any, benefits; and work-related facilities and perquisites. The annual increases in compensation for such employees are directly linked to the outcome of their performance evaluation.

ix) As of March 31, 2026, none of the Independent Directors holds stock options or shares or any convertible instrument of the Company. The details of remuneration paid to the Directors for the year ended March 31, 2026, are given in Table 6:

Table 6: Remuneration paid or payable to the Directors for FY26

(In ₹ crores)

Name	Salaries	Perquisites & Allowances	Commission[1]	Sitting Fees[2]	Total
Jayadev Galla, Chairman, Managing Director & CEO	2.40	0.01	60.54	-	62.96
Harshavardhana Gourineni, Executive Director	1.44	0.02	30.02	-	31.48
Vikramadithya Gourineni, Executive Director	1.44	0.02	30.02	-	31.48
Annush Ramasamy, Independent Director	-	-	0.30	0.09	0.39
Amar Patnaik, Independent Director	-	-	0.30	0.11	0.41
Radhika Shapoorjee, Independent Director[3]	-	-	0.28	0.10	0.38
Bhairavi Tushar Jani, Independent Director[4]	-	-	0.13	0.02	0.15

Notes:

1. The remuneration and commission paid to the Managing Director and Executive Directors are within the limit as approved by the members and prescribed under the Act. There are no stock options issued by the Company to them.
2. The sitting fees payable to non-executive independent directors are fixed at ₹ 1,00,000/- for attending each meeting of the Board and ₹ 50,000/- for attending each meeting of any Committee(s) of the Board.
3. Ms. Radhika Shapoorjee was appointed as an Independent Director w.e.f May 22, 2025.
4. Ms. Bhairavi Tushar Jani completed her second term as an Independent Director on August 13, 2025 and consequently ceased to be a director.

5. Stakeholders' Relationship Committee

Responsibilities & Terms of Reference:

The Stakeholders' Relationship Committee is empowered to perform the functions of the Board relating to the handling of queries and grievances of security holders. Please refer to point 31 of the Board's Report for the web link of the terms of reference of the Stakeholders' Relationship Committee. It primarily focuses on:

a. Review of investor complaints and their redressal;

b. Review of measures taken for effective exercise of voting rights by shareholders;

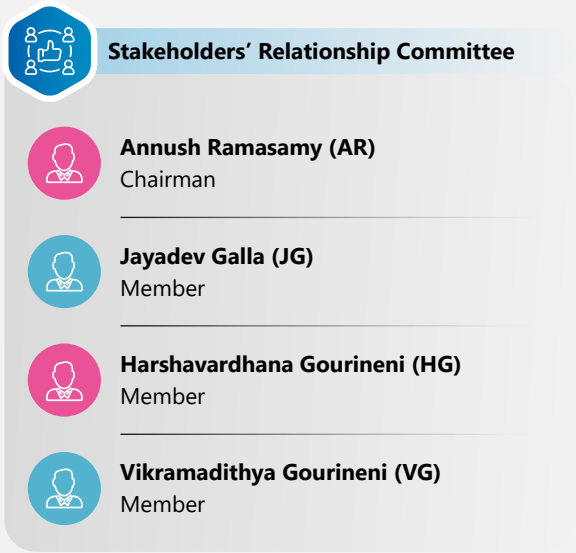
c. Review of work done by the share transfer agent including adherence to the service standards

d. Review of initiatives for reduction of quantum of unclaimed dividends and ensure timely receipt of dividend/annual report/ statutory notices.

The constitution and terms of reference of the Stakeholders' Relationship Committee are in compliance with Section 178 of the Act and Regulation 20 of the Listing Regulations read with Part D of Schedule II of the Listing Regulations.

Constitution and meetings of the Committee

The current composition of the Stakeholders' Relationship Committee comprises four Directors i.e. one Non- Executive Independent Director as Chairman and three Executive Directors as Members. The Committee is empowered with the powers as prescribed under Regulation 20 of Listing Regulations. The Committee also acts in accordance with its terms of reference and directions of the Board from time to time.



During FY26, two meetings of the Stakeholders' Relationship Committee were held. The composition of the Stakeholders' Relationship Committee, details of the Meetings and attendance of the members are provided in Table 7. During the year, there has been no change in the composition of the Committee.

The Company Secretary of the Company acts as the Secretary to the Committee and is the Compliance Officer of the Company. All members of the Committee including the Chairman were present at the Annual General Meeting held on August 14, 2025.

Table 7: Meetings of the Stakeholders' Relationship Committee and attendance of members:

Name of the Director	No. of Stakeholders Relationship Committee meetings		Held	Attended	% of attendance
	1	2			
	May 29, 2025	February 11, 2026			
Annush Ramasamy (Chairman)	A	✓	2	1	50%
Jayadev Galla	✓	✓	2	2	100%
Harshavardhana Gourineni	✓	✓	2	2	100%
Vikramadithya Gourineni	✓	✓	2	2	100%

During the FY26, twelve complaints pertaining to issue of duplicate share certificates, Letter of Confirmation, non-receipt of dividends or shares and queries on Annual report were received. All the complaints were addressed satisfactorily redressed to the satisfaction of the shareholders. There were no complaints pending as on March 31, 2026.

6. Risk Management Committee

Responsibilities & Terms of Reference:

In compliance with Regulation 21 of the Listing Regulations, the Board has constituted the Risk Management Committee. Please refer to point 31 of the Board's Report for the web link of the terms of reference of the Risk Management Committee.

The Committee's primary functions are:

a. To oversee the Company's Enterprise Risk Management framework, including cyber security risks, and review the effectiveness of risk mitigation measures.

b. To review and recommend changes to the Risk Management Policy, related frameworks, processes and practices, and monitor alignment with the Company's risk appetite.

c. To ensure appropriate balance between risk and reward in ongoing and new business activities and review significant risk exposures and management responses thereto.

d. To coordinate with the Audit Committee on matters relating to risk management and discharge such other responsibilities as may be prescribed under applicable laws and Listing Regulations.

The Company has in place an enterprise-wide risk management system. The Risk Management Committee oversees and reviews the risk management policy as well as the assessment of risks, their management and mitigation procedures including financial, operational, sectoral, sustainability (particularly ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee.

The Committee reports its findings and observations to the Board if any. A section on risk management practices of the Company under the ERM forms a part of the chapter on Management Discussion and Analysis in this Integrated report.

Constitution and meetings of the Committee

As on March 31, 2026, the Risk Management Committee comprises three Independent Directors and one Management Person as Members. All members of the Committee including the Chairman were present at the Annual General Meeting held on August 14, 2025.

Risk Management Committee

Amar Patnaik (AP)
Chairman

Annush Ramasamy (AR)
Member

Radhika Shapoorjee (RS)
Member

S Vijayanand (SVA)
Member

During FY26, two meetings of the Risk Management Committee were held. The composition of the Risk Management Committee, details of meetings and the attendance of members are provided in Table 8.

Table 8: Meetings of the Risk Management Committee and attendance of members:

Name of the Director	No. of Risk Management Committee Meetings		Held	Attended	% of attendance
	1	2			
	August 30, 2025	February 11, 2026			
Amar Patnaik (Chairman)	✓	✓	2	2	100%
Annush Ramasamy	✓	✓	2	2	100%
Radhika Shapoorjee[1]	NA	✓	1	1	100%
S Vijayanand, Member[2]	✓	✓	2	2	100%

1 On February 11, 2026, Ms. Radhika Shapoorjee was inducted as a member of the Committee.

2 Mr. S Vijayanand, President – New Energy Business ceased to be a member in the Risk Management Committee on account of conclusion of his tenure on March 31, 2026.

7. Corporate Social Responsibility Committee

In compliance with Section 135 of the Act, the Board constituted the Corporate Social Responsibility Committee.

Responsibilities and Terms of reference

The terms of reference of the Committee covers all the matters specified in Section 135 of the Act. Please refer to point 31 of the Board's Report for the web link of the terms of reference of the Corporate Social Responsibility Committee. The Committee's primary functions are:

a. To formulate and recommend to the Board, a Corporate Social Responsibility Policy including any amendments thereto from time to time, which shall include, *inter alia*, the following:

   1. indicate the list of projects or programs or activities (hereinafter referred to as CSR activities) to be undertaken by the company falling under the purview of Schedule VII of the Act

   2. specify the modalities of execution of CSR activities and monitoring process of the same

b. To recommend the amount of expenditure to be incurred on the each of the CSR activities

c. To monitor the Corporate Social Responsibility Policy of the company from time to time

d. To examine and report to the Board regarding the undertaking of the CSR activities through Rajanna Foundation

e. Such other matters as may be required to discharge their responsibilities under the Act and the rules made thereunder

Constitution and meetings of the Committee

The Committee comprises three members including two Independent Directors and is chaired by Mr. Jayadev Galla, Chairman, Managing Director & CEO. During FY26, one meeting of the Committee was held. The composition of the Corporate Social Responsibility Committee, details of the meeting and the attendance of members are provided in Table 9. The Company Secretary acts as the Secretary to the Committee.

Corporate Social Responsibility Committee

Jayadev Galla (JG)
Chairman

Annush Ramasamy (AR)
Member

Amar Patnaik (AP)
Member

Table 9: Meetings of the Corporate Social Responsibility Committee and attendance of members:

Name of the Director	No. of Corporate Social Responsibility Committee Meeting May 29, 2025	Held	Attended	% of attendance
Jayadev Galla (Chairman)	✓	1	1	100%
Annush Ramasamy	A	1	0	0%
Amar Patnaik	✓	1	1	100%

8. Loan and Investment Committee

The Board has constituted a Loan and Investment Committee consisting of Mr. Jayadev Galla, Chairman, Managing Director & CEO, Mr. Harshavardhana Gourineni, Executive Director, Mr. Vikramadithya Gourineni, Executive Director and Mr. Annush Ramasamy, Independent Director as members of the said Committee to approve the borrowings/ make investment decisions on behalf of the Company as per the powers entrusted to it and within the limits specified by the Board, from time to time. The Committee is headed by Mr. Jayadev Galla, Chairman, Managing Director & CEO. The Committee meets as and when required and the minutes of the meeting of the Committee are placed before the Board for noting. No meeting of the said Committee was held during the FY26.

9. Means of communication

Quarterly and annual financial results: Quarterly and annual financial results of the Company are published in Business Line (all editions) and Andhra Jyothi, and Eenadu (Tirupati and Chittoor District Editions). These are also disseminated and made available on the Company's website: www.amararajaeandm.com. The financial results were also sent, to the registered e-mail IDs of members, if so asked for.

News releases, presentations, audio, transcripts etc.: The Company has established systems and procedures to disseminate relevant information to its stakeholders, including members, analysts, business partners, customers, employees and society at large. In addition to the quarterly earnings calls arranged by the Company, it also participates in meetings arranged by analysts and investors. The audio recording and transcripts of earnings calls arranged by the Company are duly uploaded on the website of the Company and intimated to the stock exchanges. Webcast of the proceedings of the AGM, along with the transcript of the meeting, is also made available on the Company's website.

Website: The primary source of information regarding the Company's operations is the Company's website www.amararajaeandm.com, where all official news releases and presentations made to institutional investors and analysts are posted. It contains a separate dedicated investors section, as required under Regulation 46(2) of the Listing Regulations, where the information for members is available.

Annual report: The Company's annual report containing, *inter alia*, the Board's Report, additional shareholders' information, the corporate governance report, the business responsibility and sustainability report, Management's Discussion & Analysis (MD&A), audited standalone and consolidated financial statements, Joint Statutory Auditors' report and other important information are circulated to members and others so entitled. The annual report is also available on the Company's website in a user-friendly and downloadable form.

Initiatives/Reminders for investors:

- Reminders to collect unclaimed dividend on shares are sent to the relevant shareholders. The Company also regularly reminds its shareholders to register their email ids and bank accounts with the Company or with their demat accounts or with the Company's RTA.
- In terms of SEBI Circulars, a special window for the re-lodgement of transfer requests of physical shares was opened during the year. The Investor Education and Protection Fund Authority (IEPFA) under the Ministry of Corporate Affairs launched a 100-day campaign called "Saksham Niveshak" in order to reach out to the shareholders to update their KYC, bank mandates, nominee and contact information and also claim their dividend for the previous financial years. Notices regarding the aforementioned special window and "Saksham Niveshak" were disseminated by the Company via communications to shareholders, newspaper publications, stock exchange intimations, website notifications, social media handles of the Company, on a periodic basis. During the said 100-day window, the Company received 25 inquiries from shareholders in response to this awareness campaign.

- The shareholders are requested to go through the Shareholders' Manual and an escalation matrix available on Company's website to facilitate effective investor servicing and timely resolution of shareholder queries and grievances. The framework outlines the process for handling shareholder requests, communication channels and escalation levels, thereby ensuring transparency, accountability and efficient redressal of investor concerns in compliance with applicable regulatory requirements. Please refer to point 31 of the Board's Report for the web link of the Shareholders' Manual and Escalation Matrix.

Designated exclusive Email ID: The Company has designated an e-mail ID exclusively for investor services: investorservices@amararaja.com.

Compliances with stock exchanges: NSE and BSE maintain separate online portals for electronic submission of information by listed companies. Various communications such as notices, press releases and the regular quarterly, half-yearly and annual compliances and disclosures are filed electronically on these portals.

The Annual General Meeting is the principal forum for face-to-face communication with shareholders, where the Directors / Senior Management personnel / Auditors / CFO respond to the specific queries of the shareholders.

Registration for receiving electronic communications: The Company provides an option to the members to register their e-mail ID through the RTA to receive electronic communications. Members who wish to receive electronic communication may register with the RTA.

Disclosures: The Company has a policy on the determination of materiality for disclosure of certain events. Please refer to point 31 of Board's Report for weblink of the same.

Details of communications made during the year are provided in Table 10.

Table 10: Details of communications made during FY26

Means of Communication	Number
Earnings Call	4
Investor Presentations	4
Publication of Financial Results	4
Press Release/Media Release	4

10. Other Disclosures

i. Disclosure of Accounting Treatment

The financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under Section 133 of the Act read with Rule 7 of the Companies (Accounts) Rules, 2014 and the Companies (Indian Accounting Standards) Rules, 2015, as amended, the guidelines issued by SEBI and other accounting principles generally accepted in India.

ii. Management discussion and analysis:

The chapter on Management Discussion and Analysis forms an integral part of this Integrated report.

iii. Code of Conduct

The Board has approved a Code of Conduct in compliance with the Listing Regulations. The said code is applicable to all the Directors and the Senior Management Personnel of the Company and the same is available on Company's website i.e., www.amararajaeandm.com. All the members of the Board and the Senior Management Personnel of the Company have affirmed compliance with the Code of Conduct for FY26. In terms of Schedule V to the Listing Regulations, a declaration signed by the Chairman, Managing Director & CEO is enclosed in this report as Annexure A.

iv. Compliance(s) of matters relating to Capital Market

The Company has complied with all applicable rules and Listing Regulations prescribed by stock exchanges (NSE/BSE), SEBI or any other statutory authority relating to the capital markets. No penalties or strictures have been imposed on the Company in the last three years on any matters related to capital markets.

v. Whistle Blower Policy/Vigil Mechanism

The Company has in place a Whistle Blower Policy/Vigil Mechanism to ensure ethical conduct and transparency. It provides a safe and confidential platform for stakeholders to report concerns regarding unethical practices, fraud, or violations of the Company's Code of Conduct. The mechanism is monitored by the Audit Committee, which ensures timely investigation and action. Its effectiveness is reviewed periodically by the Committee. The policy is available on the Company's website and can be accessed via the weblink provided in point 31 of the Board's Report.

vi. Code of Conduct for prevention of insider trading

The Company has adopted a code of Conduct for the prevention of Insider Trading (Insider Trading Code) in accordance with the requirements of SEBI (Prohibition of Insider Trading) Regulations, 2015 (Insider trading regulations).

Necessary procedures, in line with the Insider Trading Regulations, have been laid down for directors, officers, designated persons and their immediate relatives for trading in the securities of the Company. These are periodically communicated to such employees who are considered insiders of the Company. Apart from this, regular insider trading awareness-related trainings are conducted for the benefit of designated persons. Trading window closure/blackouts/ quiet

periods, when the directors and designated persons are not permitted to trade in the securities of the Company, are intimated in advance to all concerned. Violations of the policy, if any are appropriately acted on and reported to the SEBI/Stock Exchanges. The company also maintains a structured digital database, as required under the Insider Trading Regulations and implemented an online application for approving pre-clearances to insiders who intend to trade in the securities of the Company.

The Company Secretary was appointed as the Compliance Officer by the Board to ensure compliance and effective implementation of the Insider Trading Code. Reports on matters related to insider trading code are provided to the Audit Committee on a quarterly basis.

vii. Disclosure of commodity price risks and hedging activities

Lead and lead alloys which constitute major raw materials are primarily influenced by the prevailing prices on the London Metal Exchange (LME) and foreign exchange rates. We procure lead & alloys through direct procurement, including recycled lead and through job-work arrangements involving the procurement of battery scrap for lead recovery. ARE&M customers include OEM /B2B customers, where the contractual arrangements generally include pass-through mechanisms for changes in lead prices, enabling the Company to recover fluctuations in raw material costs.

At present, the Company does not undertake commodity hedging through forward contracts or derivative instruments.

viii. Details of the utilization of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32(7A)

During FY26, the Company has not raised any funds through preferential allotment or qualified institutions placement.

ix. Internal Financial Controls with reference to Financial Statements

Your Company has in place adequate internal control systems commensurate with the size of its operations. Internal control systems comprising of policies and procedures are designed to ensure sound management of your Company's operations, safekeeping of its assets, optimal utilisation of resources, reliability of its financial information and compliance. Systems, processes and procedures are periodically reviewed and appropriately revised to strengthen them to mitigate emerging risks associated with the growing size and complexity of your Company's operations.

x. CEO and CFO Certification

A certificate of the CEO and CFO of the Company on financial statements and applicable internal controls as stipulated under Regulation 17(8) of the Listing Regulations, is enclosed as Annexure-B to this report.

xi. Agreements with Media: The Company has not entered into any agreement with any media company and/or its associates.

xii. Certificate from a Company Secretary in practice with regard to disqualification of directors

A certificate from M/s. R. Sridharan & Associates, Practicing Company Secretaries, certifying 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, is annexed to this report as Annexure C.

xiii. Details of recommendation of any Committee of the Board which are not accepted by the Board

The Board of Directors accepted all the recommendations of the Committees of the Board during financial year ended March 31, 2026.

xiv. Audit Fees

Total fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the Joint Statutory Auditors and all entities in the network firm/network entity of which the statutory auditor is a part for the financial year ended March 31, 2026, are provided in Table 11.

Table 11: Details of Audit Fees

(In ₹ crores)

Particulars	FY26
Statutory Audit Fees	1.50
Limited Review Fees	0.27
Reimbursement of Expenses	0.14
Certification Fees	0.09

xv. During the year under review, no loans and advances in the nature of loans to firms/companies in which directors are interested (other than wholly owned subsidiaries) were given by the Company and its subsidiaries.

xvi. During the year there were no complaints received under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

xvii. During the year under review, there were no material related party transactions.

xviii. As required under the Indian Accounting Standards, related party transactions are disclosed in Notes to the

Company's financial statements for the financial year ended March 31, 2026.

xix. Pursuant to Regulation 16(1)(c) of the Listing Regulations, Amara Raja Advanced Cell Technologies Private Limited (ARACT) is a material wholly owned subsidiary of the Company. ARACT was incorporated on November 29, 2022 in Hyderabad, Telangana. Its Statutory Auditors M/s. Price Waterhouse Chartered Accountants LLP were appointed on October 6, 2025. Please refer to point 31 of the Board's Report for the web link of the Company's Policy for determining Material Subsidiaries.

xx. The Company has complied with the requirements of sub-paras (2) to (10) of Schedule V of the Listing Regulations.

11. Details of compliance with mandatory requirements and adoption of Discretionary Requirements:

The Company has complied with the mandatory requirements of the Corporate Governance as per Listing Regulations during the year.

With regard to the non-mandatory requirements under Regulation 27 read with Part E of the Schedule II of the Listing Regulations, the Company has complied to the extent stated below:

Board: The Chairman of the Company is an Executive Director and hence the requirement under Para A Part E of Schedule II of the Listing Regulations with respect to maintenance of a Non-Executive Chairman's Office at the Company's expense and reimbursement of expenses incurred in performance of his duties, is not applicable to the Company.

Shareholder rights: The Company has published a Shareholders' Manual on its website detailing the shareholders rights and process for raising investor requests. The Company also displays its quarterly and half yearly financial results on the Company's website and also publishes its results in widely circulated newspapers. The Company has communicated the payment of dividend by e-mail to shareholders. The Company also publishes the voting results of its shareholder meetings on its website and websites of Stock Exchanges.

Modified opinion(s) in Annual Report: The Joint Statutory Auditors have issued an unmodified opinion on the financial statements of the Company for the year ended March 31, 2026.

Other Non-Mandatory Requirements: At present, other discretionary requirements have not been adopted by the Company.

12. Disclosures of compliance with Corporate Governance requirements specified in Regulation 17 to 27 and 46 are as follows:

The Company has complied with all the relevant corporate governance requirements stipulated in the Listing Regulations.

13.

During the year under review, the Company had not raised any money from public issue, rights issue, preferential issue or any other issues.

14. Compliance with Corporate Governance

The quarterly compliance report has been submitted to the stock exchanges where the Company's equity shares are listed in the requisite format duly signed by the Company Secretary. Pursuant to Schedule V of the Listing Regulations, the Practicing Company Secretary's Certificate regarding compliance with conditions of Corporate Governance is annexed to this report as Annexure D.

15. Senior Management Changes:

The particulars of senior management personnel and changes since the close of the previous financial year, are given in 'Our Leadership' and `Corporate Information' pages forming part of this Integrated Report.

16. Additional Shareholders' Information

The chapter on Additional Shareholders' Information is annexed to this report as Annexure E.

For and on behalf of the Board of Directors

Jayadev Galla

Chairman, Managing Director & CEO

DIN: 00143610

Place: Ooty

Date: May 25, 2026

Annexure A

Declaration on Code of Conduct

This is to confirm that the Board has laid down a Code of Conduct for all the Board Members and Senior Management Personnel of the Company. The Code of Conduct has also been posted on the website of the Company.

It is further confirmed that all Directors and the Senior Management personnel of the Company have affirmed compliance with the Code of Conduct of the Company for the financial year ended on March 31, 2026, as envisaged in Regulation 26(3) of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Ooty
Date: May 25, 2026

Annexure B

CEO and CFO Certificate

Pursuant to Regulation 17(8) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

We, Jayadev Galla, Chairman, Managing Director & CEO and Delli Babu Y, Chief Financial Officer, of Amara Raja Energy & Mobility Limited, to the best of our knowledge and belief, hereby certify that:

1. We have reviewed the financial statements and the cash flow statement (standalone and consolidated) for the financial year ended March 31, 2026, and that these statements:

    i. do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading; and

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

2. There are no transactions entered into by the Company during the financial year ended March 31, 2026, which are fraudulent, illegal, or violative of the Company's Code of Conduct.

3. We accept the responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and that 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.

4. We have disclosed, wherever applicable, to the Auditors and the Audit committee that:

    i. There are no significant changes in internal control over financial reporting during the financial year ended March 31, 2026;

    ii. All significant changes in accounting policies during the financial year ended March 31, 2026, if any, have been disclosed in the notes to the financial statements; and

    iii. There are no instances of significant fraud, of which they 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.

Jayadev Galla
Chairman, Managing Director & CEO
Ooty, May 25, 2026

Delli Babu Y
Chief Financial Officer
Hyderabad, May 25, 2026

Annexure -C

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

Pursuant to Regulation 34 (3) read with Schedule V Para-C Sub clause (10) (i) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended

The Members
AMARA RAJA ENERGY & MOBILITY LIMITED
CIN: L31402AP1985PLC005305
Renigunta- Cuddapah Road,
Karakambadi, Tirupati,
Andhra Pradesh- 517520

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Amara Raja Energy & Mobility Limited (formerly known as Amara Raja Batteries Limited), (CIN: L31402AP1985PLC005305)** having its Registered Office at Renigunta- Cuddapah Road, Karakambadi, Tirupati, Andhra Pradesh - 517520 (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 Part-C Sub clause 10 (i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our knowledge and according to the verifications (including Director Identification Number (DIN) Status at the portal www.mca.gov.in) and based on such examination as well as information and explanations furnished to us, which to the best of our knowledge and belief were necessary for the purpose of issue of this certificate and based on such verification as considered necessary, we hereby certify that none of the Directors as stated below on the Board of the Company as on 31st March, 2026 have been debarred or disqualified from being appointed or continuing as Directors of Companies by the Securities and Exchange Board of India/ Ministry of Corporate Affairs or any such other statutory authority.

S. NO	DIN	NAME OF THE DIRECTOR	DESIGNATION	DATE OF INITIAL APPOINTMENT
1.	00143610	Jayadev Galla	Executive Director, Chairman, CEO and Managing Director	12/03/1994
2.	07311410	Harshavardhana Gourineni	Executive Director	12/06/2021
3.	03167659	Vikramadithya Gourineni	Executive Director	12/06/2021
4.	01810872	Annush Ramasamy	Non-Executive- Independent Director	12/06/2021
5.	08602154	Amar Patnaik	Non-Executive - Independent Director	18/06/2024
6.	03559547	Radhika Shapoorjee	Non-Executive Independent Director	22/05/2025

Ensuring the eligibility of, 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 **R. SRIDHARAN & ASSOCIATES**
COMPANY SECRETARIES

CS R. SRIDHARAN
FCS No. 4775
CP No. 3239
PR NO. 6232/2024
UIN: P2003TN063400
UDIN: F004775H000461682

PLACE : CHENNAI
DATE : May 25, 2026

Annexure -D

CORPORATE GOVERNANCE CERTIFICATE

The Members
AMARA RAJA ENERGY & MOBILITY LIMITED
Renigunta Cuddapah Road,
Karakambadi,
Tirupati – 517520.

We have examined, documents, books, papers, minutes, forms and returns filed and other relevant records maintained by **AMARA RAJA ENERGY & MOBILITY LIMITED (formerly known as Amara Raja Batteries Limited), (CIN: L31402AP1985PLC005305)** [hereinafter referred to as "the Company"] having its Registered Office at Renigunta Cuddapah Road, Karakambadi, Tirupati – 517520, for the purpose of certifying compliance of the conditions of Corporate Governance under Regulations 17 to 27 and clauses (b) to (i) and (t) of regulation 46(2) and para C, D and E of Schedule V and Regulation 34 (3) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended (hereinafter called "SEBI (LODR) Regulations 2015") for the financial year ended 31st March, 2026. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of certification.

The compliance of the conditions of Corporate Governance is the responsibility of the management. Our examination was limited to the procedures and implementation thereof, adopted by the Company for ensuring the 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 on the basis of our examination of the records produced, explanations and information furnished, we certify that the Company has complied regarding the conditions of Corporate Governance as stipulated in Regulations 17 to 27 and clauses (b) to (i) and (t) of regulation 46(2) and para C, D and E of Schedule V and Regulation 34 (3) of SEBI (LODR) Regulations 2015 as amended for the financial year ended 31st March, 2026 except to the extent as mentioned below:

The Integrated Filing (Financials) XBRL containing the related party transactions, for half year ended 30th September, 2025 was filed on time with BSE and on 07th November, 2025 with a delay of one day with National Stock Exchange of India Limited (NSE). However, we have been informed by the management that the Company had filed an application for waiver of fines as levied by the NSE and request for waiver of fines was considered favourably by the Exchange.

This Certificate 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 **R. SRIDHARAN & ASSOCIATES**
COMPANY SECRETARIES

CS R SRIDHARAN
FCS NO. 4775
CP NO. 3239
PR NO.6232/2024
UIN: P2003TN063400
UDIN: F004775H000461660

PLACE : CHENNAI
DATE : May 25, 2026

Annexure -E

Additional Shareholders' Information

1. General Information to Shareholders

Name of the Company	Amara Raja Energy & Mobility Limited
Address	**Registered Office:** Renigunta - Cuddapah Road, Karakambadi, Tirupati, Andhra Pradesh - 517 520 Tel: 91 877 226 5000; Fax: 91 877 228 5600 **Corporate Office** (Correspondence Address for Shareholders): Terminal A, 1-18/1/AMR/NR, Nanakramguda, Gachibowli, Hyderabad, Telangana - 500 032 Tel: 91 40 2313 9000; Fax: 91 40 2313 9001
Corporate Identification Number (CIN)	L31402AP1985PLC005305
Website	www.amararajaeandm.com
E-Mail ID	investorservices@amararaja.com
Compliance Officer	Mr. Vikas Sabharwal, Company Secretary and Compliance Officer Tel: 91 40 2313 9387; Fax: 91 40 2313 9001 E-mail ID: vsl@amararaja.com
IEPF Nodal Officers	**Nodal Officer:** Mr. Vikas Sabharwal, Company Secretary and Compliance Officer, E-mail ID: vsl@amararaja.com **Deputy Nodal Officer:** Mr. Naresh Miryala, Deputy Company Secretary, E-mail ID: nkm2@amararaja.com
Details of 41st Annual General Meeting	**Date of Meeting :** Monday, August 10, 2026 **Time of Meeting :** From 3.00 p.m. IST onwards **Place of Meeting:** Deemed Venue - Registered office of the Company **Mode of Meeting:** Through VC/OAVM
e-Voting Dates	**Cut-off date:** Monday, August 3, 2026 (for determining shareholders eligible for e-voting) **e-Voting start date**: Thursday, August 6, 2026 **e-Voting end date**: Sunday, August 9, 2026
Book Closure Dates	The dates of book closure are from **Tuesday, July 28, 2026 to Saturday, August 1, 2026** (both days inclusive) for the purpose of payment of the final dividend for FY26.
Listing Details and Listing Fee	National Stock Exchange of India Limited (NSE): ARE&M BSE Limited (BSE): 500008 The listing fees have been paid for FY26 & FY27 to both NSE and BSE.
International Securities Identification Number (ISIN)	INE885A01032 (ISIN number for equity shares of ₹ 1/- each) ISIN is a unique identification number of a traded scrip. This number must be quoted in each transaction relating to the dematerialized securities of the company.
Registrar and Share Transfer Agent (RTA)	For shares related matters, the shareholders are requested to correspond with the RTA of the Company quoting their Folio Number or Client ID and DP ID at the following address: Unit: Amara Raja Energy & Mobility Limited Name of the RTA: Cameo Corporate Services Limited Contact person: Mr. P. Muralidharan, Manager Address: Subramanian Building, No. 1, Club House Road, Chennai- 600 002, Tamil Nadu, India Tel 044-4002 0700; Fax: 91 44 28460129 Email ID: investor@cameoindia.com Portal: https://wisdom.cameoindia.com; Website: www.cameoindia.com

Name of the Company	Amara Raja Energy & Mobility Limited
Credit Ratings	Name of the Rating Agency: **CRISIL** Long Term Rating : **CRISIL AA+/Stable (Reaffirmed)** Short Term Rating: **CRISIL A1+ (Reaffirmed)** No other debt instruments or any fixed deposit program or any scheme or proposal for mobilization of funds were issued or undertaken by the Company during the financial year
Dividend Details for FY26	**Final Dividend** Rate: ₹ 5.20 per equity share of ₹ 1 each (520%) subject to approval of members at the ensuing 41st AGM Date of Board Recommendation: Monday, May 25, 2026 Dividend payment Date: Wednesday, September 9, 2026 (on or before) **Interim Dividend** Rate: ₹ 5.40/- per equity share of ₹ 1 each (540%) Date of Board Approval: Thursday, November 06, 2025 Dividend payment Date: Friday, November 28, 2025
Outstanding GDRs/ ADRs/Warrants or any convertible instruments	The Company has not issued any GDR/ADR/Warrants and convertible instruments.
Nomination Facility	Section 72 of the Act provides the facility of nomination to share / debenture / deposit holders. The facility is mainly useful for all those holding shares / debentures / deposits in single name. In cases where the securities / deposits are held in joint names, the nomination will be effective only in the event of the death of all the holders. Shareholders are advised to avail of this facility, especially investors holding securities in single name. Shareholders are requested to note that SEBI has mandated registration of nomination or opt out of nomination for all shareholders of the Company either holding shares in physical mode or demat mode along with valid PAN and KYC details. Shareholders holding shares in physical mode are requested to refer notes to the AGM Notice and submit the prescribed forms along with requisite documents to RTA like valid PAN and KYC details. Shareholders holding shares in demat mode are requested to submit the necessary forms to their respective depository participant along with valid PAN and KYC details.
Shareholders' Manual	Shareholders can refer to Shareholders Manual available at https://www.amararajaeandm.com/Investors/corporate-governance-policies for their convenience.
Questions prior to AGM	Members seeking any information or asking questions with regard to the financial statements of the Company or on any matter in the FY26 Annual Report , are requested to write from their registered email address mentioning their name, DP ID and Client ID/folio number, PAN, mobile number to investorservices@amararaja.com on or before **Tuesday, August 4, 2026 (5:00 P.M.) IST.** Such information sought or questions by the members shall be furnished or replied to by the Company suitably.
National electronic Clearing service (NECS) Facility for remittance of Dividend electronically	The Company provides the facility for the remittance of dividends to shareholders through NECS. Under this facility, shareholders can receive dividends electronically by way of direct credit to their bank account. With this service, problems such as loss of dividend warrants during postal transit/fraudulent encashment are avoided. This also expedites the credit of dividends directly to the shareholder's account as compared to the payment through a physical dividend warrant. Shareholders are advised to write to RTA or Company for any further details on how to avail themselves of this facility.

Name of the Company	Amara Raja Energy & Mobility Limited
Plant Locations	**ARE&M:** **At Renigunta - Cuddapah Road. Karakambadi, Tirupati, Chittoor District Andhra Pradesh - 517520, India** 1. 4-Wheeler Battery Plant 1 2. LVRLA Battery Plant 3. 2-Wheeler Battery Plant 4. Plastic Component Plant **At Nunegundlapalle Village, Bangarupalayam Mandal, Chittoor District, Andhra Pradesh 517416, India** 1. 4-Wheeler Battery Plant 2 & 3 2. MVRLA Battery Plant 3. 2-Wheeler Battery Plant 4. Tubular Battery Plant 5. Plastic Component Plant **ARCS**: Battery recycling plant at Kunnavakkam Village, Cheyyar, Tamil Nadu 631701, India **ARACT:** 1. Pack Assembly Unit at Renigunta - Cuddapah Road, Karakambadi, Tirupati, Chittoor District Andhra Pradesh - 517520, India. 2. Pack Assembly Unit at Divitipally, Mahbubnagar Mandal, Telangana- 509001, India. **ARPS**: 1. Plant 1 at Renigunta - Cuddapah Road, Karakambadi, Tirupati, Chittoor District Andhra Pradesh - 517520, India 2. Plant 2 at Diguvamagham Village & Post, Thavanampalli (Mandal), Chittoor Dist. Andhra Pradesh – 517129, India

2 Last three Annual General Meeting(s)

The details of special resolutions passed at the last three Annual General Meetings held through VC / OAVM (Deemed venue of the meeting: Renigunta-Cuddapah Road, Karakambadi Tirupati, Andhra Pradesh – 517 520) are given below:

Financial Year	Day, Date and time	Special Resolutions Passed
FY25	Thursday, August 14, 2025, at 03.00 P.M. IST	• Appointment of Ms. Radhika Shapoorjee (DIN: 03559547) as an Independent Director of the Company • Payment of remuneration of Mr. Jayadev Galla (DIN: 00143610) Chairman, Managing Director & CEO of the Company pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.
FY24	Saturday, August 3, 2024, at 03.00 P.M. IST	• Appointment of Dr. Amar Patnaik (DIN: 08602154) as an Independent Director of the Company. • Payment of commission to Non-Executive Independent Directors for FY25 to FY29.
FY23	Saturday, August 12, 2023, at 03.00 P.M. IST	Change in the name of the Company from 'Amara Raja Batteries Limited' to 'Amara Raja Energy & Mobility Limited'.

3. Postal Ballot during the year:

During FY26, there were 5 resolutions which were passed through postal ballot with requisite majority. Both the postal ballots were scrutinzed by Mr. R Sridharan, Practicing Company Secretary from M/s. R Sridharan & Associates, Company Secretaries, Chennai (Membership No. FCS 4775 and CP No. 3239). The Postal ballot was conducted in accordance with the process prescribed in Section 108, 110 and other applicable provisions, if any, of the Companies Act, 2013, read together with Rule 20 and Rule 22 of the Companies (Management and Administration) Rules, 2014, read with relevant Circulars issued by the Ministry of Corporate Affairs and SEBI, in this regard), Regulation 44 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, Secretarial Standard on General Meetings ("SS-2") issued by the Institute of Company Secretaries of India and other applicable laws, rules and regulations (including any statutory modification(s) or re-enactment(s) thereof for the time being in force),

Postal Ballot passed on	Resolutions
December 25, 2025	1. Approval of Amara Raja Energy & Mobility Limited Employees Stock Option Scheme 2025 ('Scheme'). 2. Approval for granting options to the employees of unlisted subsidiary Company(ies), in India or outside India, under the Scheme. 3. Approval for the secondary acquisition of Company's shares through Trust Route for the implementation of Scheme. 4. Approval for provision of money by the Company for purchase of Company's shares by the 'Amara Raja Energy & Mobility ESOS Trust' ('Trust'), under the Scheme
March 28, 2026	Re-appointment of Mr. Annush Ramasamy (DIN: 01810872) as an Independent Director of the Company for the second consecutive term of five years

4. Financial Calendar

FY27 tentative calendar for declaration of financial results:

For the quarter ending June 30, 2026	On or before second week of August 2026
For the quarter and half year ending September 30, 2026	On or before second week of November 2026
For the quarter and nine months ending December 31, 2026	On or before second week of February 2027
For the quarter and year ending March 31, 2027	On or before fourth week of May 2027
Annual General Meeting for FY27	On or before second week of August 2027

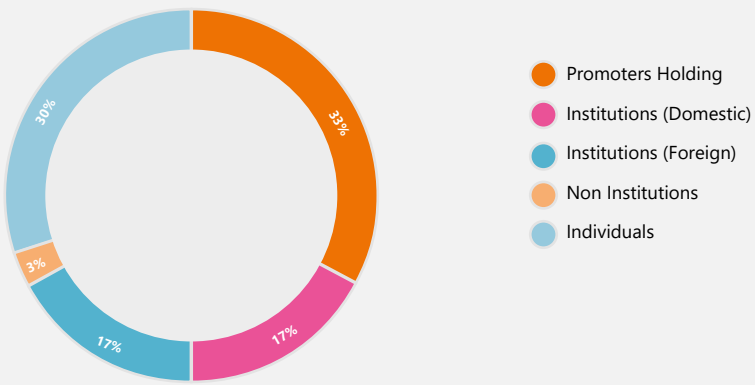
5. Shareholding pattern as on March 31, 2026

The shareholding pattern as on March 31, 2026, classified based on category and distribution of ownership respectively is given below:

a. Distribution of shareholding on basis of category:

Category	As on March 31, 2026		As on March 31, 2025		% Change
	No. of Shares held	%	No. of Shares held	%	
Promoters holding					
Individuals	-	-	-	-	-
Companies	60,145,316	32.86	60,145,316	32.86	0.00
Sub Total	**60,145,316**	**32.86**	**60,145,316**	**32.86**	**0.00**
Institutions (Domestic)					
Alternate Investment Funds	5,76,118	0.31	9,38,910	0.51	-0.20
Banks/ Financial Institutions	4,504	0.00	4,22,146	0.24	-0.23
Insurance Companies	1,73,28,574	9.47	1,48,23,677	8.10	1.37
Mutual Funds	1,31,21,267	7.17	1,05,08,893	5.74	1.43
Sub Total	**3,10,30,463**	**16.95**	**2,66,93,626**	**14.58**	**2.37**
Institutions (Foreign)					
Foreign Direct Investments	0	0.00	0	0.00	0.00
Foreign Portfolio Investors Category - I	3,10,42,330	16.96	3,65,22,850	19.76	-2.99
Foreign Portfolio Investors Category - II	6,33,404	0.35	13,68,273	0.75	-0.40
Foreign Institutional Investors	1,500	0.00	1500	0.00	0.00
Sub Total	**3,16,77,234**	**17.31**	**3,78,92,623**	**20.70**	**-3.40**
Non-Institutions					
Bodies Corporate	31,62,273	1.73	35,43,008	1.94	-0.21
LLP	99,738	0.05	2,50,556	0.14	-0.08
Clearing members	194	0.00	842	0.00	0.00
Foreign Nationals	35	0.00	35	0.00	0.00
Foreign Portfolio Investor (Individual) Category III	300	0.00	2,550	0.00	0.00
Hindu Undivided Family	9,91,953	0.54	9,76,172	0.53	0.01
Indian Residents	4,99,63,521	27.3	4,75,43,184	25.98	1.32
Investor Education Protection Fund	7,68,450	0.42	7,30,272	0.40	0.02
Non-Resident Indians	51,62,959	2.82	52,07,829	2.85	-0.02
Trusts	4,178	0.00	5,601	0.00	0.00
Unclaimed Suspense account	18,750	0.01	33,750	0.02	-0.01
Sub Total	**6,01,72,351**	**32.87**	**5,82,93,799**	**31.86**	**1.03**
Total	**183,025,364**	**100.00**	**183,025,364**	**100.00**	**0.00**

Category wise Shareholding as on March 31, 2026



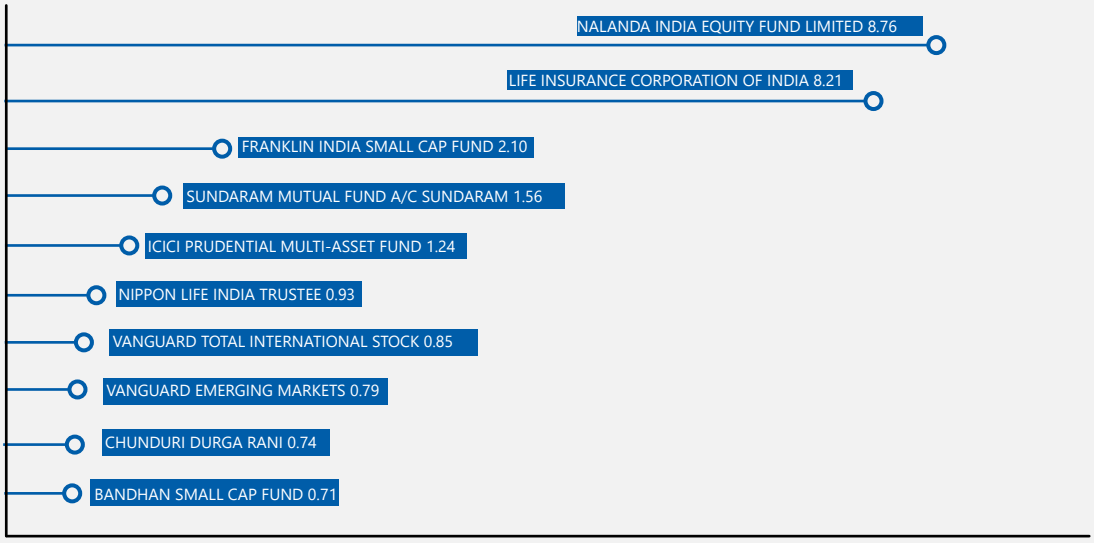
b. Distribution of shareholding on basis of ownership as on March 31, 2026:

No. of Shares held	No. of Shareholders	% of Total shareholders	Total Shares	% of total shares
1-100	7,45,011	90.07	1,70,91,367	9.34
101-500	70,357	8.51	1,44,44,434	7.89
501-1000	6,563	0.79	47,90,068	2.62
1001-2000	3,082	0.37	44,75,228	2.45
2001-3000	853	0.10	22,16,725	1.21
3001-4000	297	0.04	10,39,072	0.57
4001-5000	242	0.03	11,20,410	0.61
5001-10000	352	0.04	25,94,751	1.42
10001 - and above	375	0.05	13,52,53,309	73.90
Total	**8,27,132**	**100.00**	**18,30,25,364**	**100.00**

6 Top 10 shareholders of the Company as on March 31, 2026 (other than promoters)

S. no	Name of the Shareholder	Shares	Percentage
1	NALANDA INDIA EQUITY FUND LIMITED	1,60,36,938	8.76
2	LIFE INSURANCE CORPORATION OF INDIA	1,50,22,557	8.21
3	FRANKLIN INDIA SMALL CAP FUND	38,54,586	2.10
4	SUNDARAM MUTUAL FUND A/C SUNDARAM MULTI CAP FUND	28,60,404	1.56
5	ICICI PRUDENTIAL MULTI-ASSET FUND	22,74,940	1.24
6	NIPPON LIFE INDIA TRUSTEE	17,16,444	0.93
7	VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	15,62,563	0.85
8	VANGUARD EMERGING MARKETS	14,54,731	0.79
9	CHUNDURI DURGA RANI	13,62,600	0.74
10	BANDHAN SMALL CAP FUND	13,04,352	0.71

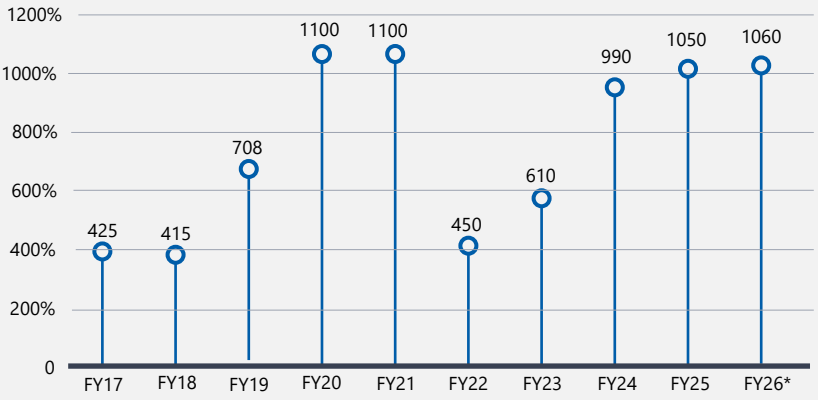
Top 10 shareholders (Non Promoters) of the Company as on March 31, 2026



7. Dividend History

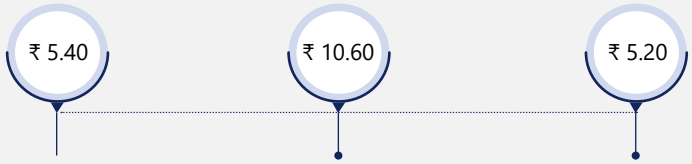
The following graph shows the dividend history of the company from FY17 to FY26. This chart includes the proposed final dividend of ₹ 5.20/- (520%) per equity share, which is placed for approval of the shareholders at the ensuing 41st AGM.

Dividend History from FY17 to FY26 (%)



*includes proposed final dividend for FY26

Dividend



Interim Dividend FY26
Record Date: November 13, 2025
Payout Date: November 28, 2025

Total Dividend

Final Dividend FY26
Record Date: July 27, 2026
Payout Date: on or before September 9, 2026

8. Share certificates with face value of ₹ 10 and ₹ 2 are no longer valid

During the FY08, the Company sub-divided the face value of its equity shares of ₹ 10 to ₹ 2 and during the FY13, the Company further sub-divided the face value of its equity shares from ₹ 2 to ₹ 1. Hence, the old share certificates with face value of ₹ 10 and ₹2 are no longer valid.

Shareholders who are still holding the share certificates with face value of ₹ 10 and ₹ 2, are requested to submit those share certificates along with their demat account details viz; client master list etc., either to the company or to the RTA. On receipt and subject to verification of these share certificate(s) and submission of additional documents if so required, the shares will get credited to the demat account of the shareholders. In case the shares have been transferred to Investor Education and Protection Fund Authority (IEPFA) the Company or RTA will inform the shareholders about the process to claim the shares from IEPFA.

Shareholders holding physical shares certificates in the old name of the Company i.e., Amara Raja Batteries Limited, are requested to send their share certificates to the RTA to get their share certificates amended by affixing stickers of the new name of the Company i.e., Amara Raja Energy & Mobility Limited.

9. Share Transfer System

As per amended Regulation 39 and 40 of Listing Regulations, the Company shall issue securities in dematerialized form only while processing any requests from shareholders holding shares in physical mode in respect of the below 'service requests':

1. Issue of duplicate share certificate;
2. Claim from Unclaimed Suspense Account;

3. Renewal / Exchange of share certificate;
4. Endorsement;
5. Sub-division / Splitting of share certificate;
6. Consolidation of share certificates/folios;
7. Transmission and
8. Transposition.

Shareholders holding shares in physical mode are requested to refer to the Notice of 41st AGM for details regarding service requests. All queries and requests relating to service requests shall addressed to RTA in prescribed form along with requisite documents.

For the convenience of shareholders, the Company has prepared a Shareholder Manual and made it available on the Company's website https://www.amararajaeandm.com/Investors/corporate-governance-policies. Shareholders may refer to the manual for guidance on share transfer procedures, KYC updation and other related shareholder service matters.

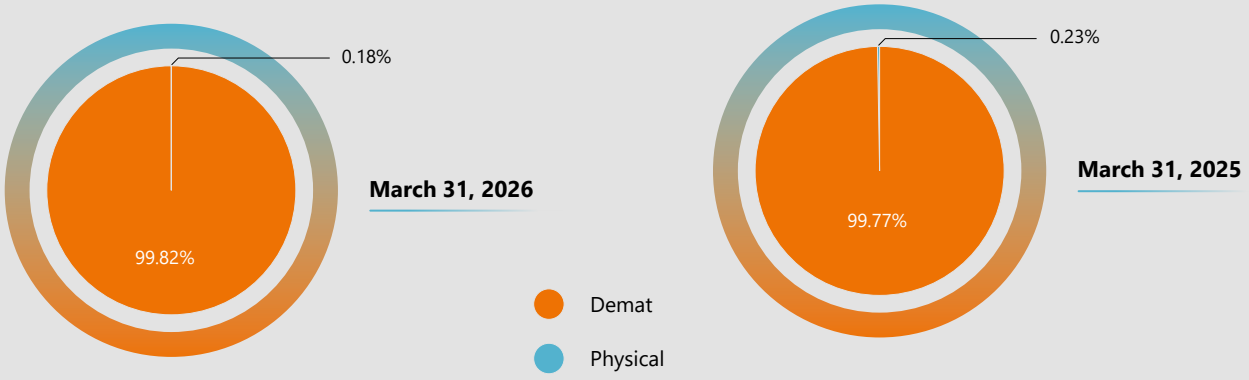
Further, the members are requested to note that SEBI, vide its circular dated January 30, 2026, on Ease of Doing Investment and Ease of Doing Business, has discontinued the issuance of Letter of Confirmation (LOC) for investor service requests in demat form, including for duplicate certificates, transmission, transposition, unclaimed suspense and corporate actions. Instead, securities will now be directly credited to the claimant's demat account through the process to be developed by the Depositories.

10. Dematerialization

To facilitate easy access of the dematerialized system to the investors, the Company have signed up with both the depositories in India.

NSDL and CDSL have established connectivity with the depositories through our RTA. The dematerialization of shares is done through RTA and the dematerialization process is generally completed within 21 days from the date of receipt of a valid dematerialization request along with the relevant documents. The following chart gives the breakup of dematerialized shares and shares in physical form as on March31, 2026 compared with March 31, 2025:

Shares held in demat and physical form as on: (%)



11. Transfer of unclaimed dividend and underlying shares to Investor Education and Protection Fund (IEPF)

During FY26, in terms of Section 124(5) of the Act, an amount of ₹ 8,34,406.40 and ₹ 29,50,256 being unclaimed final dividend for FY18 and interim dividend for FY19 respectively was transferred to IEPF on October 3, 2025 and December 29, 2025 respectively.

Further, during FY26, the Company after sending individual notices to the last available address of the shareholders whose shares are required to be transferred to the demat account of IEPF Authority and publication of notice in the newspapers, transferred 67,990 and 4,688 equity shares of ₹ 1 each, pertaining to unclaimed final dividend for FY18

and interim dividend for FY19 respectively to the demat account of IEPF. The IEPF had settled applications pertaining to 34,500 shares to respective shareholders. As on March 31, 2026, 7,68,450 (0.42%) shares held by 546 shareholders of the Company were lying with IEPF.

Members who have not yet encashed their final dividend from the FY19 onwards are requested to make their claims without any delay to M/s. Cameo Corporate Services Limited, Registrar and Share Transfer Agent of the Company for claiming the unclaimed/unpaid dividends. The following table gives information relating to due dates for transfer of unclaimed/unpaid dividends to IEPF.

Financial Year	Type of payment	Date of Declaration	Unclaimed dividend as on March 31, 2026 (₹)	Due Date of Transfer to IEPF
2018-19	Final Dividend	July 20, 2019	16,31,416.60	August 25, 2026
2019-20	I Interim Dividend	November 9, 2019	20,13,336.00	December 15, 2026
2019-20	II Interim Dividend	March 9, 2020	18,91,650.00	April 14, 2027
2020-21	Interim Dividend	February 13, 2021	14,54,292.00	March 21, 2028
2020-21	Final Dividend	August 14, 2021	17,70,161.20	September 13, 2028
2021-22	Interim Dividend	November 12, 2021	11,18,413.80	December 11, 2028
2021-22	Final Dividend	August 6, 2022	19,72,715.00	September 4, 2029
2022-23	Interim Dividend	November 3, 2022	12,51,224.00	December 2, 2029
2022-23	Final Dividend	August 12, 2023	1,99,694.50	September 17, 2030
2023-24	Interim Dividend	October 31, 2023	10,99,030.70	November 06, 2030
2023-24	Final Dividend	August 03, 2024	24,16,051.00	September 08,2031
2024-25	Interim Dividend	November 04, 2024	24,88,654.00	December 09, 2031
2024-25	Final Dividend	August 14, 2025	25,40,091.00	September 18, 2032
2025-26	Interim Dividend	November 6, 2025	22,61,637.00	December 10, 2032
Total amount of unclaimed dividend as on March 31, 2026			**₹ 2,41,08,367.00**	

As required under the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, (IEPF Rules) the Company uploaded on the Company's website www.amararajaeandm.com the particulars of unclaimed dividend as on March 31, 2026 with information containing the names and shareholding of the person entitled to receive the amount, nature of amount, due date for transfer to IEPF and such other information as required by the IEPF Rules.

All shareholders, whose dividend remains unpaid/ unclaimed, are requested to refer the same on the Company's website or on www.iepf.gov.in and lodge their claim to RTA by submitting an application in writing and supported by a deed of indemnity immediately.

All shareholders whose shares, unclaimed dividend, etc., have been transferred to IEPF, are requested to claim the same from the IEPF Authority by submitting an online application in Form IEPF-5 available on the website of Investor Education and Protection Fund at www.iepf.gov.in/IEPFA/refund.html.

12. Disclosures with respect to unclaimed suspense account:

The following is the reconciliation of the unclaimed shares in the Unclaimed Suspense Account of the Company.

Particulars	Number of Shareholders	Number of equity shares
Aggregate number of equity shareholders and the outstanding shares of ₹1/- each in the suspense account lying as on April 1, 2025 (A)	13	33,750
Number of equity shareholders who approached the Company for transfer of shares of ₹1/- each from the suspense account	2	9,000
Number of equity shareholders to whom shares were transferred from suspense account during the period under review (B)	2	9,000
Number of equity shareholders whose shares were in unclaimed suspense account and transferred to Investor Education and Protection Fund (IEPF) during the period under review (C)	3	6,000
Aggregate number of equity shareholders and the outstanding shares of ₹1/- each in the suspense account lying as on March 31, 2026 (D=A-B-C)	8	18,750

All corporate benefits that accrue on these shares such as bonus shares, split, etc., shall also be credited to the Unclaimed Suspense Account. The voting rights on the shares outstanding in the Suspense account shall remain frozen till a claim from the rightful owner of such shares is received.

13. Nomination Facility: Shareholders holding physical shares may, if they so desire, send their nominations in form SH-13 of the Companies (Share Capital and Debentures) Rules, 2015, as amended, to the RTA of the Company. Further, shareholders may cancel/ vary their nomination already made, in form SH-14 by sending it to the RTA. Those holding shares in dematerialized form may contact their respective the Act, Depository Participant (DP) to avail the nomination facility.

14. Disclosure on legal proceedings pertaining to shares: There are no pending cases relating to disputes over the title of the shares of the Company, in which the Company has been made a party.

15. Information on Memorandum and Articles of Association: The Company's memorandum and articles of association are available on its website. Please refer point 31 of Board's Report for the weblink of the same.

16. Shareholders Escalation Matrix

The escalation matrix for complaints or grievances of shareholders of ARE&M is available on the Company's website. Please refer point 31 of Board's Report for the weblink of the same.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Ooty
Date: May 25, 2026

Annexure IV

Business Responsibility and Sustainability Report

SECTION A: GENERAL DISCLOSURES

I. Details of listed entity

1.	Corporate Identity Number (CIN) of the Company	L31402AP1985PLC005305
2.	Name of the Company	Amara Raja Energy & Mobility Limited
3.	Year of Incorporation	1985
4.	Registered Office Address	Renigunta-Cuddapah Road, Karakambadi, Tirupati , Andhra Pradesh – 517520
5.	Corporate Address	Terminal A, 1-18/1/AMR/NR, Nanakramguda, Gachibowli, Hyderabad – 500032.
6.	Email Address	investorservices@amararaja.com
7.	Telephone	040-23139000
8.	Website	http://www.amararajaeandm.com
9.	Financial Year Reported	2025-26
10.	Name of the Stock Exchanges where shares are listed	National Stock Exchange of India Limited (NSE) and BSE Limited (BSE)
11.	Paid-up Capital	18,30,25,364 Equity shares of ₹1/- each
12.	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Prashant Tiwari Email : pt1@amararaja.com Phone: 040-23139000
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 assessment or assurance provider	Bureau Veritas India Private Limited
15.	Type of assessment and assurance obtained	Reasonable Assurance

II. Products/Services

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

Sl. No.	Description of Main Activity	Description of Business Activity	% of turnover of the Company
1	Manufacturing	Manufacturing of Batteries for Automotive and Industrial Applications	83.40
2	Trading	Trading of Batteries for Automotive and Industrial applications	12.71

17. Products/Services sold by the Company (accounting for 90% of the turnover)

Sl. No.	Product/Service	NIC Code	% of total turnover contributed
1	Batteries for Automotive and Industrial applications	27201	83.40
2	Trading of Batteries for Automotive and Industrial applications	27201	12.71

III. Operations

18. Number of locations where plants and/or operations/offices of the Company are situated:

Location	Number of plants	Number of offices	Total
National	10	16	26
International	0	0	0

19. Markets served by the Company

a. Number of locations

Locations	Number
National (No. of States)	Present across India through Franchisees and dealers
International (No. of Countries)	70+ Countries

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

12.20%

c. Types of customers

ARE&M is a prominent player and technology leader in India's energy storage and mobility sector, serving a diverse and expansive customer base. The company manufactures a wide range of high-performance lead acid batteries & advanced cell chemistry battery catering to both industrial and automotive applications.

Supported by an extensive retail network, ARE&M markets automotive and home UPS/inverter batteries, along with lubricants, under well-established brand names including Amaron®, PowerZone®, Quanta®, Power Stack®, Amaron Volt™, Amaron Brute™, and Amaron Sleek™. These products are widely trusted across various sectors, including automobiles, telecom (covering service providers and tower companies), uninterruptible power supply (UPS) systems, Indian Railways, motive power and material handling, as well as power utilities and other industrial applications.

The Company also has strong strategic OEM partnerships with leading automobile manufacturers and supplies private-label batteries to several reputed brands. In addition to its robust domestic footprint, ARE&M exports its products to multiple countries, supporting its vision of becoming a globally respected leader in energy storage solutions.

IV. Employees

20. Details as at the end of Financial Year

a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	EMPLOYEES					
1.	Permanent (D)	2672	2397	90	275	10
2.	Other than Permanent (E)	36	32	89	4	11
3.	**Total employees (D + E)**	**2708**	**2429**	**90**	**279**	**10**
	WORKERS					
4.	Permanent (F)	8091	6767	84	1324	16
5.	Other than Permanent (G)	6	6	100	0	0
6.	**Total workers (F + G)**	**8097**	**6773**	**84**	**1324**	**16**

b. Differently abled Employees and workers:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	EMPLOYEES					
1.	Permanent (D)	3	3	100	0	0
2.	Other than Permanent (E)	0	0	0	0	0
3.	**Total employees (D + E)**	**3**	**3**	**100**	**0**	**0**
	WORKERS					
4.	Permanent (F)	32	31	97	1	3
5.	Other than Permanent (G)	0	0	0	0	0
6.	**Total workers (F + G)**	**32**	**31**	**97**	**1**	**3**

21. Participation/Inclusion/Representation of Women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B/A)
Board of Directors	6	1	17
Key Management Personnel*	2	0	0

* Key Managerial Personnel excludes Chairman & Managing Director as he has been already included under Board of Directors.

22. Turnover rate for permanent employees and workers

	FY26			FY25			FY24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	12.56	7.64	12.05	10.96	7.22	10.65	13.25	8.08	13.11
Permanent Workers	10.46	7.63	10.00	7.08	7.69	7.17	10.63	8.31	9.6

Note: Turnover rate includes those who leave voluntarily or involuntarily due to dismissal, termination, retirement or death.

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. Name of holding/subsidiary/associate companies/joint ventures

Sl. No.	Name of the holding/ subsidiary/associate companies/joint ventures (A)	Indicate whether Holding/Subsidiary/ Associate/Joint Venture	% of shares held by the Company	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the Company (Yes/No)
1	Amara Raja Batteries Middle East (FZE)(ARBME)	Wholly owned subsidiary	100%	No
2	Amara Raja Circular Solutions Private Limited (ARCS)	Wholly Owned subsidiary	100%	No*
3	Amara Raja Advanced Cell Technologies Private Limited (ARACT)	Wholly Owned subsidiary	100%	No*
4	Amara Raja Power Systems Limited (ARPS)	Wholly Owned subsidiary	100%	No*

* Data reported in this BRSR is on standalone basis . However subsidiaries have their own business responsibility initiatives.

VI. CSR Details

24. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: **Yes**

(ii) Turnover (in ₹): **13,548.86 Crores**

(iii) Net worth (in ₹): **8,160.75 Crores**

VII. Transparency and Disclosure Compliances

25. Complaints/Grievances on any of the principles (Principle 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 redressal policy)	FY 2025-26			FY 2024-25		
		No. of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks	No. of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks
Communities	Yes	0	0		0	0	
Investors (other than shareholders)	Yes	0	0		0	0	
Shareholders	Yes#	12	0		9	0	
Employees and workers *	Yes	153	7		179	6	
Customers **	Yes	23	27***		11	4	
Value Chain Partners	Yes	0	0		0	0	

* Incorporated within these figures are the valuable proposals received concerning safety enhancements and improvements in the workplace in safety committee meetings and other forums.

** Only includes complaints lodged in consumer forums

***includes cumulative No. of complaints pending resolution at the close of the year.

1) https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/31?name=%20Shareholders%E2%80%99%20Manual

2) https://www.amararajaeandm.com/Investors/investors-contact#investorscontact-content

Community

A formal grievance redressal mechanism is in place to address concerns raised by communities in relation to both our operations and contractor-led activities. The process is designed to ensure that all feedback and grievances are handled in a timely, respectful and culturally sensitive manner.

Community feedback is proactively gathered through regular stakeholder interactions and engagement initiatives. All grievances are formally acknowledged, evaluated and responded to within defined timelines. The mechanism also provides for escalation in cases where issues remain unresolved. Each grievance undergoes a structured process of investigation, resolution and communication of outcomes to ensure transparency, accountability and continuous community trust.

Investors and Shareholders

The Company has established a robust grievance redressal mechanism for investors and shareholders to ensure transparent, timely and effective resolution of concerns. The mechanism includes a dedicated team and structured processes aligned with applicable SEBI regulations and governance requirements. Queries and grievances relating to financial performance, disclosures, dividend matters and shareholder rights are promptly acknowledged and resolved within stipulated timelines.

Employees and Workers

A formal grievance redressal framework is in place for employees and workers, enabling them to raise concerns and seek resolution without fear of retaliation or discrimination. Regular communication forums with senior leadership foster open dialogue, transparency and employee engagement. In addition, multiple channels are available through HR processes and designated grievance mechanisms to ensure concerns are addressed fairly, confidentially and in a timely manner.

Customers

ARE&M provides multiple accessible channels for customers to raise complaints and queries related to product quality, service, warranty and other customer support matters. Complaints can be registered through a dedicated digital platform i.e., Amaron Konnekt mobile application. In addition, a 24/7 customer helpline ensures continuous support and timely resolution of customer concerns.

Value Chain Partners (Suppliers, Distributors, Channel Partners)

Grievances raised by value chain partners are addressed in line with ARE&M's Supplier Code of Conduct and applicable contractual agreements. Regular engagement platforms, including the Annual Supplier sustainability summit, Annual Channel Partners Meet, promote transparent communication and collaborative resolution of concerns. Any issues raised are escalated to the relevant authorities, investigated appropriately and resolved through a structured and timely process.

26. Overview of the Company's material responsible business conduct and sustainability issues pertaining to environment and social matters that present a risk or an opportunity to the business of the Company, rationale for identifying the same approach to adapt or mitigate the risk along with its financial implications, as per the following format:

Sustainability at ARE&M is guided by a clear understanding of what matters most and to whom. As the organization grows, stakeholder engagement is being strengthened in a more deliberate and structured manner, recognizing the important role that customers, employees, suppliers, investors, and communities play in shaping long-term sustainability and success. Through regular and meaningful interactions, stakeholder expectations are identified, prioritized, and addressed where they matter most. Critical sustainability topics are identified through the materiality assessment process, enabling timely and focused action. This approach helps ensure continued alignment, sharper focus, and responsible growth while keeping the broader long-term perspective in view.

Basis the analysis below are the topics material to us:

Sl. No.	Material issue identified	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	Occupational Health and safety	Risk	Impacts the fundamental right to life and well-being, while also requiring compliance with legal obligations under regulations such as the Factories Act.	ISO 45001-certified occupational health and safety systems, on-site occupational health services, comprehensive medical insurance, implementation of critical risk controls and robust incident response protocols.	Negative
2	GHG Emission Management and Climate change	Risk/ Opportunity	**Risk** Evolving emissions regulations & customer requirements present compliance challenges, while also creating pressure to reduce the overall carbon footprint. **Opportunities** Enhancing operational efficiency and expanding into the lithium-ion battery market offer significant growth potential.	Greenhouse gas accounting in line with GHG Protocol and ISO 14064, implementation of energy efficiency initiatives, adoption of solar energy, and ISO 50001 certification.	Negative/Positive
3	Business Ethics	Risk	Ethical misconduct can result in legal repercussions, damage to reputation, and erosion of stakeholder trust.	Robust Code of Conduct, regular ethics training, and an effective whistleblower mechanism. 100% of our employees are covered by code of ethics training.	Negative
4	Resource Efficiency and Circularity	Risk/ Opportunity	**Risk** Scarcity of natural resources and disruptions in raw material supply chains increase costs and heighten operational risks. **Opportunity** Raw material security, better hedging against RM price and control over quality	Adoption of circular economy practices, increased use of recycled lead, R&D focused on lead optimization, enhanced local sourcing, and development of a new recycling facility under ARCS. ARCS strengthens material security through increased recycling and recovery capabilities, helping reduce dependence on virgin raw materials, mitigate raw material cost pressures, improve supply chain resilience, and support consistent quality and circularity performance.	Negative / Positive

Sl. No.	Material issue identified	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	Product stewardship	Opportunity	Responding to the rising consumer preference for environmentally friendly and sustainable products.	-	Positive
6	Talent Attraction and Retention	Opportunity	Attracting and retaining talent fuels innovation, drives growth, and strengthens overall organizational performance.	-	Positive
7	Corporate Governance	Opportunity	Robust governance promotes transparency, strengthens accountability, and reinforces stakeholder confidence.	_	Positive
8	Innovation and R&D	Opportunity	Innovation strengthens competitive advantage, drives product development, and supports market expansion.	_	Positive
9	Diversity, Equity, Inclusion & Belongingness	Opportunity	Diverse teams foster creativity, improve decision-making, and enhance overall business performance.	_	Positive
10	Geopolitical Risks and Supply Chain Disruptions	Risk	Geopolitical tensions, trade restrictions, logistics disruptions, and volatility in global commodity markets may impact availability and pricing of key raw materials such as lead and other battery components, affecting operational continuity and costs in the lead-acid battery business.	Diversification of supplier base, increased local sourcing, strengthening recycling and circular economy initiatives, strategic inventory planning, long-term supplier partnerships, and continuous monitoring of geopolitical developments to improve supply chain resilience.	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 the Company's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
	b.	Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	-	Yes	Yes
	c.	Weblink of the policies, if available	ARE&M has the following polices and can be located at web link • Policy on Prevention of Sexual Harassment & Gender-Neutral Workplace Harassment. • No harassment at workplace Policy • Equal Opportunity for employment & diversity Policy • Discrimination & equal opportunities Policy • Archival Policy • Corporate Social Responsibility Policy • Nomination and Remuneration Policy • Code Of Conduct for Directors and Senior Management Personnel • Vigil Mechanism/ Whistle Blower Policy • Dividend Distribution Policy • Code of Fair Disclosure • Materiality Policy • Policy on dealing with Related Party Transactions • Policy on determination of material subsidiary • Health, Safety & Environment Policy • Board Diversity Policy • Supplier Code of Conduct • Dividend Distribution Policy • Anti-Bribery & Anti-Corruption • Human Rights Policy • Community Grievance Management • Employee Grievance Management • Employee Volunteering Policy • Sports & Games Universe Policy • Policy on Succession Planning for the Board & Senior Management. • Shareholders' Manual https://www.amararajaeandm.com/Investors/corporate-governance-policies								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
2. Whether the Company has translated the policy into procedures. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
3. Do the enlisted policies extend to the Company's value chain partners? (Yes/ No)	Yes , the enlisted policies are extended to the Company's Value chain partners through a dedicated supplier code of conduct, ensuring that value chain partners align with the company's environmental , labour and ethical expectations. 100% of our onboarded & existing suppliers have provided signed undertaking for the same. Critical suppliers accounting for 87% of total purchase value are assessed for compliance to our policies, supplier Code of Conduct and on key sustainability performance parameters.								
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 the Company and mapped to each principle.	ARE&M adopts, complies & is certified against internationally recognized standards to ensure robust management systems and continuous improvement across its operations: • ISO 9001 – Quality Management Systems (QMS) • ISO 14001 – Environmental Management Systems (EMS) • ISO 45001 – Occupational Health and Safety Management Systems (OH&S) • IATF 16949 – Quality Management Systems specific to the automotive industry • ISO 50001 – Energy Management Systems (EnMS) • ISO 27001 – Information Security Management Systems (ISMS) • Signatory to WASH compliance, UNGC principles, & aligned to SBTi In addition to adhering to these standards, ARE&M conducts regular internal and external certification audits to evaluate the effectiveness of its management systems and policies covering all the sites. These audits support continuous improvement, ensure regulatory compliance, and reinforce the company's commitment to operational excellence and sustainability.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
5. Specific commitments, goals and targets set by the Company with defined timelines, if any.	The baseline and target year for the following objectives are FY26 & FY27, respectively. **Energy and Carbon *** • Limit the increase in carbon intensity (Scope 1 and Scope 2 emissions) to 3.0% • Limit the increase in energy intensity to 0.54% **Water** • Reduce water Intensity by 5% **Circular Economy** • Reduce waste intensity by 2% • Use of recycled Lead and Lead Alloys in production as 85% • Use of recycled Polypropylene Copolymer in production as 9% • Achieve Extended Producer Responsibility (EPR) targets for Lead Acid Batteries as per the Battery Waste Management Rules (BWMR), 2022 **Life Cycle Assessment** • Complete internal Life Cycle Assessments (LCAs) for 100% of existing & new SKUs. **Safety and Occupational Health** • Maintain a zero-fatality record • Reduce Lost Time Injury Frequency Rate (LTIFR) by 6% • Defensive Driving Training to 90% of employees • Improve Critical Safety Standard Score as per Sust. Index • Conduct leadership safety audits (one per leader per Month) • 3% reduction in Vitality Index score for organisation **People** • Improve gender diversity within the organizatıon to 16.0%. **Communities** • Dining Hall & Study Hall - Facility for Students at Petamitta • Construction of Kitchen, Dining Hall, Arch at Irala Govt. School • Development of Infrastructure facilities at Diguvamagham Educational Complex • Support and Maintenance of Schools • Initiation of STEM Labs (Science, Technology, Engineering and Mathematics) at Mangal Vidyalayam (MV) & Diguvamagham Schools for the classes 6th to 8th *Under a 'do nothing' scenario, our Energy & carbon intensity is projected to increase due to capacity expansion, energy intensive new product plant & process changes. However, with planned energy efficiency initiatives and greater use of renewable energy, we aim to restrict the increase of energy intensity to 0.54% & Carbon intensity to 3.0%.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
6. Performance of the Company against the specific commitments, goals and targets along with reasons, in case the same are not met.	ARE&M has achieved significant progress in its sustainability initiatives: **Energy Intensity:** Our Energy intensity target has not been achieved due to increase in volumes in the plants where the specific energy consumption is higher & Process changes. For e.g. Tubular Batteries Plant, Process changes in Automative Batteries plant. **Carbon Emissions:** Target achieved **Recycled Lead Usage:** The Company has used recycled lead for 88.27% of all lead & lead alloys consumed. **Recycled Polypropylene Copolymer usage:** The Company utilized recycled Polypropylene Copolymer for 8.07% of the total Polypropylene Copolymer consumed during the year. The target could not fully achieved due to operational and market-related constraints during the reporting period. **Battery recycling collection rate:** Overall EPR liability as defined under BWMR, 2022 has been met. **Waste Intensity:** Waste Intensity has reduced by 2.25% against target of 7%. **Waste to landfill:** We have achieved 95.38% reduction in Waste to landfill against target of 60%. This was achieved due to diversion of more than 95% of waste from landfill through pre-processing, where they were converted into AFR (Alternative Fuel and Raw Material) for coprocessing. **Water Conservation:** Water intensity has been reduced by 6.97% against the target of 8%. We maintained our Water Positivity of 11.94 times. **Safety & Occupational Health:** Maintained status as a zero-fatality organization throughout the year. The Company strengthened its safety culture by implementing a Leadership Safety Program and conducting quarterly assessments of critical risks through its sustainability framework standards.Due to these initiatives the LTIFR has reduced from 0.46 in FY 2024-25 to 0.42 in FY 2025-26. **Diversity:** The gender diversity at ARE&M has improved from 13.21% to 14.84%. Diversity targets are included in the business score cards and KRAs of Key Leaders. Organization vide sensitization workshops have been continued. **Community Projects:** Completed 5 CSR Projects.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9

Governance, leadership and oversight

7. **Statement by Director, responsible for the Business Responsibility Report, highlighting ESG related challenges, targets and achievements**

At ARE&M, our purpose is to provide better access to better opportunities to more people. Sustainability remains central to our strategy for responsible growth and long-term value creation.

During FY26, we continued advancing our commitments on Net Zero emissions by 2050, water positivity, circular economy, zero waste to landfill, and safer workplaces. We maintained Zero Liquid Discharge across all manufacturing facilities, sustained 12X Water Positivity and signed the WASH pledge, recycled over 99% of waste generated, and increased recycled lead and lead alloy usage to 88.27% of total input materials. Our 67 MW captive renewable energy capacity helped avoid approximately 73,831 tonnes of CO_2 emissions, supporting our long-term decarbonization roadmap.

The year was marked by market volatility, supply chain disruptions, changing geopolitics, evolving regulations, and new business requirements, impacting certain sustainability targets. In response, we are recalibrating our Net Zero pathway to align with emerging business realities, future energy needs, and regulatory developments, while remaining committed to our near- and medium-term absolute carbon reduction goals and supporting India's energy and mobility transition.

Safety and employee well-being remained non-negotiable priorities. We maintained zero fatalities across operations and continued strengthening our safety culture through focused governance, leadership commitment, capability building, and sustained focus on critical risks. Road safety also remained a key priority beyond the workplace, with over 8,500 employees trained in defensive driving and mandatory helmet usage implemented to strengthen work-to-home safety practices.

We engaged and assessed 87% of our supplier base by purchase value on sustainability parameters and continued working collaboratively to strengthen alignment with the Sustainable Development Goals (SDGs). We also partnered with downstream franchisees to build awareness, measure environmental footprints, define a 10-point sustainability agenda, and develop model sustainability franchisees aligned with our long-term vision.

Our employees remain our greatest strength. During the year, we launched the Vitality Index (VI) Program, covering annual medical examinations for 98.8% of employees — a record improvement over previous years. The initiative focused on preventive healthcare and lifestyle awareness, encouraging improvements in key health indicators such as BMI, blood pressure, sugar, and cholesterol.

Our sustainability performance continued to receive strong global and customer recognition. During the year, we improved our S&P Global Corporate Sustainability Assessment score from 74 to 76, ranking #1 in India, #2 in Asia-Pacific, and #5 globally in our sector. We also maintained a CDP Climate rating of 'B', achieved an 'A-' rating in our maiden Water Disclosure, received a 5-Star Rating from the British Safety Council, and attained Zero Waste to Landfill Platinum Certification.

As we look ahead, we remain committed to integrating sustainability deeper into every aspect of our business through greater renewable energy adoption, expanded value chain decarbonization, Life Cycle Assessments (LCA) across our product portfolio, implementation of a Biodiversity Management Plan, and increased digitalization to strengthen occupational health and safety performance.

We thank our employees, customers, suppliers, investors, communities, and all stakeholders for their continued trust and partnership as we work together to create long-term sustainable value for society and the environment.

8.	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).	The implementation and oversight of business responsibility policies at ARE&M are driven by a dedicated leadership team, chaired by Mr. Jayadev Galla, Chairman, Managing Director and CEO, ESG-related matters are regularly reviewed at both leadership and Board-level meetings, ensuring strong governance oversight, executive accountability and sustained strategic focus on sustainability priorities.

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9

9. Does the Company have a specified Committee of the Board/Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.

Yes, ARE&M has established an Executive Sustainability Committee to provide strategic direction, governance oversight and leadership for the Company's sustainability agenda. The Committee plays a critical role in integrating sustainability considerations into business decision-making and ensuring that sustainability priorities are embedded across operations, functions and value chains. Chaired by Mr. Harshavardhana Gourineni, Executive Director, the Committee comprises key C-suite leaders and senior functional heads representing operations, finance, human resources, supply chain, sustainability and business excellence functions. The Committee meets periodically to review progress against sustainability goals, evaluate emerging sustainability risks and opportunities, address implementation challenges and drive continuous improvement across the organization.

Key Responsibilities of the Executive Sustainability Committee include:

- Defining, reviewing and monitoring sustainability KPIs and targets across manufacturing operations, supply chain and business functions
- Reviewing and evaluating ongoing and proposed sustainability initiatives to ensure alignment with ARE&M's strategic priorities and stakeholder expectations
- Driving climate action, resource efficiency, circular economy and responsible business practices through structured implementation plans
- Strengthening organizational sustainability capabilities through employee awareness programmes, leadership engagement, training initiatives and analysis of emerging sustainability trends and regulations
- Conducting benchmarking and peer-learning exercises to incorporate global best practices, customer expectations, regulatory developments and industry perspectives into ARE&M's sustainability approach
- Overseeing the development, implementation and continual enhancement of the ARE&M Sustainability Framework and Assurance Protocol to strengthen governance, reporting accuracy and data reliability
- Monitoring sustainability disclosures, ratings and assurance processes to enhance transparency and stakeholder confidence
- Facilitating cross-functional coordination to ensure effective implementation of sustainability projects and timely closure of identified gaps and action plans
- Supporting the organization in identifying innovation opportunities and sustainable technologies that contribute to long-term business resilience and value creation.

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	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	ARE&M undertakes periodic and need-based internal reviews to assess performance against its policies and identify subsequent actions. These reviews are conducted by key personnel, including Functional Heads, Business Heads, and Executive Directors. The evaluation process focuses on assessing policy effectiveness, with necessary updates and improvements implemented to ensure continued relevance and impact.																	
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	ARE&M is compliant with all applicable regulations.																	

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
11. Has the entity carried out independent assessment / evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide the name of the agency.	Yes, ARE&M has engaged reputed certification and assurance bodies to conduct comprehensive assessments of its policies, systems and operational procedures. Independent third-party agencies, including TÜV NORD and Bureau Veritas, carry out these rigorous evaluations to ensure that the Company's operations consistently adhere to internationally recognized standards of quality, reliability, compliance and operational excellence. Additionally, we conduct quarterly cross business assessments with scoring against our Amara Raja Sustainability Framework standards covering all elements of sustainability.								

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 Principle material to its business (Yes/No) The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No) The entity does not have the financial or/ human and technical resources available for the task (Yes/No) It is planned to be done in the next financial year (Yes/No) Any other reason (please specify)	While ARE&M does not currently have a standalone Public Advocacy Policy, the Company actively participates in advocacy and industry engagement initiatives that are material to its business operations and the broader energy storage and mobility ecosystem. ARE&M collaborates with leading industry associations, multilateral platforms and sectoral forums to contribute to policy discussions, share industry perspectives and support the advancement of sustainable and responsible business practices across the sector. Key industry bodies and platforms with which the Company engages include: • Indian Battery Manufacturing Association (IBMA) • Auto Component Manufacturers Association (ACMA) • Confederation of Indian Industry (CII) • Recycling and Environment Association of India • United Nations Global Compact (UNGC) • World Economic Forum (WEF) Through these engagements, ARE&M contributes to industry dialogue on key topics such as sustainable mobility, circular economy, battery recycling, energy transition, climate action, responsible sourcing and evolving ESG expectations. In addition, the Company regularly collaborates with statutory and regulatory authorities to provide technical and industry inputs that support the development of effective policies, standards and regulatory frameworks relevant to the battery manufacturing and energy storage sector.								

Section C: PRINCPLE WISE PERFORMANCE DISCLOSURE

Principle 1: **Businesses should conduct and govern themselves with integrity and in a manner that is Ethical, Transparent and Accountable.**

Essential Indicator:

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

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	6	Leadership Safety, Emerging trends and industry landscape, Sustainability, ESG and Cybersecurity, Manufacturing process training (Plant visit), AI Governance, Digital Transformation and Future Readiness, M&A, Growth opportunities, emerging chemistries, People Transformation, Leadership and Organizational Culture	100
Key Managerial Personnel	6		100
Employees other than Board of Directors and KMPs	506	Trainings related to Functional, Technical, Quality, environment, occupational health & safety, Sustainability, CI&L, TPM, EnMS, Cultural transformation Programme & Wellness programs to enhance the employee skills n competencies to perform better and promote health and wellness	100
Workers	605		100

2. **Details of fines /penalties/punishment/award/compounding fees/settlement amount paid in proceedings (by the entity or by Directors/KMPs) with regulators/law enforcement agencies/judicial institutions, in the financial year:**

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine					
Settlement			NIL		
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				
Punishment		NIL		

3. Of the instances disclosed in Question 2 above, details of the Appeal/Revision preferred in cases where monetary or non-monetary action has been appealed.

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

4. Does the Company have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, ARE&M has established a comprehensive Anti-Corruption and Anti-Bribery Policy to prevent, detect, and address any form of unethical, corrupt, or fraudulent business conduct. Guided by its Code of Ethics, the Company is committed to upholding the highest standards of integrity, transparency, accountability, and ethical behaviour across all its operations in India and overseas.

The policy applies to all employees, directors, and business associates of ARE&M and is integrated into the onboarding process for all new employees, reinforcing a strong culture of ethics, responsible business conduct, and compliance from the outset.

Weblink to the policy :https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/30?name=Anti-Bribery%20&%20

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption

	FY2025-26	FY2024-25
Directors	0	0
KMPs	0	0
Employees	0	0
Workers	0	0

6. Details of complaints with regard to conflict of interest

	FY2025-26		FY2024-25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	_	0	_
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	0	_	0	_

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflict of interest.

Nil

8. Number of days of accounts payables (Accounts payable *365) / Cost of goods/services procured) in the following format:

	FY2025-26	FY2024-25
Number of days of accounts payables	45.71	45.44

9. Openness of business-Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY2025-26	FY2024-25
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	1.87%	0.35%
	b. Number of trading houses where purchases are made from	12	11
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	99.80%	99.99%
Concentration of Sales	a. Sales to dealer / distributors as % of total sales	62.31%	64.65%
	b. Number of dealers / distributors to whom sales are made	2099	2146
	c. Sales to top 10 dealers / distributors as % of total sales to dealer / distributors	10.21%	11.31%
Related Party Transactions	a. Purchases (Purchases with related parties as % of Total Purchases)	26.61%	10.75%
	b. Sales (Sales to related parties as % of Total Sales)	0.25%	0.38%
	c. Loans & advances given to related parties (including wholly owned subsidiaries) as % of Total loans & advances	63.34%*	20.16%
	d. Investments in related parties (Wholly owned subsidiaries) as % of Total Investments made	86.39%	79.26%

* includes a loan of ₹120 Cr granted to Amara Raja Power Systems Limited, a wholly owned subsidiary, during FY 2025–26. Excluding this loan, % of loans and advances would be 32.03%.

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the principles during the financial year:

Total number of awareness programmes held	Topics/principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
14	• ESG Target Setting • ESG Software Onboarding • Sustainability / ESG Awareness • Sustainability Audit Checklist • BRSR Requirements for Value Chain • Supplier sustainability expectations • Compliance to care – Journey towards People centric Occupational Health • Amara Raja's Sustainability Initiatives	87

2. Does the entity have processes in place to avoid/manage conflict of interests involving members of the Board? (Yes/No) If yes, provide details of the same.

Yes, ARE&M has instituted a comprehensive Code of Conduct for its Board of Directors and Senior Management, incorporating well-defined principles and procedures for the identification, prevention, and management of conflicts of interest. Individuals covered under the Code are required to adhere to the highest standards of honesty, integrity, accountability, and transparency, thereby strengthening the Company's ethical foundation and minimising risks arising from potential conflicts of interest.

Please refer to the policy at :

https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/14?name=CODE%20OF%20CONDUCT%20FOR%20DIRECTORS%20AND%20SENIOR%20MANAGEMENT%20PERSONNEL

Principle 2: **Business should provide goods and services in a manner that is sustainable and safe**

Essential Indicator:

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of products and processes to total R&D and capex investments made by the entity, respectively.**

Segment	FY26	FY25	Details of improvements in environmental and social impacts
R & D	61	70	Reduction in hazardous waste generation, conservation of natural resources, resource use efficiency, reduction in GHG emissions, conservation of water resources, lessening dependence on fossil fuels for mobility, lowered vehicular pollution, fostering a safe and healthy working environment, increased end-user satisfaction with products, increasing safety and reliability of products.
Capex*	2.77	1.54	

*CAPEX investments in specific technologies to improve the environmental and social impacts of products and processes

2. **a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

   Yes

   b. If yes, what percentage of inputs were sourced sustainably?

   ARE&M is progressively implementing its Sustainable Procurement Policy across all suppliers, vendors, and input materials, embedding sustainability considerations throughout its value chain. The policy covers a comprehensive set of parameters, including ethical business practices and integrity, respect for human rights, social responsibility, occupational health and safety, environmental protection, and meaningful engagement with local communities.

   In addition, the policy encourages the adoption of green products, sustainable processes, and resource-efficient practices, while ensuring compliance with quality standards, Good Manufacturing Practices (GMP), and all applicable legal and regulatory requirements. Through this holistic approach, the Company reinforces its commitment to sustainability and responsible business conduct while fostering a resilient, ethical, and future-ready supply chain. Additionally, our procurement processes are continuously reviewed to align with the Supplier Code of Conduct and prevent any potential conflicts with our ESG commitments. This ongoing evaluation ensures that every stage of our procurement strategy remains in sync with our sustainability goals. 100% of our onboarded & existing suppliers with contracts have provided signed undertaking to comply with our sustainable procurement policy and supplier code of conduct.

   Recognizing the importance of internal stakeholders, this year we conducted a full day training program on sustainable procurement for our entire Supply chain management team.

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) Plastics (including packaging)	In line with Extended Producer Responsibility (EPR) regulations, ARE&M has prepared and submitted its EPR Action Plan to the Pollution Control Board. The Company is registered as a Brand Owner, reinforcing its commitment to the environmentally responsible management of multilayered plastic (MLP) and other packaging waste generated through its products. Through this framework, ARE&M ensures systematic tracking, collection, recycling, and environmentally sound disposal of plastic waste in accordance with applicable environmental regulations and compliance requirements.
(b) E-waste	The Company is registered as a Brand Owner, enabling it to responsibly manage the end-of-life disposal of HUPS products in accordance with applicable regulatory requirements.

(c) Hazardous waste	The Company has established a closed-loop system for managing lead-based hazardous waste from battery use. Used batteries are collected from dealers and customers across India and are either refurbished or safely recycled, with support from authorized third-party recyclers for material recovery. As part of the Battery Waste Management Rules (BWMR) framework, ARE&M also promotes safe disposal practices through customer awareness initiatives. Recycled lead & lead alloys currently account for approximately 88% of total lead & lead alloys used in new battery production. Additionally, a dedicated lead recycling facility has been set up in Cheyyar, Tamil Nadu, through its subsidiary ARCS. This approach enhances resource efficiency while ensuring regulatory compliance and environmental protection.
(d) Other waste.	No other significant waste streams have been identified.

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, the Company has developed a formal Extended Producer Responsibility (EPR) Plan, which has been duly submitted to the Pollution Control Board. The plan is aligned with the Company's integrated waste management strategy and ensures compliance with all applicable regulatory requirements.

Leadership Indicators –

1. Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

NIC Code	Name of Product /Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/ No) If yes, provide the web-link.
27201	Automotive Batteries (81 SKUs)	23.21	Cradle to Grave	No*	No
27201	Industrial Batteries (36 SKUs)	5.93	Cradle to Grave	No*	No

* The study was conducted internally using LCA calculator developed with help from Thinkstep Sustainability Solutions Pvt. Ltd (Sphera)

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Name of Product / Service	Description of the risk / concern	Action Taken
Automotive & Industrial Batteries	**Abiotic Depletion (ADP fossil):** It is a measure of the use of non-renewable sources as energy for the product lifecycle. The risk essentially flags the dependency of the product lifecycle on non-renewable sources of energy which is concentrated in the product production phase Global Warming Potential (GWP 100 yrs.)- It is a measure of the amount of GHG emissions as a result of the product lifecycle. The risk flags the contribution of the product in global warming or climate change which is concentrated in the product production phase	Increasing the use of renewable energy sources such as solar power at our production sites. Development of captive solar power capacity at our plant locations. Use of recycled lead to the tune of 88% of all lead consumed leading to avoided abiotic depletion. Our energy conservation initiatives have resulted in decrease in our Energy intensity. Increasing the use of renewable energy sources such as solar power at our production sites Development of captive solar power capacity at our plant locations Our energy conservation initiatives have resulted in decrease in our Energy intensity.

Name of Product / Service	Description of the risk / concern	Action Taken
	Blue-water consumption: It is a measure of the amount of blue-water (freshwater from surface & ground sources) consumed during the product lifecycle essentially providing us with a footprint of the product. The risk flags the potential scarcity of blue water that can result from excessive consumption during the product life cycle mostly concentrated in the production phase	Zero Liquid Discharge systems commissioned at all our facilities leading to an increase in effluent recycling rate & reduction in freshwater Consumption Rainwater harvesting structures for the collection & usage of rainwater as an alternative source replacing freshwater ETP optimization done to reduce the amount of auxiliary water required for ETP operations

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material (By Weight)	Recycled or re-used input material to total material	
	FY2025-26	FY2024-25
Recycled Lead	88.27	85.32
Recycled Plastics*	8.07*	11.35

*Recycled plastic use has decreased due to product mix and operational factors during the reporting period.

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:

	FY2025-26			FY2024-25		
	Re-used	Recycled	Safely Disposed	Re-used	Recycled	Safely Disposed
Plastics (including packaging)	_	_	_	_	_	_
E-waste	_	_	_	_	_	_
Hazardous waste (Batteries)	_	1,49,082	_	_	1,36,286	_
Other waste	_	_	_	_	_	_

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Used Batteries	Automotive - 74%, Industrial - 33% (As per BWMR, 2022)

Principle 3: **Business should respect and promote the wellbeing of all employees, including those in their value chains**

Essential indicators:

1. **A. Details of measures for the well-being of employees:**

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Male	2397	2397	100	2397	100	-	-	2397	100	2397	100
Female	275	275	100	275	100	275	100	-	-	275	100
Total	**2672**	**2672**	**100**	**2672**	**100**	**275**	**10**	**2397**	**90**	**2672**	**100**
Other than Permanent employees											
Male	32	32	100	32	100	-	-	32	100	32	100
Female	4	4	100	4	100	4	100	-	-	4	100
Total	**36**	**36**	**100**	**36**	**100**	**4**	**11**	**32**	**89**	**36**	**100**

b. Details of measures for the well-being of workers:

Category	Total (A)	% of workers covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Male	6767	6767	100	6767	100	-	-	6767	100	6767	100
Female	1324	1324	100	1324	100	1324	100	-	-	1324	100
Total	**8091**	**8091**	**100**	**8091**	**100**	**1324**	**16**	**6767**	**84**	**8091**	**100**
Other than Permanent Workers											
Male	6	6	100	6	100	-	-	6	100	6	100
Female	-	-	-	-	-	-	-	-	-	-	-
Total	**6**	**6**	**100**	**6**	**100**	**-**	**-**	**6**	**100**	**6**	**100**

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent)

	FY2025-26	FY2024-25
Cost incurred on wellbeing measures as a % of total revenue of the company	0.056%	0.075%

2. **Details of retirement benefits, for Current and Previous Financial Year.**

Benefits	FY2025-26			FY2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (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	Y	100	100	Y
Gratuity	100	100	Y	100	100	Y
ESI	6	80	Y	5.4	77.5	Y

3. Accessibility of workplaces

Are the premises/offices of the Company 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 Company in this regard.

ARE&M is committed to creating an inclusive, equitable, and accessible workplace for all employees and workers, irrespective of physical ability. In line with the Rights of Persons with Disabilities Act, 2016, the Company is continuously strengthening accessibility measures across its facilities and operations.

As part of this commitment, ARE&M is progressively implementing accessibility-focused infrastructure and workplace enhancements at its plants and office locations, further reinforcing its dedication to fostering a diverse and inclusive work environment.

4. Does the Company have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

ARE&M is firmly committed to its Equal Opportunity Policy in accordance with the Rights of Persons with Disabilities Act, 2016. The Company ensures that all qualified individuals are provided equal opportunities for employment, development, and career advancement based solely on merit, without discrimination on the basis of physical or mental ability, caste, creed, gender, race, colour, religion, socioeconomic background, or personal identity.

The Company's Human Resources recruitment and selection processes are structured to promote fairness, inclusivity, and equal access to opportunities for all candidates, including persons with disabilities.

The Equal Opportunity Policy is publicly available at: https://www.amararaja.com/code-of-ethics/

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	100	94	100	98
Female	100	88	100	100
Total	100	93	100	100

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 Other than permanent workers Permanent employees Other than permanent employees	Yes, ARE&M has established a formal Grievance Redressal Mechanism for employees and workers, administered through the Human Resources (HR) function. The mechanism is supported by multiple communication channels to ensure accessibility, transparency, and effective resolution of concerns. Employees and workers may raise grievances directly with designated HR representatives, either verbally or in writing. All grievances are systematically documented, reviewed, and addressed through a structured and time-bound resolution process. In addition, the Company fosters a culture of open communication through regular Company Communication Meets, Plant Communication Meets, and Open Forums, which serve as safe and inclusive platforms for employees and workers to share feedback, express concerns, and engage constructively with leadership.

7. Membership of employees and workers in association(s) or Unions recognised by the listed entity:

Category	FY2025-26			FY2024-25		
	Total employees/ workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	%(B/A)	Total employees/ workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	%(D/C)
Total Permanent Employees	2672	40	1.50	2588	43	1.66
- Male	2397	38	1.59	2363	41	1.74
- Female	275	2	0.75	225	2	0.89
Total Permanent Workers	8091	29	0.36	7608	31	0.41
- Male	6767	28	0.41	6485	30	0.46
- Female	1324	1	0.08	1123	1	0.09

8. Details of training given to employees and workers:

Category	FY2025-26					FY2024-25				
	Total (A)	On health and safety measures		On skill upgradation		Total (D)	On health and safety measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	2397	2397	100	2397	100	2363	2363	100	2363	100
Female	275	275	100	275	100	225	225	100	225	100
Total	**2672**	**2672**	**100**	**2672**	**100**	**2588**	**2588**	**100**	**2588**	**100**
Workers										
Male	6767	6767	100	6767	100	6485	6485	100	6485	100
Female	1324	1324	100	1324	100	1123	1123	100	1123	100
Total	**8091**	**8091**	**100**	**8091**	**100**	**7608**	**7608**	**100**	**7608**	**100**

9. Details of performance and career development reviews of employees and workers:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	2397	2397	100	2363	2363	100
Female	275	275	100	225	225	100
Total	**2672**	**2672**	**100**	**2588**	**2588**	**100**
Workers						
Male	6767	6767	100	6485	6485	100
Female	1324	1324	100	1123	1123	100
Total	**8091**	**8091**	**100**	**7608**	**7608**	**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, ARE&M has implemented a formal Occupational Health & Safety Management System (OHSMS) aligned with the ISO 45001 standard. The system is uniformly deployed across all manufacturing and operational locations, ensuring consistent and standardized safety practices across the organization. The OHSMS is further strengthened through the implementation of the Amara Raja Sustainability Framework consisting of critical risk standards like Work at Height, Confined space entry, permit to work system, Isolation safety, Crane & lifting, Forklift truck safety etc. These standards integrate health, safety, environmental and employee well-being considerations into day-to-day operations, risk

management processes and continuous improvement initiatives. This integrated approach enables the Company to foster a strong safety culture, enhance workplace resilience and drive sustainable operational excellence across all sites.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

ARE&M follows a structured Hazard Identification and Risk Assessment (HIRA) methodology across all its operations to proactively identify workplace hazards, evaluate associated risks and implement effective mitigation measures. The Company adheres to international standards for Hazard Identification and Risk Assessment, which form the foundation of its enterprise-wide risk management practices. Depending on the complexity and criticality of activities, ARE&M undertakes qualitative and quantitative risk assessments using globally recognised methodologies and tools. These assessments are carried out by cross-functional teams comprising representatives from operations, maintenance, engineering and safety functions, ensuring a comprehensive evaluation of process, equipment and behavioural risks. Based on identified risks, robust operational controls and mitigation measures are implemented to ensure safe, reliable and uninterrupted operations.

Each manufacturing site maintains a comprehensive HIRA register that serves as a dynamic and continuously updated repository of identified hazards, associated risks and control measures. These registers are periodically reviewed and updated to reflect operational changes, process modifications, technological advancements and emerging risks, thereby ensuring the continued effectiveness of the risk management process.

The Company's comprehensive safety management system is anchored in clearly defined Standard Operating Procedures (SOPs), stringent work permit systems and critical safety controls designed to manage both routine and high-risk activities. These SOPs are periodically reviewed and strengthened based on audit findings, incident learnings, operational feedback and workforce inputs to ensure ongoing relevance and effectiveness.

Non-routine and potentially high-risk activities are governed through a robust Permit to Work (PTW) system, supported by detailed Job Safety Analysis (JSA) prior to commencement of work. This process ensures that hazards are systematically identified, responsibilities are clearly defined and appropriate preventive and protective controls are implemented to safeguard employees, contractors and surrounding operations.

The Company's documented emergency preparedness and response framework further strengthens operational resilience through emergency response procedures, mock drills and crisis management protocols. Safety performance, incident trends, audit observations and critical risks are systematically reviewed through monthly Health, Safety & Environment (HSE) Council meetings to drive continual improvement and strengthen preventive risk management practices. In line with the Amara Raja Sustainability Framework, ARE&M integrates occupational health and safety considerations into its broader sustainability and operational excellence agenda.

The Company places strong emphasis on fostering a proactive safety culture through mandatory safety inductions, continuous capability-building programs, behavioural safety initiatives and periodic skill gap assessments for employees and contract workers. Regular safety audits, workplace inspections and compliance reviews are conducted across facilities to identify improvement opportunities and ensure timely implementation of corrective and preventive actions.

Through these integrated initiatives, ARE&M continues to strengthen employee well-being, operational discipline and sustainable business performance across all locations.

c. Whether you have processes for workers to report work related hazards and to remove themselves from such risks. (Y/N)

Yes, ARE&M promotes a strong culture of proactive safety communication and employee participation, encouraging employees and workers to actively identify and report hazards, unsafe conditions and near-miss incidents through both structured and informal engagement channels. These include Near misses and Unsafe action / condition reporting channel, safety Committee meetings, routine safety rounds, leadership interactions, behavioural safety observations and GEMBA walks, which facilitate open dialogue on workplace safety and strengthen accountability across all levels of the organization.

ARE&M also places significant emphasis on safety awareness, competency development and behavioural reinforcement through a wide range of training and engagement initiatives. These include comprehensive induction programmes for employees and contractors, toolbox talks, classroom training sessions, mock drills, technical workshops and expert-led webinars. An annual training calendar, developed based on periodic skill gap assessments and operational risk profiles,

ensures continuous capability-building and enhancement of safety competencies across the organization, thereby fostering a resilient and safety-conscious workforce.

d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

Yes. ARE&M is committed to safeguarding the health, safety and overall well-being of its employees and workers through a comprehensive occupational health and wellness framework. The Company's healthcare initiatives are designed to provide timely medical support, promote preventive healthcare and strengthen both physical and mental well-being across all operational locations.

To ensure effective emergency preparedness and rapid medical response, ARE&M has established well-equipped Occupational Health Centres (OHCs) across its manufacturing facilities, supported by trained medical professionals, nursing staff and emergency response teams. Advanced life support systems, emergency care infrastructure and ambulance facilities are available at key locations to provide immediate medical intervention and safe transportation during emergencies. As part of its continuous improvement initiatives, the Company has also upgraded its OHC infrastructure and medical equipment to enhance diagnostic capability, employee care and emergency response readiness in alignment with evolving occupational health standards.

ARE&M provides comprehensive medical insurance and accident coverage for employees, offering financial protection and healthcare support for employees and their families during medical emergencies. Regular health surveillance and periodic medical check-ups are conducted to monitor employee health, identify occupational health risks at an early stage and promote preventive healthcare practices. Specialized health monitoring programs are also implemented for employees exposed to specific occupational risks, ensuring compliance with applicable occupational health standards and regulatory requirements.

In line with the Amara Raja core values, the Company adopts a holistic approach towards employee wellness by integrating physical, mental and emotional well-being into its people practices. ARE&M's Employee Well-being & Assistance initiatives like AR Buddy program provide access to counselling and support services to help employees manage personal and professional stressors effectively. The Company also conducts wellness awareness programmes, health campaigns, fitness initiatives, stress management sessions and expert-led webinars to foster a healthy, engaged and resilient workforce. In addition, occupational health was repositioned as a strategic priority by integrating a personal vitality component into the Annual Medical Examinations (AMEs), reinforcing a more holistic approach to employee well-being. At Amara Raja, we believe that the health and well-being of our people are the foundation of our collective success. Guided by our People First philosophy, we recognize that a productive, resilient, and thriving workforce begins with healthy individuals — creating a positive impact that extends to families and society at large. We believe that our overall health is significantly influenced by four key controllable factors: Blood Pressure, Blood Sugar, BMI, and Bad Cholesterol. Together, these form your 4Bs — the core indicators that define our Vitality Index. Regularly monitoring these parameters helps us identify early warning signs and make simple lifestyle adjustments that keep us healthy, energized, and future ready. Our motto is simple: Every Amararajaian should know their 4Bs and understand the levels at which they become "High Care" indicators.

The Vitality Index part of our Annual Medical Examination serves as our organizational health mirror, encouraging every Amararajaian to stay aware, take ownership, and make informed choices towards a healthier and more fulfilling life.

As part of the Vitality Index initiative, a BMI (Body Mass Index) monitoring station has been set up and inaugurated by the Canteen Committee in the Head Office cafeteria. This encourages employees to regularly check their BMI and take proactive steps toward better health.

Through these integrated healthcare and wellness initiatives, ARE&M continues to strengthen employee care, workplace well-being and organizational resilience while reinforcing its commitment to creating a safe, healthy and supportive work environment for all stakeholders.

11. Details of safety related incidents, in the following format

Safety Incident /Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.19	0.20
	Workers	0.50	0.55
Total recordable work-related injuries	Employees	1	1
	Workers	8	8
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 workplace.

Category	Description
Amara Raja Sustainability Framework Standards	Development and implementation of Sustainability Framework standards which include critical safety risk standards, with quarterly assessments and performance scoring to ensure continuous improvement.
Hazard Identification & Risk Assessment (HIRA)	Robust HIRA framework in place to proactively identify hazards and implement effective risk mitigation measures.
Work Permit & Energy Isolation	Structured Work Permit System ensures safe execution of non-routine and high-risk activities. Lockout-Tagout (LOTO) practices are implemented to isolate energy sources during maintenance activities.
Safety Drills & Emergency Preparedness	Our emergency response and fire safety infrastructure consists of two advanced fire tenders & two advanced Emergency Response Vehicles (ERVs) at HO & ARGC locations apart from fire extinguishers deployed across the sites. In addition, 13 oscillating monitors have been installed at the Head Office and ARGC to enhance firefighting capability. Regular emergency response drills and mock evacuation exercises are conducted to enhance preparedness for potential emergencies.
Inspection & Audit	Routine inspections of engineering controls, lifting equipment, tools, and pressure vessels are conducted by certified personnel, supported by periodic internal safety audits.
Workplace Monitoring	Continuous monitoring of workplace conditions including illumination, noise levels, and ventilation to ensure a safe working environment.
Behaviour-Based Safety (BBS)	Behaviour-Based Safety programmes are implemented across all sites to encourage proactive and peer-driven safety practices. Leadership safety workshops are conducted focused on Visible Felt Leadership in Safety.
Safety Committees	Regular Safety Committee meetings are held to review incidents, identify improvements, and strengthen accountability across functions.
Corporate HSE Council	Corporate HSE Council provides strategic oversight and governance on health, safety and environmental performance across the organization, driving the implementation of Sustainability framework standards, reviewing critical risks and incident trends, and guiding continuous improvement initiatives.
Training & Awareness	Comprehensive training programmes including inductions, toolbox talks, classroom sessions, refresher training, and leadership safety training are conducted regularly. Additionally, trainings specific to Amara Raja Sustainability Framework standards are conducted for implementation as well as internal assessor teams.
Occupational Health Centre	24x7 Occupational Health Centres with ALS ambulances are operational at key locations to provide immediate medical support and promote preventive healthcare.

Category	Description
Ventilation & Air Quality	Robust ventilation and air quality management systems across our facilities through engineered ventilation controls, dust and fume extraction systems, continuous monitoring and regular maintenance practices to ensure a safe, healthy and comfortable working environment for employees and workers.
Road Safety	At ARE&M, road safety is a key aspect of our commitment to employee well-being and responsible operations. Guided by our Road Safety Policy, we promote a strong safety culture through awareness, accountability, and safe driving practices. Our Road Safety Champions actively conduct Defensive Driving Training (DDT) programmes and regular compliance checks to reinforce adherence to helmet and seatbelt safety requirements. During the year, a total of 8,892 employees underwent Defensive Driving Training (DDT), reflecting our continued commitment towards achieving 100% training coverage for all vehicle owners across the organisation.

13. Number of Complaints on the following made by employees and workers:

	FY2025-26			FY2024-25		
	Filed during the year	Pending resolution at the end of the year	Remarks	Filed during the year	Pending resolution at the end of the year	Remarks
Working Conditions	115	6	-	106	4	
Health & Safety	38	1	-	73	2	

Note: The figures include suggestions received by the Company pertaining to safety improvements and workplace enhancement initiatives. The Company has established a robust and transparent reporting framework with multiple communication channels, including regular toolbox talks. In addition, periodic Health, Safety, and Environment (HSE) Council meetings are conducted to review and discuss key health and safety matters.

14. Assessments for the year:

	% of plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100
Working Conditions*	

* The assessments also covered elements of environment management system and risks.

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.

At ARE&M, safety is a core value and an integral pillar of our business strategy. We are committed to providing a safe, healthy, and sustainable workplace through a proactive and structured approach focused on incident prevention, risk mitigation, and continual improvement in workplace safety performance. We recognize that effectively addressing safety-related incidents and mitigating significant risks are critical to protecting our employees and strengthening our Zero Harm culture.

Our safety governance framework is built on the following key pillars:

- Incident investigation and organizational learning
- Identification and mitigation of unsafe acts and conditions
- Management of significant risks and concerns arising from safety assessments
- Leadership engagement and accountability towards safety excellence
- Enhancement of workplace health and employee well-being

ARE&M adopts a systematic approach to incident prevention and risk management through the following initiatives:

Incident Investigation and Learning:

- Root Cause Analysis (RCA) is conducted for all safety incidents to identify underlying causes and opportunities for improvement.
- Key learnings are communicated across locations through RED Corner notices to proactively prevent recurrence of similar risks.
- Corrective and preventive actions, including process improvements and engineering controls, are implemented and monitored through CAPA reports.
- Periodic audits and effectiveness reviews are carried out to ensure the sustainability and effectiveness of corrective measures.

Addressing Unsafe Acts and Conditions:

- Unsafe acts and conditions are identified through structured observations, inspections, and near-miss reporting mechanisms.
- Defined timelines are established for closure of corrective actions, with regular follow-up audits to ensure effective risk mitigation and compliance.

Safety Leadership and Ownership:

- Senior leadership actively participates in safety walkthroughs, reviews, and audits, reinforcing accountability and strengthening the organization's safety culture.
- Employees are empowered to exercise stop-work authority in unsafe situations and are encouraged to openly communicate safety concerns without fear of reprisal.

Leadership Indicators

1. **Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).**

ARE&M provides comprehensive life and accident insurance coverage to employees and workers, reinforcing financial security and social protection for their families.

The Group Term Life Insurance (GTLI) policy covers all employees from the date of joining and provides a benefit equivalent to 36 months of gross salary in the event of death during service. In addition, the Group Personal Accident (GPA) policy offers coverage against accidental death, permanent or partial disability, and temporary total disability.

Further strengthening its employee welfare framework, the Company also operates a Benevolent Fund that extends financial assistance to regular employees and their families in cases of retirement, critical illness, disability, or death.

2. **Provide the measures undertaken by the entity to ensure payment of statutory dues by the value chain partners.**

ARE&M promotes responsible and ethical business practices across its value chain through the implementation of its Supplier Code of Conduct (SCoC). The SCoC establishes clear expectations for all suppliers, contractors, and business partners to comply with applicable labour laws, Human rights standards, occupational health and safety standards, environmental regulations, and other regulatory requirements.

As part of this commitment, suppliers are required to uphold fair labour practices, provide safe and healthy working conditions, and ensure compliance with all statutory and regulatory obligations relevant to their operations. Suppliers are also mandated to maintain adequate records and supporting documentation as evidence of compliance, enabling greater transparency, traceability, and accountability across the supply chain.

Through annual assessments, capability building programs, and compliance reviews, ARE&M works collaboratively with its partners to strengthen governance standards, mitigate risks, and foster a sustainable and responsible supply chain ecosystem.

3. Provide the number of employees/workers having suffered grave consequences due to work-related injury/ill-health/ fatalities (as reported in Q11 of Essential Indicators above), who are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total No. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY2025-26	FY2024-25	FY2025-26	FY2024-25
Employees	0	0	0	0
Workers	0	0	0	0

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

Yes. ARE&M is committed to supporting employees beyond their active years of service by facilitating continued employability, financial well-being, and a smooth transition into retirement through structured awareness and capability-building programmes. The Company adopts a proactive approach to retirement preparedness by equipping employees with the knowledge and resources required to make informed financial and post-retirement decisions.

As part of these efforts, ARE&M conducts financial literacy and financial market awareness sessions in collaboration with banking and financial experts. These programmes are designed to help employees—particularly those approaching retirement—understand investment fundamentals, financial planning strategies, risk management, and government-backed savings and pension schemes that support long-term financial security.

In addition, employee awareness programmes are organized to educate employees on various retirement and social security benefits available to them. These sessions cover key topics such as the Superannuation Scheme (SAS), gratuity, provident fund (PF), benevolent fund, leave encashment, insurance benefits, and other post-retirement entitlements. Employees are also guided on claim processes, documentation requirements, and effective financial planning for life after retirement.

Through these initiatives, ARE&M reinforces its long-term commitment to employee welfare by promoting financial empowerment, enhancing retirement readiness, and ensuring employees transition into post-employment life with greater confidence and security.

5. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	87
Working Conditions	87

6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

In line with its commitment to responsible sourcing and sustainable supply chain management, ARE&M regularly conducts audits, assessments, and performance reviews of its suppliers, contractors, and service partners. These evaluations are aimed at ensuring compliance with the Company's Supplier Code of Conduct and applicable statutory requirements related to occupational health and safety, labour practices, environmental management, and ethical business conduct.

Periodic compliance audits and site assessments are carried out to evaluate adherence to defined safety standards, working conditions, employee welfare practices, and regulatory obligations across the value chain. The Company also engages with suppliers to strengthen awareness, improve compliance capabilities, and promote continual improvement in operational and sustainability performance.

Wherever gaps or non-conformities are identified, corrective and preventive action plans are developed and closely monitored for 100% of the assessed suppliers to ensure timely remediation and effective closure. Follow-up reviews and verification mechanisms are implemented to assess the effectiveness of corrective measures and minimize the likelihood of recurrence.

During the reporting period, no significant risks or major concerns were identified with respect to the health and safety practices or working conditions of value chain partners. This reflects ARE&M's robust supplier engagement framework, strong governance processes, and proactive approach towards building a resilient, responsible, and compliant supply chain ecosystem.

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 Company.

At ARE&M, stakeholder identification and engagement are treated as strategic and continuous processes that enable the Company to proactively understand, evaluate, and respond to the evolving expectations of individuals and groups who influence, or are impacted by, its operations and business decisions. This approach supports transparent governance, sustainable growth, and responsible value creation across the organization.

The stakeholder identification process begins with defining the purpose and scope of stakeholder analysis in alignment with the Company's business objectives, sustainability priorities, and Sustainability commitments. ARE&M systematically identifies stakeholders who are directly or indirectly affected by its operations, or who have the ability to influence the Company's performance and long-term success. These stakeholders are broadly categorized into internal groups, such as employees and management, and external groups, including customers, investors, suppliers, communities, regulators, industry bodies, and other business partners.

Following identification, stakeholders are prioritized based on factors such as their level of influence, degree of interest, business impact, and relevance to the Company's strategic priorities. ARE&M actively seeks to understand stakeholder expectations, concerns, and feedback through structured engagement mechanisms including surveys, consultations, meetings, audits, feedback platforms, and regular interactions.

Insights gathered through these engagements are integrated into a formal stakeholder engagement framework to ensure consistent, transparent, and meaningful communication. The framework helps strengthen trust, enhance collaboration, support informed decision-making, and address material sustainability and business issues effectively.

ARE&M's stakeholder engagement approach is dynamic and periodically reviewed to reflect evolving business environments, regulatory developments, emerging risks, and changing stakeholder expectations. This enables the Company to remain responsive and adaptive while fostering inclusive participation, accountability, and responsible decision-making across its operations and value chain.

2. List stakeholder groups identified as key for the Company and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (Emails, SMS, Newspapers, Pamphlets, Advertisements, Community Meetings, Notice Board, Website, Others)	Frequency of engagement (Annually, Half yearly, quarterly /others- please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Investors/Funders/ Shareholders	No	Quarterly results, Annual Reports, Earnings call, Analyst meet, press releases, website, Email, newspaper advertisement, intimation to stock exchanges, Annual General Meetings and investor meetings / conferences	Quarterly, Annually and Need based	Business performance, updates, strategic plans, compliance disclosures
Vendors/Suppliers/ Contractors/sellers	No	Business meetings, Supplier meets, Sustainability workshops	Frequent and need based	Business discussions, supplier awareness and training , sustainability programmes

Stakeholder Group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (Emails, SMS, Newspapers, Pamphlets, Advertisements, Community Meetings, Notice Board, Website, Others)	Frequency of engagement (Annually, Half yearly, quarterly /others- please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	No	Business meetings, Franchisee visits & trainings, Customer surveys , advertisements, publications, website, App, Social Media	Frequent and need based	Product launches, customer satisfaction, grievance redressal, service support, product health checks
Local Communities	Yes	Rajanna Foundation, Krishnadevaraya Educational and Cultural Association (KECA), Community meetings, Newspapers	Frequent and need based	CSR project implementation, community expectations and feedback management
Employees	No	Intranet, Company Communication, communication meet, Open Houses, Notice Boards, Internal Mobile App, Internal Chatbot	Intranet: Daily Newsletters, Quarterly, Emails & company communication – As and when required	Employee engagement activities, training, awareness and welfare programmes

Leadership Indicators

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

At ARE&M, we believe that continuous and meaningful engagement with stakeholders is fundamental to responsible business conduct, transparency, and long-term value creation. The Company actively fosters open dialogue with its stakeholders and integrates their feedback into strategic decision-making processes across economic, Sustainability dimensions.

ARE&M's leadership team engages with stakeholders through multiple platforms and structured engagement mechanisms to understand evolving expectations, address concerns, and strengthen trust-based relationships. Feedback received from stakeholders is carefully evaluated and considered in shaping the Company's policies, sustainability priorities, and operational strategies.

To strengthen governance and institutionalize stakeholder engagement, ARE&M has constituted dedicated Board-level and management committees focused on key areas of business responsibility and sustainability:

Sustainability Committee:

The Sustainability Committee plays a pivotal role in driving the Company's sustainability agenda and overseeing performance across Environmental, Social, and Governance (ESG) parameters. The Committee reviews safety, health, environmental, and sustainability-related initiatives, while guiding the implementation of policies, frameworks, and strategic actions that promote responsible and sustainable business practices across the organization.

Corporate Social Responsibility (CSR) Committee:

The CSR Committee is responsible for formulating and recommending CSR policies and initiatives to the Board. It oversees the planning, implementation, and monitoring of CSR programmes, including budget allocation and expenditure, ensuring alignment with the Company's commitment towards inclusive growth, social development, and community well-being.

Stakeholders' Relationship Committee:

The Stakeholders' Relationship Committee oversees investor-related services and statutory compliance requirements pertaining to shareholders and security holders. The Committee monitors matters related to dividend payments, investor grievances, communication processes, and the performance of Registrar and Transfer Agents (RTAs), thereby strengthening transparency, responsiveness, and trust in investor relations.

Further reinforcing its commitment to stakeholder engagement, ARE&M provides shareholders with opportunities to interact directly with the Board during the Annual General Meeting (AGM). This platform facilitates transparent communication, encourages constructive dialogue, and enables the Company to remain responsive

to the evolving needs, priorities, and expectations of its stakeholders.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes. Stakeholder engagement forms a fundamental pillar of ARE&M's ESG strategy and sustainability governance framework. The Company follows a structured and systematic approach to ensure that stakeholder perspectives are effectively integrated into business decision-making, policy development, and long-term sustainability planning.

The process begins with the identification of key stakeholder groups and an assessment of their expectations, concerns, and areas of interest. ARE&M engages with stakeholders through various formal and informal channels to gather insights on issues that are material to both business performance and sustainable value creation.

As part of its ESG management approach, the Company conducts materiality assessments to evaluate the significance and potential impact of environmental, social, and governance issues on business operations, stakeholder trust, and long-term organizational resilience. These assessments are further benchmarked against applicable regulatory requirements, evolving industry practices, global sustainability frameworks, and emerging ESG trends to ensure alignment with best practices and stakeholder expectations.

Insights and feedback received through stakeholder engagement are systematically incorporated into policy enhancements, sustainability initiatives, risk management practices, and strategic ESG priorities. ARE&M also establishes measurable goals and monitors progress against defined targets through periodic reviews and governance mechanisms.

Through continuous engagement and formal feedback processes, the Company ensures that stakeholder perspectives remain integral to the ongoing refinement and strengthening of ARE&M's sustainability strategy, enabling a more inclusive, transparent, and future-focused approach to responsible business growth.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

ARE&M's Corporate Social Responsibility (CSR) initiatives are focused on creating sustainable social impact and improving the quality of life of underprivileged, marginalized, and vulnerable communities located around its operational facilities. Guided by a community-centric approach, the Company regularly engages with local stakeholders through on-ground interactions and consultations conducted by CSR personnel to understand community needs, gather feedback, and address concerns in a timely and effective manner. These initiatives are primarily implemented through the Rajanna Foundation and are centred around key areas of social development and community empowerment.

Primary Healthcare

ARE&M is committed to strengthening access to quality healthcare services for underserved communities. Through its healthcare initiatives, the Company provides primary healthcare support to nearly 17,000 beneficiaries, including children, women, senior citizens, and economically disadvantaged groups who have limited access to essential medical services. The programmes focus on preventive healthcare, basic medical assistance, health awareness, and improving overall community well-being.

Education

Under the Amara Raja Educational Society (ARES), the Company operates three CBSE-affiliated schools located at Karakambadi, Petamitta, and Diguvamagham in the Tirupati and Chittoor districts of Andhra Pradesh. These institutions provide quality education and holistic development opportunities to more than 5,000 children from marginalized and vulnerable communities, contributing to long-term social progress through inclusive and accessible education.

Skill Development and Employability

The Amara Raja Skill Development Centre (ARDC), established in 2014, focuses on enhancing employability and livelihood opportunities for rural youth through industry-relevant skill development programmes. The initiative aims to empower young individuals with technical and vocational capabilities that support sustainable, non-migratory employment opportunities within their local regions.

Environment and Social Forestry

ARE&M promotes environmental sustainability and ecological restoration through initiatives focused on soil conservation, afforestation, and vegetation regeneration. The Company's social forestry programmes contribute to biodiversity conservation and ecosystem improvement while also supporting tribal and forest-dependent communities by enhancing access to forest-based resources that are essential for sustaining their livelihoods.

Through these initiatives, ARE&M continues to strengthen its commitment towards inclusive growth, community development, environmental stewardship, and sustainable socio-economic progress.

Principle 5: **Business 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	FY2025-26			FY2024-25		
	Total (A)	No. of employees /workers covered (B)	% (B/A)	Total (C)	No. of employees /workers covered (D)	% (D/C)
			Employees			
Permanent	2672	2672	100	2588	2588	100
Other than Permanent	36	36	100	44	44	100
Total Employees	**2708**	**2708**	**100**	**2632**	**2632**	**100**
			Workers			
Permanent	8091	8091	100	7608	7608	100
Other than Permanent	6	6	100	0	0	0
Total Workers	**8097**	**8097**	**100**	**7608**	**7608**	**100**

2. **Details of minimum wages paid to employees and workers, in the following format:**

Category	FY2025-26					FY2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
					Employees					
Permanent										
Male	2397	-	-	2397	100	2363	-	-	2363	100
Female	275	-	-	275	100	225	-	-	225	100
Other than Permanent										
Male	32	-	-	32	100	39	-	-	39	100
Female	4	-	-	4	100	5	-	-	5	100
					Workers					
Permanent										
Male	6767	-	-	6767	100	6485	-	-	6485	100
Female	1324	-	-	1324	100	1123	-	-	1123	100
Other than Permanent										
Male	6	-	-	6	100	-	-	-	-	-
Female	-	-	-	-	-	-	-	-	-	-

3. Details of remuneration/salary/wages, in the following format:

a. The details are provided below:

Particulars	Male		Female	
	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	5	31,47,64,830	1	37,00,000
Key Managerial Personnel*	3	2,04,84,226	0	0
Employees other than BoD and KMP	2,429	6,78,216	279	6,03,114
Workers	6,773	3,00,384	1,324	2,73,576

* Includes MD & CEO, who is also part of Board of Directors.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	12.09	9.7

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, ARE&M has established a robust governance framework to uphold and protect human rights across its operations and value chain, with a clear zero-tolerance approach towards any form of human rights violation, discrimination, harassment, forced labour, child labour, or unethical treatment. The Company is committed to conducting its business in a manner that respects the dignity, rights, and well-being of all individuals and aligns its practices with globally recognized human rights principles, international standards, and industry best practices.

The Company's commitment to human rights is embedded within its Code of Ethics and Human Rights Policy, which clearly articulate expectations related to fair treatment, equal opportunity, non-discrimination, freedom of association, safe working conditions, and ethical business conduct. These policies apply across employees, contractors, suppliers, and other business partners, reinforcing responsible and inclusive workplace practices throughout the organization.

To strengthen governance and accountability, ARE&M has constituted a designated Internal Complaints Committee (ICC) along with structured grievance redressal and internal audit mechanisms to identify, address, and monitor human rights-related concerns, complaints, and potential red flags. Employees and stakeholders are encouraged to report concerns through accessible and confidential channels without fear of retaliation.

As a signatory to the United Nations Global Compact (UNGC), ARE&M aligns its human rights approach with internationally accepted principles and follows established processes for human rights due diligence, risk assessment, and compliance monitoring. During the reporting year, human rights risk assessments were conducted across all manufacturing plants to identify potential risks, evaluate workplace practices, and strengthen preventive controls and mitigation measures.

All reported concerns and grievances are thoroughly investigated through a fair and transparent process, and appropriate corrective, remedial, and disciplinary actions are implemented wherever required. Through these measures, ARE&M continues to foster a respectful, inclusive, and ethically responsible work environment while reinforcing its commitment to sustainable and responsible business conduct.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

ARE&M has established a comprehensive and multi-layered grievance redressal framework to ensure the fair, transparent, timely, and confidential resolution of human rights-related concerns across the organization. The framework is designed to promote a respectful, inclusive, and trust-based work environment while reinforcing accountability and ethical conduct at all levels.

The Company's Grievance Redressal Policy enables employees and workers to raise concerns related to workplace practices, employee welfare, discrimination, harassment, or other human rights issues through structured and accessible channels. The policy aims to ensure prompt and impartial resolution of grievances, thereby fostering employee engagement, workplace harmony, and a performance-driven organizational culture.

In compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, ARE&M has implemented a robust Prevention of Sexual Harassment (POSH) Policy supported by a duly constituted Internal Complaints Committee (ICC). The ICC is empowered to receive, investigate, and address complaints related to workplace harassment while ensuring confidentiality, impartiality, fair hearing, and protection against retaliation for complainants and witnesses.

To further strengthen ethical governance and employee confidence, ARE&M has established multiple reporting and escalation mechanisms, including confidential whistleblower channels and safeguards against victimization or non-recrimination for individuals raising concerns in good faith. Where appropriate, mediation and counselling support are also provided to facilitate resolution and employee well-being.

The Company periodically reviews and enhances its grievance management and human rights frameworks to ensure continued alignment with evolving legal requirements, regulatory expectations, and internationally recognized human rights principles and best practices.

6. Number of Complaints on the following made by employees and workers:

The details are provided below:

	FY2025-26			FY2024-25		
	Filed during the year	Pending resolution at the end of the year	Remarks	Filed during the year	Pending resolution at the end of the year	Remarks
Sexual Harassment	0	0	_	0	0	_
Discrimination at workplace	0	0	_	0	0	_
Child Labour	0	0	_	0	0	_
Forced Labour/ Involuntary Labour	0	0	_	0	0	_
Wages	0	0	_	0	0	_
Other Human rights related issues	0	0	_	0	0	_

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY2025-26	FY2024-25
i) Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	0
ii) Female employees / workers	0	0
iii) Complaints on POSH as a % of female employees / workers	0	0
iv) Complaints on POSH upheld	0	0

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

ARE&M maintains a strict zero-tolerance approach towards all forms of workplace discrimination, harassment, intimidation, or unfair treatment and is committed to fostering a safe, respectful, and inclusive work environment for all employees and workers. The Company has established robust governance mechanisms and safeguards to ensure fair treatment, protect employee rights, and maintain the dignity and well-being of all individuals throughout the grievance redressal process.

Employees are encouraged to report incidents or concerns related to harassment, discrimination, unethical conduct, or inappropriate workplace behaviour through accessible and confidential reporting channels without fear of retaliation or prejudice. In compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, ARE&M has constituted an independent Internal Complaints Committee (ICC) to investigate complaints of sexual harassment in a fair, neutral, and transparent manner while ensuring due process and procedural integrity.

To further strengthen impartiality and accountability within the grievance management system, the Company has also established an Ombudsperson mechanism to support objective review and resolution of employee concerns. ARE&M strictly prohibits any form of retaliation, victimization, discrimination, or adverse action against individuals who report concerns in good faith or participate in investigations.

The confidentiality and privacy of complainants, respondents, and witnesses are maintained throughout the investigation and resolution process to safeguard dignity and trust. The Company's grievance redressal framework also encourages resolution through constructive dialogue, mutual respect, and conciliatory approaches, wherever appropriate, while ensuring fairness, transparency, and adherence to applicable legal and ethical standards.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes, ARE&M's Supplier Code of Conduct (SCoC) embeds human rights principles and responsible business practices into its engagement framework with vendors, suppliers, contractors, and other value chain partners. The SCoC sets clear expectations for ethical conduct, fair labour practices, workplace safety, non-discrimination, and respect for human rights across the supply chain.

The Code is aligned with internationally recognized frameworks and standards, including the Core Conventions of the International Labour Organization (ILO), the United Nations Universal Declaration of Human Rights, and the principles of the United Nations Global Compact (UNGC), in addition to applicable national labour laws, social compliance requirements, and regulatory obligations.

Through the implementation of the SCoC, ARE&M seeks to promote ethical sourcing, strengthen accountability, mitigate human rights risks, and foster a responsible, transparent, and sustainable value chain ecosystem.

10. Assessment for the year:

	% of the Company's plants and offices that were assessed (by the Company or statutory authorities or third parties)
Child Labour	100
Forced Labour/Involuntary Labour	100
Sexual Harassment	100
Discrimination at workplace	100
Wages	100
Other- please specify	NA

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above.

Throughout FY2026, ARE&M continuously monitored its operations and did not identify any significant risks or major concerns across its business activities. The Company remains committed to maintaining high standards of governance, operational excellence, and responsible business conduct across all functions.

As part of its proactive and responsible management approach, ARE&M continues to strengthen its oversight mechanisms through regular monitoring, periodic audits, compliance reviews, and risk assessment processes. These measures enable the Company to identify emerging risks at an early stage, ensure timely corrective actions, and drive continual improvement across its operations and value chain.

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.

ARE&M adopts a responsive and adaptive approach to human rights management. Following the resolution of grievances or complaints, the Company undertakes necessary improvements to existing processes or introduces new protocols to prevent recurrence of similar issues. For instance, if a grievance or assessment identifies concerns related to workplace practices such as working hours, health & safety, or employee welfare, the Company strengthens internal controls through revised procedures, enhanced monitoring mechanisms, and targeted awareness programmes.

2. Details of the scope and coverage of any Human rights due diligence conducted.

ARE&M undertakes a structured human rights due diligence process across its operations and value chain to systematically identify, assess, and mitigate potential human rights risks and impacts. The framework encompasses key areas such as labour practices and working conditions within the Company and its supplier network.

During the year, the Company conducted a third-party human rights assessment covering all manufacturing plants, while human rights assessment of critical suppliers was undertaken as part of the annual supplier sustainability assessment process. The due diligence framework is implemented across operational locations, manufacturing facilities, value chain partners, and other high-risk activities, ensuring a comprehensive, proactive, and risk-based approach to human rights management and mitigation.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, the company ensures accessibility in all relevant areas.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	87
Discrimination at workplace	
Child Labour	
Forced Labour/Involuntary Labour	
Wages	
Others – please specify	

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above.

During the assessments improvements were suggested on Operation controls efficacy & effectiveness, document control & record keeping. However, no significant risks/concerns were identified.

Principle 6: Business 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	FY 2025-26	FY 2024-25
From renewable sources (In Giga Joules)		
Total electricity consumption (A)	3,74,354	3,97,338
Total fuel consumption (B)	0	0
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	**3,74,354**	**3,97,338**
From non-renewable sources (In Giga Joules)		
Total electricity consumption (D)	13,07,800	11,42,717
Total fuel consumption (E)	33,621	28,569
Energy consumption through other sources (F)	0	0
Total energy consumed from non- renewable sources (D+E+F)	**13,41,421**	**11,71,286**
Total energy consumed (A+B+C+D+E+F)	**17,15,774**	**15,68,625**

Parameter	FY 2025-26	FY 2024-25
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations) GJ/INR Cr.	126.64	126.45
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)*	2575.86	2893.18
Energy intensity in terms of physical output	-	-
Energy intensity (optional) – the relevant metric may be selected by the entity	-	-
Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd	

* PPP factor of 20.34 has been sourced from IMF database. https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC.

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

No

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY2025-2026 (Current Financial Year)	FY2024-25 (Previous Financial Year)
Water withdrawal by source (in kiloliters)		
(i) Surface water	11350	10908
(ii) Groundwater	945240	930558
(iii) Third party water	0	0
(iv) Seawater / desalinated water	0	0
(v) Others	22.12	34
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	956612	941500
Total volume of water consumption (in kilolitres)	956612	941500
Water intensity per Rupee (Total water consumption / Revenue from operations)	70.60	75.89
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP*)	1436.00	1736.51
Water intensity in terms of physical output	-	-
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd	

* PPP factor of 20.34 has been sourced from IMF database. https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC.

4. Provide the following details related to water discharged:

Parameter	FY2025-26	FY2024-25
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(ii) To Groundwater	0	0
- No treatment	0	0

Parameter	FY2025-26	FY2024-25
- With treatment – please specify level of treatment	0	0
(iii) To Seawater	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iv) Sent to third-parties	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(v) Others	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
Total water discharged (in kiloliters)	**0**	**0**
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.	Yes, Bureau Veritas India Private Ltd	

5. Has the Company implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes, the company has installed Effluent Treatment Plants (ETPs) at all units to manage wastewater from production processes. To ensure complete reuse, Zero Liquid Discharge (ZLD) systems with capacities of 280 KLD and 500 KLD have been implemented. These ZLD plants feature a pretreatment system for hardness reduction, followed by Reverse Osmosis process, and further treatment using a Multiple Effect Evaporator (MEE) and Agitated Thin Film Dryer (ATFD). In-house sewage treatment facilities, equipped with reuse water pools, enable the reuse of treated wastewater for horticultural purposes. During the year 4,93,923 KL of process wastewater was treated and recycled for process use and 2,54,935 KL of domestic wastewater was treated and reused for gardening purpose.

6. Please provide details of air emissions (other than GHG emissions) by the Company, in the following format:

Parameter	Unit	FY2025-26	FY2024-25
NO_x	-	NA	NA
SO_x	-	NA	NA
Particulate matter (PM)	MT	143.0	150.1
Persistent organic pollutants (POP)	-	NA	NA
Volatile organic compounds (VOC)	-	NA	NA
Hazardous air pollutants (HAP)	Mg/Nm3	0-0.53	0-1.73
Others – please specify Mercury, Cadmium, Chromium etc.	_	-	_
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.	Yes, Bureau Veritas India Private Ltd		

Above data is as per air emission monitoring requirement given in consent for operations

7. Provide details of greenhouse gas emissions (Scope1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY2025-26	FY2024-25
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	7,185	6,816
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	2,57,927	2,30,765
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tonnes of CO_2 equivalent / INR Crore revenue	19.57	19.15

Parameter	Unit	FY2025-26	FY2024-25
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*)	Metric tonnes of CO2 equivalent/INR Crore revenue	398.05	425.62
Total Scope 1 and Scope 2 emission intensity in terms of physical output	-	–	–
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	-	–	–
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd		

* PPP factor of 20.34 has been sourced from IMF database. https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC.

8. Does the Company have any project related to reducing Green House Gas emission? If yes, then provide details.

Renewable Energy Adoption: ARE&M has strengthened its renewable energy portfolio by installing 47.5 MW of offsite solar power capacity along with 19.5 MW of rooftop solar installations across its operations. This strategic transition towards clean energy reflects the Company's commitment to reducing dependence on conventional fossil fuel-based electricity and advancing its decarbonization journey in alignment with global climate action goals and sustainability commitments. The renewable energy share in ARE&M's overall energy mix continues to contribute to the reduction of Scope 2 greenhouse gas emissions associated with purchased electricity consumption. Our 67 MW captive renewable energy capacity contributes 21.82% to our overall energy mix, enabling us to avoid 73,831 tCO_2e of carbon emissions during the year.

Energy Efficiency Optimization: To optimize operations and reduce our environmental footprint, we have implemented several energy efficiency initiatives, including:

- Formation conveyor modification
- Grid casting Wet Scrubber control panel Upgradation from contractor to SCR control system
- Melt pot Heaters replacement with 10 Kw to 17.5 Kw Three phase heaters
- Oxide Plant cylinder caster to ball storage Silo conveyer Automation
- Replacement of Contactors with Strip Casting
- Ball Mill Bag House Screw motor contactor replacement with drive
- Ball Mill Air Consumption Reduction From 6 Bar to 4 bar
- Machine wise modification of compressor air Pipelines & Reduction of overall Compressor Set Point
- VFD for 60 HP Dust Collection system for pasting DCS
- Capacity utilization Enhancement in Pasting, Oven, assembly & formation sections.

These initiatives with many others collectively resulted in energy savings of **53.52 Lakh units**, with a cost saving of ₹ **3.48 Crore.** Through these actions, we have avoided **3,800 TCO_2e** in carbon emissions.

GHG Reduction Targets and Tracking: ARE&M aims for net-zero emissions by 2027, with specific medium-term targets aligned to SBTi for Scope 1, 2, and 3 emissions reductions by 2032. Progress is tracked regularly.

Circular Economy and Waste Recycling: Our sustainable procurement programme has led to 88% of raw materials (Lead & Lead Alloys) being sourced from recycled content and ensures 100% EPR compliance, reducing landfill waste and Scope 3 emissions.

Value chain Engagement and Capacity Building: ARE&M engages value chain partners including suppliers and franchisees through sustainability initiatives and training, promoting low-carbon practices and ESG transparency, and conducting ESG assessments for critical suppliers and franchisees.

Afforestation and Carbon Sequestration: The Company has planted over 84,552 saplings planted on-site and an additional 72,750 in surrounding communities thereby enhancing biodiversity, creating carbon sinks, and improving local ecosystems and groundwater recharge.

EV Adoption: As part of the organization's sustainability and green mobility initiative, conventional diesel-operated food transportation vehicles have been replaced with Electric Vehicles (EVs) for internal and external food distribution activities. The project aims to reduce carbon emissions, air pollution, fuel consumption, and overall environmental impact while promoting clean and sustainable transportation practices within facility management operations. Further strengthening this commitment, EV charging infrastructure has been installed at the Terminal A office to support the transition to electric mobility, and an Electric Vehicle (EV) bus has been deployed at the Hyderabad office for employee transportation. These initiatives collectively contribute to the organization's efforts to advance low-carbon mobility solutions and foster a more sustainable transportation ecosystem.

Fuel Switch: As part of the organization's sustainability and energy-efficiency initiative, conventional LPG-based cooking systems and diesel boilers used in kitchen operations were replaced with induction cooking systems.

9. Provide details related to waste management by the Company, in the following format:

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	1,952.66	1,987.09
E-waste (B)	5.92	4.06
Bio-medical waste (C)	0.16	0.18
Construction and demolition waste (D)	0	0
Battery waste (E)	4,833.22	3,680.38
Radioactive waste (F)	0	0
Other Hazardous waste. Please specify, if any. (G)	16,792.82	16,526.40
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	5,787.29	5,375.15
Total (A+B + C + D + E + F + G + H)	**29,372.07**	**27,573.26**
Parameter		
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	2.17	2.22
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP*)	44.14	50.85
Waste intensity in terms of physical output	-	-
Waste intensity (optional) – the relevant metric may be selected by the entity	-	-
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	29,203.68	25,873.37
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	**29203.68**	**25,873.37**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	93.48	77.54
(ii) Landfilling	74.91	1622.19
(iii) Other disposal operations	-	-
Total	**168.39**	**16,99.73**
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.	Yes, Bureau Veritas India Private Ltd	

* PPP factor of 20.34 has been sourced from IMF database. https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC.

10. Briefly describe the waste management practices adopted in your establishment. 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.

ARE&M has established a comprehensive waste management framework focused on safe handling, regulatory compliance, and efficient monitoring. The Company follows a structured segregation process to distinctly manage hazardous and non-hazardous waste streams, with all waste stored in clearly labelled containers and moved to designated temporary storage areas equipped with appropriate pollution control systems. Waste disposal is undertaken exclusively through authorised recyclers and transporters in accordance with the Hazardous Waste Management Rules, 2020, ensuring full compliance with applicable regulations. Further strengthening its waste governance practices, ARE&M maintains a dedicated waste registry to systematically monitor and document the generation, handling, transportation, and disposal of all categories of waste.

During the year the company has achieved Zero Waste to Landfill (ZWTL) status for FY 2026 and certified in Platinum category by third party Bureau Veritas India Private Limited covering ETP sludge and ZLD MEE/ATFD salts. More than 95% of these wastes were diverted from landfill through pre-processing, where they were converted into AFR (Alternative Fuel and Raw Material) for coprocessing, every ton generated and dispatched during the year is supported by traceable, documented evidence, making the certification externally verified, independently auditable, and globally credible.

Category-wise Waste Handling

Waste Category	Management Practice
Plastic Waste	Recyclable stretch films are used for packaging, and plastic components in batteries are largely recyclable. Post-use plastic waste is channelled to authorised recyclers in accordance with the Plastic Waste Management Rules. ARE&Mhas conducted trials to eliminate virgin plastic with compostable plastic. ARE&M has been using virgin plastic for the packaging of its Industrial Batteries across multiple ratings. To eliminate the Plastic from the packaging, ARE&M is identifying potential opportunities to replace the virgin plastic with compostable plastic.
E-Waste	All electronic waste generated is disposed of through CPCB-authorised recyclers in compliance with applicable e-waste management regulations.
Biomedical Waste	Managed in accordance with the Bio-Medical Waste Management Rules, with proper documentation and tracking maintained in the waste registry.
Non-Hazardous Waste	Materials such as wood, scrap paper, packaging materials, and metal scrap are recycled through authorised vendors and agencies.

ARE&M actively advances Extended Producer Responsibility (EPR) across used batteries, plastic waste, and e-waste, underscoring its commitment to environmental stewardship and regulatory compliance. Through collaborations with authorised recyclers and collection partners, the company ensures the safe collection, recycling, and responsible disposal of post-consumer waste—reducing environmental impact and supporting a circular economy. During the year 88.27% of our input (Lead & Lead Alloys) was secondary recycled material.

The R&D team continuously works on improving material efficiency, extending product life cycles, and reducing the consumption of lead and acid in battery manufacturing. Collectively, these initiatives strengthen the circular economy approach while ensuring compliance with environmental safety standards and regulatory requirements.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

Sl. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
NA			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
NA					

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection Act and rules thereunder (Y/N).

If not, provide details of all such non-compliances, in the following format:

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
Yes, ARE&M is in adherence to all relevant environmental laws, regulations, and guidelines				

Leadership Indicators -

1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):

For each facility / plant located in areas of water stress, provide the following information:

(i) Name of the area – Not Applicable. According to CGWA classification, our manufacturing units are not located in 'Critical' or "Overexploited'area.

(ii) Nature of operations – Not Applicable. According to CGWA classification, our manufacturing units are not located in 'Critical' or "Overexploited'

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	-	-
(iii) Third party water	-	-
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kiloliters)	-	-
Total volume of water consumption (in kiloliters)	-	-
Water intensity per rupee of turnover (Water consumed / turnover)	-	-
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) Into Groundwater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) Into Seawater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-

Parameter	FY 2025-26	FY 2024-25
(iv) Sent to third-parties	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(v) Others	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	**-**	**-**
Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd	

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY2025-26	FY2024-25
Total Scope 3 emissions (Break-up of the GHG into CO2, CH4, N_2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	4,59,705*	4,51,864
Total Scope 3 emissions per rupee of turnover	Metric tons of CO2 equivalent/INR Cr	33.93	36.42
Total Scope 3 emission intensity kg CO2/T of Cementitious material	-	-	-
Note: Indicate if any independent assessment, evaluation, or assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	Yes, Bureau Veritas India Private Ltd		

*For the current year we have reported two additional scope 3 categories - Use of Sold Products & Franchises contributing to 1.57% of total revenue. Reported emissions under Use of Sold Products currently cover two automotive battery models assessed through product-level LCA methodology for FY26 and do not represent the full product portfolio. The assessment scope will be progressively expanded in subsequent reporting cycles. The total reported categories as per GHG Protocol are 10.

3. With respect to the ecologically sensitive areas reported in Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not applicable

4. If the entity provided below taken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Zero Liquid Discharge (ZLD) Systems	Installed 780 KLD ZLD plants to treat and recycle 100% of industrial wastewater. Includes Reverse Osmosis (RO), Multiple Effect Evaporators (MEE), and Agitated Thin Film Dryers (ATFD).	Eliminated wastewater discharge; reduced freshwater consumption
2	Rainwater Harvesting & Check Dams	Built 12 check dams (1.43 million kL storage) and internal ponds (559,758 kL capacity) to harvest rainwater. Assured by Bureau Veritas.	Achieved Water Positivity Ratio of 11.94 (replenished 12x water consumed).
3	Paddle Dryers for Sludge Management	Deployed steam-heated paddle dryers (200 kg/hour capacity) to reduce sludge moisture from 60% to 10%.	Reduced sludge weight by 55%, minimized landfill waste and leachate generation.
4	Solar Energy Adoption	Installed 47.5 MW offsite solar and 19.5 MW rooftop solar to replace grid electricity.	Reduced Scope 2 emissions; increased renewable energy share in total consumption. Lead to an avoidance of 73831 Tonnes of CO_2 equivalent.

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
5	LPG Reduction in ZLD Plant	Optimised RO3 reject recirculation and added RO4 stage to reduce LPG consumption in ZLD operations.	Cut LPG use by 62% (from 605,220 kg to 225,931 kg annually), saving ₹285 lakhs/ year.
6	Laser Dust Monitors	Installed real-time laser dust monitors to track airborne lead levels, ensuring compliance with OSHA limits (50 µg/m^3).	Reduced employee exposure to lead dust; improved workplace safety.
7	Three-Step Hand Wash Solution	Implemented a lead-removal protocol using specialised solutions (Delead, Sodium Sulphide, H_2O_2).	Enhanced lead removal efficiency by 85%, minimizing occupational health risks.
8	Supplier ESG Assessments	Evaluated 31 key suppliers through on-site assessments; Ensured corrective & preventive action plans.	Improved supplier ESG awareness & compliance
9	Franchisee Engagement	Engaged with 68 franchisees through trainings and assessments.	Improved franchisee ESG awareness & compliance
10	Energy efficiency initiatives	As mentioned above in Principle 6 under section 7	Improvement in energy intensity

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

ARE&M has established a robust Business Continuity Plan (BCP) to strengthen operational resilience and ensure continuity during potential disruptions. The framework encompasses critical areas such as human resources, physical infrastructure, and key IT systems. A comprehensive "shock playbook" outlines defined response protocols for a range of emergency situations, including natural disasters, cyberattacks, and system outages. To minimise operational interruptions, critical applications are mirrored at a dedicated Disaster Recovery (DR) site, supported by periodic data backups and redundant network connectivity to maintain high system availability. Additionally, email and domain servers are protected through proactive monitoring, preventive controls, and rapid response mechanisms.

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?

During the reporting period, ARE&M did not identify any significant adverse environmental impacts arising from its value chain activities. Nevertheless, the Company maintains a proactive and preventive approach to managing potential environmental risks across its supply chain.

As part of this commitment, ARE&M has established robust supplier sustainability requirements, mandating that suppliers, vendors, and franchisee partners adhere to environmental standards that meet or exceed applicable regulatory obligations. Through its sustainable procurement framework, the Company promotes environmentally responsible sourcing practices and integrates environmental considerations into supplier evaluation and selection processes.

ARE&M also encourages its value chain partners to monitor, manage, and disclose key environmental parameters, including greenhouse gas (GHG) emissions, carbon dioxide (CO_2), sulphur oxides (SOx), nitrogen oxides (NOx), and particulate matter emissions. These initiatives support enhanced environmental performance across the value chain and contribute to the Company's broader sustainability and climate-related objectives.

7. % of Value chain partners (by value of business done with such partners) that were assessed for Environmental Impacts?

87%

8. How Many green credits have been generated or produced

a	By the listed entity	NIL
b	By the top ten (in terms of value of purchase and sales respectively) value chain partners	NIL

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 a member of 11 trade and industry chambers/associations.

b. **List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the Company is a member of/affiliated to.**

Sl. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (State/ National)
1	Confederation of Indian Industry (CII)	National
2	Federation of Andhra Pradesh Chambers of Commerce and Industry (FAPCCI)	State
3	Federation of Indian Export Organisation (FIEO)	National
4	Engineering Export Promotion Council (EEPC)	National
5	Employers' Federation of Southern India (EFSI)	National
6	Recycling and Environment Industry Association of India	National
7	IESA - Customised Energy Solutions India Pvt Ltd	National
8	Auto Component Manufacturers Association(ACMA)	National
9	Indian Battery Manufacturers Association (IBMA)	National
10	United Nations Global Compact	International
11	World Economic Forum (WEF)	International

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the Company, based on adverse orders from regulatory authorities.**

Name of the authority	Brief of the case	Corrective action taken
There have been no adverse orders against the Company pertaining to anti-competitive conduct from regulatory bodies.		

Leadership Indicators

1. **Details of public policy positions advocated by the Company:**

S. No.	Public Policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/ No)	Frequency of Review by Board (Annually/ Half yearly/Quarterly/ Others- please specify)	Web Link, if available

While ARE&M does not have a standalone Public Advocacy Policy, the Company actively contributes to policy development and industry advancement through its participation in various trade associations, industry chambers, and multi-stakeholder platforms. During the reporting period, ARE&M was associated with 11 industry bodies, including eight national-level associations, one state-level association, and two international organizations. These engagements provide opportunities to contribute to discussions and advocacy efforts on issues relevant to the energy storage sector, sustainable mobility, recycling, environmental management, and other areas material to the Company's business.

Key industry affiliations include the Indian Battery Manufacturing Association (IBMA), the Auto Component Manufacturers Association (ACMA), and the Recycling and Environment Industry Association of India (REIAI). At the national level, the Company actively engages with the Confederation of Indian Industry (CII), while its international participation includes global initiatives and platforms such as the United Nations Global Compact (UNGC) and the World Economic Forum (WEF). In addition to these memberships, ARE&M maintains regular engagement with government agencies, regulatory authorities, and policymakers, enabling it to provide industry perspectives and contribute constructively to the development of policies, regulations, and standards relevant to its operations and the broader industry ecosystem.

Principle 8: **Businesses should promote inclusive growth and equitable development.**

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the Company, based on applicable laws, in the current financial year.

Name and brief details of project	SIA Notification No	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
NA					

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by the Company, 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)
No rehabilitation and Resettlement projects are on going at ARE&M						

3. Describe the mechanisms to receive and redress grievances of the community.

ARE&M has established a formal grievance redressal mechanism to effectively address concerns and complaints raised by local communities. The mechanism provides a structured framework for receiving, assessing, investigating, and resolving both written and verbal grievances related to the community. The process is designed to ensure that all concerns are addressed in a fair, transparent, culturally appropriate, and timely manner, while maintaining consistency and respect for stakeholder interests.

To strengthen community engagement, the Company's CSR team regularly interacts with local stakeholders to understand community needs, gather feedback, and identify potential concerns at an early stage. The grievance management process incorporates clearly defined stages, including grievance receipt, acknowledgement, evaluation, assignment of responsibility, investigation, corrective action, and closure. This systematic approach enables ARE&M to respond effectively to community concerns, foster trust, and maintain positive relationships with communities in the areas where it operates.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/small producers	7.10	11.95
Sourced directly from within the district and neighbouring districts.	88.15%	86.92%

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost

Location	FY 2025-26	FY 2024-25
Rural		
i) % of Job creation in Rural areas	70.53	70.60
Semi-urban		
i) % of Job creation in Semi-urban areas	0.05	0.03
Urban		
i) % of Job creation in Urban areas	5.45	5.56
Metropolitan		
i) % of Job creation in Metropolitan areas	23.97	23.80

(Location is categorized as per RBI Classification System - rural / semi-urban / urban / metropolitan)

Leadership Indicators

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

Details of negative social impact identified	Corrective action taken
Not Applicable as no Social Impact Assessments (SIA) were required to be done in the current financial year	

2. **Provide the following information on CSR projects undertaken by the Company in the designated aspirational districts as identified by government bodies:**

S. No	State	Aspirational District	Amount spent (In INR)
ARE&M's current Corporate Social Responsibility (CSR) initiatives do not include any specific aspirational districts			

3. **(a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized/vulnerable groups?**

At ARE&M, procurement decisions are guided by principles of fairness, transparency, quality, capability, and overall business merit. While supplier selection is based on objective evaluation criteria, the Company recognizes the importance of fostering inclusive economic growth and strengthening local supply chain ecosystems.

To support this objective, ARE&M actively invests in the development and capacity building of local suppliers, including micro, small, and medium enterprises (MSMEs), as well as businesses owned or operated by individuals from marginalized and vulnerable groups. The Company engages with suppliers through training, technical guidance, awareness programmes, and continuous engagement initiatives aimed at enhancing their operational capabilities, quality standards, sustainability performance, and compliance with business requirements.

By enabling local enterprises to strengthen their competencies and competitiveness, ARE&M seeks to create equitable opportunities for participation in its value chain, promote inclusive development within the communities where it operates, and contribute to long-term socio-economic empowerment. This approach not only supports resilient and diversified supply chains but also reinforces the Company's commitment to responsible and sustainable procurement practices.

(b) From which marginalized/vulnerable groups do you procure?

ARE&M maintains a diverse and inclusive supplier base, sourcing goods and services from a wide range of business enterprises. This includes small and medium-sized enterprises (SMEs), women-owned businesses, enterprises led by Scheduled Caste and Scheduled Tribe (SC/ST) entrepreneurs, minority-owned enterprises, economically disadvantaged entrepreneurs, and businesses owned or managed by individuals from historically underrepresented or previously disadvantaged groups. Through its inclusive procurement approach, the Company seeks to expand economic opportunities, strengthen local entrepreneurship, and promote equitable participation across its value chain.

(c) What percentage of total procurement (by value) does it constitute?

Currently, a system to estimate procurement value from the marginalised or vulnerable groups is not in place.

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by the Company (in the current financial year), based on traditional knowledge:

Sl. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/ No)	Benefit shared (Yes/No)	Basis of calculating benefit share
Not Applicable				

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the Case	Corrective action taken
Not Applicable		

6. Details of beneficiaries of CSR /social initiatives Projects:

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalised group
1	**Quality Education to Rural Children** a. Amara Raja Vidyalayam Karakambadi b. Amara Raja Vidyalayam Diguvamagham c. Mangal Vidyalayam Petamitta Total Students Enrolled Since Inception: 55398	5035	100
2	**Skilling Rural Youth** a. Amara Raja Skill Development Centre(ARSDC) -Petamitta b. New SDC was Established at Diguvamagham Students Enrolled Since Inception: 5947	720	100
3	**Primary Health Services to Rural Areas - Patients treated in FY26** a. Out Patients treated: 17241 b. Lab tests conducted: 14482 c. Deliveries conducted: 02 d. Minor Operation: 157 **Patients treated Since Inception:** (A) Total out Patients treated :234635 (B) Total Deliveries Conducted :70 (C) Total Minor operations Conducted :921 (D) Total Lab tests conducted :186855	17241	100

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalised group
4	**Social Forestry and Environment** a. 1000 Tree Saplings Planted in FY26 b. Employment provided to 12 Tribal Families c. Mitigation of Climate Change Impact Tree Saplings Planted Since Inception: 72,750	12	100
5	Rural Infrastructure Development (2 Villages - Petamitta and Diguvamagham)	2	100
6	Water (Construction of Check dams and Lakes Deepening) (60 Villages, 12 Panchayat's Population)	27,774	100
7	**Community Support Programs (2 schools and more than 250 + Villages benefitted)** - Marriage Hall at Chowdepalli - Bus shelter at Chenganapalli - Toilet Facilities- Govt School , Gadanki - Public Roads - Auditorium -Govt School Pakala - Electric Crematorium , Tirupati	250	100
8	Construction of Central Kitchen at Diguvamagham Education Complex	310	75
9	Construction of High School and Senior Secondary School (G+3) Expansion	193	78
10	STP facility at Educational Complex Diguvamagham	1,859	83
11	Development of Infrastructure facilities at Diguvamagham Educational Complex BT Road & Drain, Storm water drain	1,859	83
12	Support and Maintenance of Schools (ARES-Amara Raja Educational Society operations) – Maintenance & Purchase of School Buses	500	78

Principle 9: **Businesses should engage with and provide value to their consumers in a responsible manner**

Essential indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

ARE&M adopts a comprehensive approach to product labelling and customer engagement, ensuring transparency, regulatory compliance, and continuous improvement in product performance and customer experience.

Regulatory Compliance and Enhanced Product Information:

The Company complies with all applicable product labelling regulations across the geographies in which it operates. In addition to meeting statutory requirements, ARE&M provides customers with detailed information on product specifications, safety precautions, handling instructions, usage guidelines, storage requirements, and end-of-life recycling practices. This enhanced disclosure supports informed product use and promotes safe and environmentally responsible product management.

Customer Feedback and Satisfaction Assessment:

ARE&M regularly conducts customer satisfaction surveys and gathers feedback through multiple engagement channels across its key products, markets, and customer segments. These mechanisms enable the Company to better understand customer expectations, assess satisfaction levels, and identify emerging needs and areas for improvement.

Continuous Improvement through Customer Insights:

Feedback received from customers is systematically reviewed and analysed to identify trends, address concerns, and drive improvements in product quality, reliability, safety, and service delivery. Insights generated through these interactions are integrated into business processes and decision-making to enhance overall customer value.

Customer-Centric Value Creation:

The Company's approach reflects its commitment to placing customers at the centre of its operations. ARE&M views customers not merely as end-users of its products and services but as key stakeholders and partners in its value creation journey. By fostering open communication, transparency, and responsiveness, the Company seeks to build long-term relationships founded on trust, satisfaction, and mutual growth.

To further strengthen customer engagement and support, ARE&M has implemented the following mechanisms:

AMCARE: This initiative ensures round-the-clock customer support through 24x7 service centers. It enables smooth handling of battery replacements, installations, and servicing. A dedicated toll-free number is available for customers to register complaints and seek prompt assistance. AMCARE also provides free battery health inspections and generates detailed reports for customers.

AMARON KONNEKT: A proprietary digital platform designed for channel partners and customers; this application streamlines the customer experience by digitalizing product records. It also facilitates quick query resolution and offers additional support features to enhance customer convenience.

2. Turnover of products and/services as a percentage of turnover from all products/service that carry information about:

Case Details	As a % to total turnover
Environmental and social parameters relevant to the product	
Safe and responsible usage	100
Recycling and/or safe disposal	

3. Number of consumer complaints in respect of the following:

Number of consumer complaints in respect of the following:	FY2025-26		Remarks	FY2024-25		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	0		No Incidents observed.	0		No Incidents observed.
Advertising						
Cyber-security						
Delivery of essential services						
Restrictive Trade Practices						
Unfair Trade Practices						
Other *	23	27**		11	4	

*Regular service requests from consumers for battery replacements under warranty period are governed by our warranty policy and are not considered as complaints. This includes complaints lodged in consumer forums during the year.

**includes cumulative No. of complaints pending resolution at the close of the year.

4. Details of instances of product recalls on account of safety issues:

Case Details	Number	Reasons for recall
Voluntary recalls	0	NA
Forced recalls	0	NA

5. Does the Company have a framework/policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, ARE&M has established a comprehensive Information Security Policy and Data Protection Policy as part of its Information Security Management System (ISMS), which is certified to the ISO 27001 standard. The Company's policies and controls are designed to protect information assets, manage cybersecurity risks, and ensure the confidentiality, integrity, and availability of business and stakeholder data. These policies are securely maintained on the Company's internal systems, providing controlled access to authorized personnel and enabling effective implementation, awareness, and compliance across the organization.

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:

	Provide the following information relating to data breaches:
a. Number of instances of data breaches along-with impact	0
b. Percentage of data breaches involving personally identifiable information of customer	0
c. Impact, if any, of the data breaches	NIL

Leadership Indicators

1. Channels/platforms where information on products and services of the Company can be accessed (provide web-link, if available).

Information on ARE&M's products and services is readily accessible on the company's website:

- General: https://www.amararajaeandm.com
- Automotive: https://www.amararajaeandm.com/Business/Automotive
- Industrial: https://www.amararajaeandm.com/Industrial/

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

ARE&M undertakes a range of initiatives to promote consumer awareness, product stewardship, and the safe use and disposal of its products. The Company regularly conducts awareness programmes and outreach campaigns to educate consumers on the potential health and environmental risks associated with lead exposure, emphasizing the importance of responsible battery handling and recycling practices.

To encourage environmentally sound end-of-life management, warranty cards and customer communication materials provide clear guidance on the return of used batteries through authorized collection centres and highlight the safe handling and disposal of Used Lead Acid Batteries (ULABs) in accordance with applicable regulations. In addition, all products carry comprehensive labels containing essential information on product safety, usage instructions, maintenance requirements, storage recommendations, and disposal procedures, enabling customers to make informed decisions throughout the product lifecycle.

Further strengthening customer engagement, the Amaron Konnekt mobile application serves as a digital platform that provides users with access to product information, safety guidance, and best-practice recommendations. The application includes practical "do's and don'ts" to support the safe, efficient, and responsible use of products, reinforcing ARE&M's commitment to consumer safety, environmental responsibility, and customer education.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

ARE&M's dedicated sales and customer support teams maintain continuous communication with customers. This proactive engagement ensures timely updates in case of any service disruption or operational issue.

4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/ No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity or the entity as whole? (Yes/No)

Yes, ARE&M complies with all applicable product labelling requirements across the markets in which it operates and extends beyond regulatory obligations by providing detailed information on product safety, handling, storage, usage, and end-of-life recycling. Through clear and comprehensive labelling, the Company seeks to enhance customer awareness, promote safe product use, and support environmentally responsible disposal practices.

To better understand customer needs and expectations, ARE&M conducts periodic customer satisfaction surveys across its key product categories and operating regions. Insights gathered through these surveys, along with feedback received through other customer engagement channels, are systematically analysed and integrated into the Company's continuous improvement processes. The findings are used to strengthen product quality, reliability, customer service, and overall user experience.

This approach reflects ARE&M's commitment to customer-centricity and continuous value creation. The Company views its customers as important stakeholders whose feedback and experiences play a critical role in shaping product innovation, operational excellence, and long-term business success.

Annexure V

Annual Report on Corporate Social Responsibility (CSR)

(As per Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014)

1. A brief outline of the Company's CSR Policy

The CSR Policy of the Company focuses on Education, Health, Environment and Rural Development.

During the year, the Company considered education and sanitation as its Focus Areas. The activities undertaken thereunder were construction of central kitchen, sewage & water treatment plant, dining hall and other water harvesting facilities at schools, construction of secondary high school and maintenance of schools and skill development center.

2 Composition of the Company's CSR Committee:

S. No	Members of the Committee	Designation / Nature of Directorship	Meetings held during FY26	Meetings attended
1.	Jayadev Galla	Chairman, Executive Director	1	1
2.	Annush Ramasamy	Member, Independent Director	1	-
3.	Amar Patnaik	Member, Independent Director	1	1

3. Provide the web link where the Composition of the CSR committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the Company:

CSR Policy	https://www.amararajaeandm.com/Investors/DownloadPolicyPDF/9?name=Corporate%20Social%20Responsibility
CSR Committee	https://www.amararajaeandm.com/Investors/committe-of-board
CSR Projects	https://www.amararajaeandm.com/Home/beyond-businesses

4. Provide the executive summary along with the web-link(s) of the Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable:

During the year, pursuant to Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014, the Company undertook an Impact Assessment through Soulace Consulting Private Limited, a CSR consultancy firm for CSR projects undertaken during FY22–FY25, spanning education, healthcare, skill development, sanitation, and infrastructure initiatives.

The assessment evaluated the effectiveness and outcomes of CSR interventions across Andhra Pradesh, focusing on improvements in service accessibility, community health, human capital development and environmental conditions. The study adopted a mixed-method approach comprising quantitative and qualitative data collection across Chittoor and Tirupati districts.

Key initiatives assessed included Rajanna Primary Health Centre, Amara Raja Skill Development Centres, Rajanna Foundation Schools and the Underground Drainage & Solid Waste Management project at Petamitta Village. The assessment highlighted positive outcomes in healthcare access and clinical services, employability and skill enhancement, quality of education through improved infrastructure and technology-enabled learning, and improved sanitation and waste management leading to better environmental conditions and quality of life in the project areas. The CSR Committee and the Board have respectively reviewed and noted the findings of the said impact assessment report. A summary of the said impact assessment report forms part of the initial pages of this Integrated Report.

The CSR impact assessment report undertaken for the CSR projects from FY22 to FY25 is available at the Company's website. Please refer to point 31 of Board's Report for web-link of the same.

5

S. No	Particulars	₹ in crores
(a)	Average net profit of the company as per sub-section (5) of section 135	1,135.12
(b)	Two percent of the average net profit of the company as per sub-section (5) of section 135.	22.70
(c)	Surplus arising out of the CSR Projects or programmes or activities of the previous financial years	-
(d)	Amount required to be set-off for the financial year, if any	-
(e)	Total CSR obligation for the financial year [(b)+(c)-(d)]	22.70

6

S. No	Particulars	₹ in crores
(a)	Amount spent on CSR Projects (both Ongoing and other than Ongoing Projects).	22.70
(b)	Amount spent in Administrative Overheads.	-
(c)	Amount spent on Impact Assessment, if applicable.	-
(d)	Total amount spent for the Financial Year [(a)+(b)+(c)].	22.70

6(e) CSR amount spent or unspent for the Financial Year:

Total amount spent for the FY26	Amount unspent (₹ in crores)				
	Total amount transferred to unspent CSR account as per Section 135(6) of the Act		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135 (5) of the Act		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
₹ 22.70 crores	Nil	NA	NA	Nil	NA

6(f) Excess amount for set-off, if any

S. No	Particulars	₹ in crores
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	22.70
(ii)	Total amount spent for the Financial Year	22.70
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	Nil
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	Nil
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

7. Details of Unspent Corporate Social Responsibility 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: Yes

If yes, enter the number of Capital assets created/ ~~acquired~~: 3 (Excluding Movable assets)

Details of capital asset created through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent (in ₹ crores)	Details of entity/ Authority/ beneficiary of the registered owner		
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Registration Number, if applicable	Name	Registered address
1	Construction of High School & Senior Secondary School Expansion (G+3) – Dighuvamagham Education complex	517129	31.03.2026	8.56	CSR00050143	Rajanna Foundation	Dighuvamagham Village, Thavanampalle Mandal, Chittoor District, Andhra Pradesh
2	Sewage & Water Treatment plant at Diguvamagham Education Complex	517129	31.03.2026	2.26			
3	Construction of Education complex Storm water drain	517129	31.03.2026	0.33			
4	Purchase of school buses and office equipments at Diguvamagham education complex	517129	31.03.2026	1.44	CSR00058734	Amara Raja Educational Society	Handed over to the schools.

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per subsection (5) of section 135: Not applicable

Jayadev Galla
Chairman, Managing Director & CEO
Chairman of the CSR Committee
DIN: 00143610

Place: Ooty
Date: May 25, 2026

Annexure VI

Form No. AOC-2

(Pursuant to clause (h) of sub-section (3) of section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules 2014)

Disclosure of particulars of contracts/arrangements entered into by the company with related parties referred to in sub-section (1) of section 188 of the Companies Act 2013 including certain arm's length transactions under third proviso thereto

1. There are no contracts/arrangements entered into by the Company with Related Parties referred to in Sub-Section (1) of Section 188 of the Companies Act 2013 which are not at arm's length basis.

2. There are no material contracts or arrangements or transactions with Related Parties in terms of Act, Rules thereunder and Listing Regulations.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Ooty
Date: May 25, 2026

Annexure VII

REPORT ON CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO

PURSUANT TO SECTION 134(3)(M) OF THE ACT READ WITH RULE 8 OF THE COMPANIES (ACCOUNTS) RULES 2014:

A. Conservation of Energy

1. The steps taken or impact on the conservation of energy:

The Company continued its focused energy conservation efforts through up-gradation of process technology, effective production scheduling and various energy saving initiatives including the installation of energy-efficient equipment. Few initiatives are mentioned below:

- Installation of heat recovery system for air compressors
- Improvement of heat control system for lead pots
- Installation of High-volume low speed (HVLS) Fans
- Replacement of centrifugal blowers with Brushless Direct Current (BLDC) motors for Air Handling units (AHUs)
- Replacement of conventional lighting with LED lighting
- Elimination of Pneumatic cylinders in dumper process and reduction of compressor air consumption
- Interlocking assembly conveyors while idle running without Battery movement
- Installation of AHUs in control panel room
- Installation motion sensors for utility areas
- Replacement of Self-starter with Drive in Stacking machine
- Replacement of Air-Operated Double Diaphragm (AODD) pump to Electrical Pump in Acid circulation area
- Reduction of current harmonics in M/C transformers 2 & 3

2 The steps taken by the company for utilizing alternate sources of energy:

Renewable energy initiatives:

- Avoided 73,831 Tons of CO_2 emissions on account of renewable energy installations in the Company in FY26.
- Planning to install 5.3MWp solar panels at various locations of the Company's plants during FY27

Benefits / recognitions arising out of energy conservation measures:

- Cost saving of ₹ 3.5 crores with energy conservation projects in the plants.

3. Capital investment on energy conservation initiatives/equipment:

- ₹ 3.2 crores for energy conservation projects inside the plant.

B. Technology Absorption

1. Specific Areas in which Technology Development is carried out by the Company

The Technology activities of the Company are categorized under three broad areas of focus:

- Product Technology
- Manufacturing Engineering
- Research & Analysis

The Technology projects are identified to address the following specific objectives:

- Development of import substitution in materials and products.
- Exploration of environmentally friendly operations/ materials.
- Manufacturing Technology up-gradation to make the batteries robust and high-end performers.
- Material/Process development activities for enhancing battery performance and cost-efficiency.
- New product development for emerging applications.
- Research on New Energy Storage Technologies/ Non-Lead Acid Technologies.
- Technology up-gradation to make the batteries robust and high-end performer.

- Value engineering efforts for product improvements.
- Digitalization towards speeding up the development programs

2. Benefits derived as a result of the above Technology Projects

- Advanced New Lead Acid Technologies: Sustained Technology demonstration initiatives and promising advancements made in advanced lead acid and alternate chemistry storge technologies signifying our commitment to pushing the boundaries of energy storage.
- Developed Value Series Battery Portfolio for International Business An optimized, value-driven battery range developed through advanced paste formulation, grid optimization and cutting-edge grid technology and integrated advanced manufacturing process. It delivers reliable, high-performance power with a superior power-to-weight ratio, enabling enhanced efficiency and extended range in modern vehicles.
- Focused on expanding our range by launching flooded tubular products for home UPS application.
- Successfully introduced advanced plate technology battery range for domestic UPS and data center applications.
- Technology Innovation for Smart Hybrid Vehicles: Developed a specialized battery solution for the next generation of Smart Hybrid vehicles. This cutting-edge design is engineered to support the increased electrical loads and dynamic power demands of hybrid systems.
- Developed Simulation Procedures at Component Level employing Electrochemical & Structural Analysis.
- Enhanced plate robustness by introducing advanced curing techniques in 4W & UPS.
- Implemented new processes with compatible material to enhance mechanical strength in commercial batteries to enhance durability.
- Implemented new energy efficient (higher productive) and advanced formation equipment for tubular battery plant.
- Optimized formation process cycle time to improve productivity in 4W AGM.
- Developed innovative method for improving the state of charge in 2W batteries.
- Introduction of durable & sustainable AGM separator solutions for Automotive applications.
- Implemented Engineered Fiber into electrode for Structural Integrity.
- Implemented Premix Expander Systems to Enhance Sustainable Productivity for flooded HUPS Battery Manufacturing.
- Enhanced Industrial Battery Performance through Deployment of new additive formulation.

3 Future Plan of Action

- Development of next-generation UPS battery technologies to strengthen our presence in international markets
- Expansion of Home UPS and UPS product portfolios
- Development of a comprehensive product portfolio for motive power applications
- Continued in-house and collaborative R&D initiatives on advanced lead-acid and alternate battery chemistries
- Development of advanced battery technologies for marine applications
- Development of advanced automotive product ranges with optimized performance and manufacturability for international markets
- Design and development of commercial vehicle battery solutions for domestic and international markets
- Enhancing plate quality through improved plate-making and advanced paste-mixing processes for automotive and UPS batteries
- Improving throughput and energy efficiency through optimization of oven cycle times and assembly operations in Home UPS battery manufacturing
- Introduction of energy-efficient assembly processes in two-wheeler battery manufacturing
- Development of new and optimized formation processes for automotive batteries
- Continued implementation of innovative methodologies to improve state-of-charge performance in two-wheeler batteries

- Development of next-generation lead alloy systems to improve battery performance and durability
- Development of high charge acceptance plates for automotive battery applications
- Deployment of advanced separators with superior performance characteristics for Home UPS batteries
- Evaluation of advanced additives to improve automotive battery performance

4 Technology absorption, adaptation and innovation

i. Efforts in brief, made towards technology absorption, adaptation and innovation

- Developed innovative method for improving the state of charge in 2W batteries.
- Implemented Engineered Fiber into electrode for Structural Integrity.
- Developed an advanced plate technology battery range for domestic UPS and data center applications.
- Developed a specialized battery solution for the next generation of Smart Hybrid vehicles.

ii. Benefits derived because of above efforts:

- Cost reduction
- Environmental protection
- Energy conservation
- Enhanced performance and reliability of the product
- Enhanced market share
- Customer Satisfaction
- Penetration into newer markets
- Intellectual Property rights
- Sustainable development

iii. Information regarding Imported Technology

a)	Technology Imported	The Company has imported technology for the manufacture of, advanced Punched Grid for the futuristic Automotive batteries from Johnson Controls Inc., USA
b)	Year of Import	2018
c)	Has the technology been fully absorbed?	Yes, the technology is under implementation in a phased manner and already deployed successfully in certain application segments.
d)	If not fully absorbed, areas where this has not taken place, reasons therefore and future plan of action	-

5. Expenditure on Research and Development

(Amount in ₹ crore)

S. No	Parameter	FY26	FY25
1	Capital	1.40	1.28
2	Recurring	13.30	12.44
	Total	**14.70**	**13.72**

C. Foreign Exchange earnings and outgo

(Amount in ₹ crore)

S. No	Parameter	FY26	FY25
1	Foreign exchange used	1,394.45	1,502.66
2	Foreign exchange earned	1,643.25	1,707.03

Annexure VIII

Information pursuant to Section 197 of the Act read with Rule 5 (1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014

a. The Ratio of the remuneration of each Director to the median remuneration of the employees of the Company and the percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, for FY26:

S. No	Name of the Director/Key Managerial Personnel	Designation	Ratio of the remuneration to the median remuneration of the employees	% increase/ (decrease) in remuneration
Non-Executive Directors				
1.	Mr. Annush Ramasamy	Independent Director	12.06	18
2.	Dr. Amar Patnaik	Independent Director	12.69	NA [$]
3.	Ms. Radhika Shapoorjee	Independent Director (w.e.f. May 22, 2025)	11.59	NA [@]
4.	Ms. Bhairavi Tushar Jani	Independent Director (till August 13, 2025)	4.54	NA [@]
Executive Directors				
1.	Mr. Jayadev Galla	Chairman, Managing Director & CEO	1971.84	(6)
2.	Mr. Harshavardhana Gourineni	Executive Director	985.92	(6)
3.	Mr. Vikramadithya Gourineni	Executive Director	985.92	(6)
Key Managerial Personnel*				
1.	Mr. Delli Babu Y	Chief Financial Officer	64.16	16
2.	Mr. Vikas Sabharwal	Company Secretary	52.38	11

* Mr. Jayadev Galla is also a Key Managerial Personnel

[$] comparable not available, as not part of full year FY25

[@] comparable not available, as not part of full year FY26

b. The percentage increase in the median remuneration of employees in the financial year: 5.90%

c. The number of total employees on the rolls of the Company: 10,805

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 the managerial personnel was 8.96%. The remuneration of the Managing Director and Executive Directors is linked to the commission based on the profits of the Company.

e. Affirmation that the remuneration is as per the remuneration policy of the Company:

It is hereby affirmed that the remuneration paid to the Directors and Key Managerial Personnel is as per the Nomination and Remuneration Policy of the Company.

For and on behalf of the Board of Directors

Jayadev Galla
Chairman, Managing Director & CEO
DIN: 00143610

Place: Ooty
Date: May 25, 2026

INDEPENDENT PRACTITIONER'S REASONABLE ASSURANCE REPORT

To

The Board of Directors of Amara Raja Energy & Mobility Limited

Introduction and objectives of work

The Board of Directors of Amara Raja Energy & Mobility Limited (hereinafter abbreviated as "Amara Raja") have engaged us for providing Assurance Report on identified sustainability information in the Integrated Report (IR) & Business Responsibility & Sustainability Report (BRSR) of the Company for the year ended March 31, 2026. This Annual Integrated report has been prepared in accordance with the International Integrated Reporting Council (IIRC) Frameworks, Global Reporting Initiative Standards, 2021 & Business Responsibility and Sustainability Reporting (BRSR) based on the National Guidelines for Responsible Business Conduct (NGRBC).

Intended User

The assurance statement is made solely for "Amara Raja Energy & Mobility Limited" as per the governing contractual terms and conditions of the assurance engagement contract between "Amara Raja" and "Bureau Veritas". To the extent that the law permits, we owe no responsibility and do not accept any liability to any party other than "Amara Raja" for the work we have performed for this assurance report, or our conclusions stated in the paragraph below.

Scope of Work

We have performed the Reasonable Assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and in line with the requirements of Bureau Veritas's standard procedures and guidelines for external Assurance of Sustainability Reports, based on current best practice in independent assurance.

The reporting boundaries considered for this reporting period are as follows:

Head Office:

Renigunta, Kadapa Road, karakambadi, Tirupati, 517 520, Andhra Pradesh, India

Site 1:

Renigunta Cuddapah Road, Karakambadi, Tirupati, 517 520 Andhra Pradesh, India

Site 2:

Amar Raja Growth Corridor (ARGC), Nunegundlapalli, Chittoor, 517 416, Andhra Pradesh India

As part of its Independent Reasonable assurance, we assessed the appropriateness and robustness of underlying reporting systems and processes used to collect, analyse and review the information reported. In this process, we undertook the following activities:

Assessment was conducted by means of physical site visits at Tirupati & Chittoor plants. Bureau Veritas interviewed personnel of Amara Raja's including Safety, Environment, Energy, HR, L&D, Procurement / SCM, Finance and Accounts, CSR and other relevant departments.

- The Company has submitted performance data on reported IR & BRSR topics. The data pertaining to each location visited was assessed by Bureau Veritas through the process above described.
- Data on various IR & BRSR disclosures was assessed for the locations as mentioned above. Later, it was confirmed that the same assessed data went into preparation of the final data within the IR & BRSR Report 2025-26.

Management Responsibility

The Selection of reporting criteria, reporting period, reporting boundary, monitoring and measurement of data, preparation, and presentation of information in the IR & BRSR report are the sole responsibility of the Company and its management. We are not involved in drafting or preparation of IR & BRSR Report. Our sole responsibility is to provide independent Reasonable assurance on the BRSR report for the financial year ended 31st March 2026.

Our Findings

On the basis of our methodology and the activities described above,

- Nothing has come to our attention to indicate that the IR & BRSR disclosures are inaccurate or that the information included therein is not fairly stated.

- It is our opinion that Company has established appropriate systems for the collection, aggregation, and analysis of data on Sustainability/Non-Financial performance disclosures in the IR & BRSR.

- The IR & BRSR Report provides a fair representation of the Company's activities as included therein.

- The information is presented in a clear, understandable, and accessible manner, and allows readers to form a balanced opinion over the Company and status during the reporting period.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period.
- Positional statements (expressions of opinion, belief, aim or future intention by Amara Raja and statements of future commitment.
- Competitive claims in the report claiming, "first company in India", "first time in India", "first of its kind", etc.

Our assurance does not extend to the activities and operations of "Amara Raja" outside of the scope and geographical boundaries as well as the operations undertaken by any subsidiaries or joint ventures of the Company.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Statement of Independence, Integrity, and Competence

Bureau Veritas is an independent professional services company that specializes in quality, environmental, health, safety, and social accountability with over 198 years history. Its assurance team has extensive experience in conducting assessments over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified Quality Management System which complies with the requirements of ISO 9001:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA), across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour, and high ethical standards in their day-to-day business activities.

The assurance team for this work does not have any involvement in any other Bureau Veritas projects with Amara Raja.

Competence

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, and health & safety information, systems and processes and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Restriction on use of Our Report

Our Reasonable assurance report has been prepared and addressed to the Board of Directors of the Company at the request of the company solely to assist the company in reporting on the Company's Sustainability performance and activities. Accordingly, we accept no liability to anyone, other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addresses of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

Munji Rama Mohan RAO

Lead Assuror
Bureau Veritas (India) Private Limited
Hyderabad, India
Dt: 08 July, 2026

Rupam BARUAH

Technical Reviewer
Bureau Veritas (India) Private Limited
Mumbai, India
Dt: 08 July, 2026

INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT

Shaping a World of Trust

To

The Board of Directors of Amara Raja Energy & Mobility Limited

Introduction and objectives of work

The Board of Directors of Amara Raja Energy & Mobility Limited (hereinafter abbreviated as "Amara Raja") have engaged us to carry out an independent verification of its Greenhouse Gas Inventory assertions ("the GHG Inventory") i.e. Scope 1, Scope 2 and selected categories of Scope 3 emissions data as defined by the ISO 14064: Part 1 Standard and covering the Company's emissions over the period 1st April 2025 to 31st March 2026, which forms part of the Company's response to the Carbon Disclosure Project (CDP), disclosure for BRSR report of FY 2025-26 and its Integrated Report for FY 2025-26.

Intended User

The assurance statement is made solely for "Amara Raja Energy & Mobility Limited" as per the governing contractual terms and conditions of the assurance engagement contract between "Amara Raja" and "Bureau Veritas". To the extent that the law permits, we owe no responsibility and do not accept any liability to any party other than "Amara Raja" for the work we have performed for this assurance report, or our conclusions stated in the paragraph below.

Scope of Work

We have performed the Reasonable Assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3410 and in line with the requirements of Bureau Veritas's standard procedures and guidelines for external Assurance of Sustainability Reports, based on current best practice in independent assurance. The verification applies a ± 5% uncertainty towards errors and omissions.

The reporting boundaries considered for this reporting period are as follows:

Head Office: Renigunta, Kadapa Road, karakambadi, Tirupati, 517 520, Andhra Pradesh, India

Site 1: Renigunta, Kadapa Road, karakambadi, Tirupati, 517 520, Andhra Pradesh, India

Site 2: Amara Raja Growth Corridor (ARGC), Nunegundlapalli, Chittoor, 517 416
Andhra Pradesh, India

The Scope of work agreed upon with Amara Raja includes verifications of its GHG emissions (Scope 1, Scope 2 and selected categories of Scope 3) as listed below:

Scope 1 emissions arising from

- Consumption of diesel (in DG Sets, Boilers and intermediate transportation),
- Acetylene Consumption in plant process,
- LPG Consumption (in furnace and ETP-ZLD Process),
- Usage (topping up) of different refrigerant gases and
- Usage (topping up) of Carbon Dioxide gas in Fire extinguishers.

Scope 2 emissions arising from

- Use of purchased electricity from Grid

Scope 3 emissions from categories (GHG Protocol) of

- Category 1 – Purchased Good & Services (Primary & Secondary Lead, Sulphuric acid, Polypropylene, Lubricants & Tubular batteries)
- Category 4 – Upstream transport & Distribution of raw materials (Raw Material transportation by Road & Sea)
- Category 5 – Waste generated in operations (Plastic waste, E-Waste, Hazardous Wastes, non-hazardous wastes, waste recycled, landfilled and incinerated)
- Category 6 – Business travel (employee commute, business travel by road and air)
- Category 7 – Employee Commuting
- Category 8 – Upstream Leased Assets
- Category 9 – Downstream transport & distribution
- Category 11 – Use of Sold products
- Category 12 – End of life treatment of Sold Products
- Category 14 – Franchises

As part of its independent Reasonable Assurance, we assessed the appropriateness and robustness of underlying reporting systems and processes used to collect, analyse and review the information reported. In this process, we undertook the following activities:

Assessment was conducted by means of physical site visits at Tirupati & Chittoor plants. Bureau Veritas interviewed personnel of Amara Raja's including Safety, Environment, Energy, HR, L&D, Procurement / SCM, Finance and Accounts, CSR and other relevant departments.

Verification Methodology

The verification was conducted by Bureau Veritas for the following activities:

- Desktop Review of ARE&ML emissions provided in spreadsheets
- Management interaction on data management systems and review of emission factors and assumptions at HO & Sites
- On site assessment from 27th to 29th April 2026 for the data monitoring and reporting at HO and site.

Conclusion:

Scope	Source	GHG Emissions (tCO_2e) FY 2025-26	GHG Emissions (tCO_2e) FY 2024-25
Scope 1	**Emissions arising from the consumption of fuels like diesel, Acetylene, LPG, use of refrigerant gases & CO2**	**7185**	**6816**
Scope 2	**Emissions from consumption of grid electricity**	**257927**	**230765**
Scope 3	**Under Categories (GHG Protocol of 1,4,5,6,7,8,9,11,12,14)**	**459705**	**451864**
Total		**724817**	**689445**
Avoided Emissions	**Renewable Energy consumption**	**73831**	**80240**

Management Responsibility

The Selection of reporting criteria, reporting period, reporting boundary, monitoring and measurement of data, preparation, and presentation of information in the GHG Inventory report are the sole responsibility of the Company and its management. We are not involved in drafting or preparation of GHG Inventory Report. Our sole responsibility is to provide independent Limited assurance on the GHG Inventory report for the financial year ended 31st March 2026.

Our Findings

On the basis of verification methodology and scope of work agreed upon, nothing has come to our attention to believe that the GHG data as below is not correct and is not a fair representation of Amara Raja GHG Emissions – Inventory for FY 2025-26.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period.
- Positional statements (expressions of opinion, belief, aim or future intention by Amara Raja and statements of future commitment.
- Competitive claims in the report claiming, "first company in India", "first time in India", "first of its kind", etc.

Our assurance does not extend to the activities and operations of "Amara Raja" outside of the scope and geographical boundaries as well as the operations undertaken by any subsidiaries or joint ventures of the Company.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Statement of Independence, Integrity, and Competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety, and social accountability with over 198 years of history. Its assurance team has extensive experience in conducting assessments over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified Quality Management System which complies with the requirements of ISO 9001:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA), across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behavior, and high ethical standards in their day-to-day business activities.

The assurance team for this work does not have any involvement in any other Bureau Veritas projects with Amara Raja.

Competence

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, and health & safety information, systems and processes and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Restriction on use of Our Report

Our Reasonable assurance report has been prepared and addressed to the Board of Directors of the Company at the request of the company solely to assist the company in reporting on the Company's Sustainability performance and activities. Accordingly, we accept no liability to anyone, other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addresses of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

Munji Rama Mohan RAO

Lead Assuror
Bureau Veritas (India) Private Limited
Hyderabad, India
Dt: 08 July, 2026

Rupam BARUAH

Technical Reviewer
Bureau Veritas (India) Private Limited
Mumbai, India
Dt: 08 July, 2026

Independent Auditor's Report

To the Members of M/s. Amara Raja Energy & Mobility Limited
(Formerly known as Amara Raja Batteries Limited)
Report on the Audit of the Standalone Financial Statements

Opinion

1. We have jointly audited the accompanying standalone financial statements of M/s. **Amara Raja Energy & Mobility Limited** (Formerly known as Amara Raja Batteries Limited) ("the Company"), which comprise the Standalone Balance Sheet as at March 31, 2026, and the Standalone Statement of Profit and Loss (including Other Comprehensive Income), the Standalone Statement of Changes in Equity and the Standalone Statement of Cash Flows for the year then ended, and notes to the standalone financial statements, including material accounting policy information and other explanatory information.

2. In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, and total comprehensive income (comprising of profit and other comprehensive income), changes in equity and its cash flows for the year then ended.

Basis for Opinion

3. We conducted our joint audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the "Auditor's responsibilities for the audit of the standalone financial statements" section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

4. Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
Assessment of Provision for Warranty obligations Refer Note 2.2 (i) (Key accounting estimates and judgements), Note 16 and 41 to Standalone Financial Statements. The Company provides warranty on sale of batteries to customers and has recognised a provision for warranty obligations amounting to ₹ 434.48 crores in respect of the expected costs to fulfill the warranty obligation over the warranty period. The estimation of warranty provision involves significant management judgement, as it is based on historical trends in respect of failure rates and estimated replacement cost. These estimates are reviewed annually for any changes in underlying assumptions. Given the significance of the provision, the estimation uncertainties involved and the degree of judgement applied by management, warranty provision has been considered as a key audit matter.	Our audit procedures included the following: • Obtained an understanding of, and evaluated, the design and tested the operating effectiveness of key controls around recognition of provision for warranty. • Performed a reconciliation of the sales quantities used for the warranty computation to that of the sales register to ensure completeness of transactions covered under warranty. • Evaluated the reasonableness of management's assumptions used in the computation of warranty, the methodologies applied in estimating failure rates and replacement cost. Also, performed a retrospective review of warranty cost accruals made in prior year. • Verified the accuracy of computation of provision for warranty costs. • Verified the adequacy of the disclosures in the Standalone Financial Statements.

Key audit matter	How our audit addressed the key audit matter
Revenue Recognition Refer Note 2.3 (d) (Material Accounting Policies) and Note 22 (Revenue from Operations) of the Standalone Financial Statements. The Company recognizes revenue from sale of goods in accordance with Ind AS 115 "Revenue from Contracts with Customers", when control of the goods is transferred to the customer, generally upon delivery, and net of returns and discounts. We identified timing of revenue recognition in the correct period as a key audit matter, considering the significance and revenue being assessed as having higher risk of material misstatement.	Our audit procedures included the following: • Obtained an understanding of the revenue recognition process and evaluated the design and implementation of internal controls governing revenue recognition, including controls relating to cut-off at each period end. • Tested the operating effectiveness of controls relating to revenue cutoff at the year-end to verify that revenue is recognised in the correct period. • Evaluated the appropriateness of the Company's accounting policy on revenue recognition and their compliance with Ind AS 115, "Revenue from Contracts with Customers". • Performed substantive testing on sales transactions recorded close to and subsequent to the year end, including review of supporting documents such as customer acknowledgements and credit notes issued after year end, to verify the appropriateness of the period in which revenue was recognised.

Other Information

5. The Company's Board of Directors is responsible for the other information. The other information comprises the "Board's Report and Annexures and Management Discussion and Analysis 2025-26" (but does not include the standalone financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and additional information excluding those referred above that would be included in the Annual Report (titled as 'Amara Raja Energy & Mobility Limited Annual Report 2025-26), which is expected to be made available to us after that date.

   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 identified above and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

   If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

   When we read the additional information, as mentioned above, that would be included in the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate action as applicable under the relevant laws and regulations.

Responsibilities of management and those charged with governance for the standalone financial statements

6. The Company's Board of Directors is responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

7. In preparing the standalone financial statements, Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Board of Directors

either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

8. Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's responsibilities for the audit of the standalone financial statements

9. Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

10. As part of an audit in accordance with SAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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 control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to standalone financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by 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.

11. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

12. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

13. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

14. The standalone financial statements of the Company for the year ended March 31, 2025, were audited by prior auditors under the Act who, vide their report dated May 29, 2025, expressed an unmodified opinion on those standalone financial statements.

Report on other legal and regulatory requirements

15. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, we give in the **Annexure B** a statement on the

matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

16. As required by Section 143(3) of the Act, we report that:

(a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

(b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books, except for the matters stated in paragraph 16(h)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended).

(c) The Standalone Balance Sheet, the Standalone Statement of Profit and Loss (including other comprehensive income), the Standalone Statement of Changes in Equity and the Standalone Statement of Cash Flows dealt with by this Report are in agreement with the books of account.

(d) In our opinion, the aforesaid standalone financial statements comply with the Indian Accounting Standards specified under Section 133 of the Act.

(e) On the basis of the written representations received from the directors as on April 01, 2026, taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026, from being appointed as a director in terms of Section 164(2) of the Act.

(f) With respect to the maintenance of accounts and other matters connected therewith, reference is made to our remarks in paragraph 16(b) above and paragraph 16(h)(vi) below.

(g) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "**Annexure A**".

(h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us:

i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements – Refer note 31 to the standalone financial statements;

ii. The Company was not required to recognise a provision as at March 31, 2026, under the applicable law or Indian Accounting Standards, as it does not have any material foreseeable losses on long-term contract. The Company did not have any long-term derivative contracts as at March 31, 2026.

iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company during the year.

iv. (a) The management has represented that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

(b) The management has represented that, to the best of its knowledge and belief, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

(c) Based on such audit procedures that we considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (a) and (b) contain any material misstatement.

v. The final dividend declared and paid by the Company during the year in respect of the prior year ended March 31, 2025, is in accordance with Section 123 of the Act to the extent it applies to declaration and payment of dividend.

The interim dividend declared and paid by the Company during the year is in accordance with Section 123 of the Act to the extent it applies to declaration and payment of interim dividend.

As stated in Note 43 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year, which is subject to the approval of the members at the ensuing Annual General Meeting, and is in accordance with Section 123 of the Act, to the extent applicable.

vi. Based on our examination, which included test checks, the Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and that has operated throughout the year for all relevant transactions recorded in the software, except for modifications if any, made by certain users with specific access and for direct database changes. During the course of performing our procedures, other than the aforesaid instances of audit trail not maintained where the question of our commenting does not arise, we did not notice any instance of audit trail feature being tampered with. Further, the audit trail, to the extent maintained in the prior year, has been preserved by the Company as per the statutory requirements for record retention.

17. The Company has paid/ provided for managerial remuneration in accordance with the requisite approvals mandated by the provisions of Section 197 read with Schedule V to the Act.

For **Price Waterhouse Chartered Accountants LLP**
Firm Registration Number: 012754N/N500016

Srikanth Pola
Partner
Membership Number: 220916
UDIN: 26220916CMGXEI4999

Place: Hyderabad
Date: May 25, 2026

For **K.S. Rao & Co, Chartered Accountants**
Firm Registration Number: 003109S

Gopikrishna Chowdary Manchinella
Partner
Membership Number: 235528
UDIN: 26235528BMFEUT7612

Place: Hyderabad
Date: May 25, 2026

Annexure A to Independent Auditor's Report

Referred to in paragraph 16(g) of the Independent Auditor's Report of even date to the members of M/s. Amara Raja Energy & Mobility Limited (Formerly known as Amara Raja Batteries Limited) on the standalone financial statements as of and for the year ended March 31, 2026.

Report on the Internal Financial Controls with reference to Standalone Financial Statements under clause (i) of sub-section 3 of Section 143 of the Act

1. We have jointly audited the internal financial controls with reference to standalone financial statements of M/s. Amara Raja Energy & Mobility Limited (Formerly known as Amara Raja Batteries Limited) ("the Company") as of March 31, 2026, in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

2. The Company's management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting ("the Guidance Note") issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

3. Our responsibility is to express an opinion on the Company's internal financial controls with reference to standalone financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing specified under Section 143(10) of the Act to the extent applicable to an audit of internal financial controls, both applicable to an audit of internal financial controls and both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to standalone financial statements was established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system with reference to standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls system with reference to standalone financial statements.

Meaning of Internal Financial Controls with reference to standalone financial statements

6. A company's internal financial controls with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls 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 standalone 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 standalone financial statements.

Inherent Limitations of Internal Financial Controls with reference to standalone financial statements

7. 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 controls 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

8. In our opinion, the Company has, in all material respects, adequate internal financial controls system with reference to standalone financial statements and such internal financial controls with reference to standalone financial statements were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by ICAI.

For **Price Waterhouse Chartered Accountants LLP**
Firm Registration Number: 012754N/N500016

Srikanth Pola
Partner
Membership Number: 220916
UDIN: 26220916CMGXEI4999

Place: Hyderabad
Date: May 25, 2026

For **K.S. Rao & Co, Chartered Accountants**
Firm Registration Number: 003109S

Gopikrishna Chowdary Manchinella
Partner
Membership Number: 235528
UDIN: 26235528BMFEUT7612

Place: Hyderabad
Date: May 25, 2026

Annexure B to Independent Auditor's Report

Referred to in paragraph 15 of the Independent Auditor's Report of even date to the members of M/s. Amara Raja Energy & Mobility Limited (Formerly known as Amara Raja Batteries Limited) on the standalone financial statements as of and for the year ended March 31, 2026.

In terms of the information and explanations sought by us and furnished by the Company, and the books of account and records examined by us during the course of our audit, and to the best of our knowledge and belief, we report that:

i. (a) (A) The Company is maintaining proper records showing full particulars, including quantitative details and situation, of Property, Plant and Equipment.

(B) The Company is maintaining proper records showing full particulars of Intangible Assets.

(b) The Property, Plant and Equipment of the Company are physically verified by the Management according to a phased programme designed to cover all the items over a period of three years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. Pursuant to the programme, a portion of the Property, Plant and Equipment has been physically verified by the Management during the year and no material discrepancies have been noticed on such verification.

(c) The title deeds of all the immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee), as disclosed in Note 3.1 and 3.2 to the standalone financial statements, are held in the name of the Company, except for the following:

Description of property	Gross carrying value	Held in the name of	Whether promoter, director or their relative or employee	Period held - indicate range, where appropriate	Reason for not being held in the name of the Company
Freehold land located at Karakambadi, Andhra Pradesh	₹ 77.84 crores	Mangal Industries Limited	No	3 years	The title deeds of these properties were held in the name of Mangal Industries Limited, the erstwhile company, a part of which was demerged and merged with the Company in accordance with the provisions of the Companies Act, pursuant to the approval granted by the Hon'ble National Company Law Tribunal during FY 2022–23. Refer note 3.1 and 3.2 of the Standalone Financial Statements.
Leasehold land located at Amara Raja Growth Corridor, Chittoor	₹ 25.85 Crores				

(d) The Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or Intangible Assets or both during the year. Consequently, the question of our commenting on whether the revaluation is based on the valuation by a Registered Valuer, or specifying the amount of change, if the change is 10% or more in the aggregate of the net carrying value of each class of Property, Plant and Equipment (including Right of Use assets) or Intangible Assets does not arise.

(e) No proceedings have been initiated on (or) are pending against the Company for holding benami property under the Prohibition of Benami Property Transactions Act, 1988 (as amended in 2016) [formerly the Benami Transactions (Prohibition) Act, 1988 (45 of 1988)] and Rules made thereunder, and therefore the question of our commenting on whether the Company has appropriately disclosed the details in the standalone financial statements, does not arise.

ii. (a) The physical verification of inventory excluding stocks with third parties has been conducted at reasonable intervals by the Management during the year and, in our opinion, the coverage and procedure

of such verification by Management is appropriate. In respect of inventory lying with third parties, these have substantially been confirmed by them. The discrepancies noted on physical verification of inventory as compared to book records were not 10% or more in aggregate for each class of inventory.

(b) During the year, the Company has been sanctioned working capital limits in excess of ₹ 5 crores, in aggregate, from banks on the basis of security of current assets. The Company has filed quarterly returns or statements with such banks, and the discrepancies noted in such quarterly return or statements with the unaudited books of account were trivial.

iii. (a) The Company has made investments in one company, granted two unsecured loans to one company, or stood guarantee to one company. The Company has not granted any secured loans, advances in nature of loans or provided security to any parties. The aggregate amount during the year, and balance outstanding at the balance sheet date with respect to such loans and guarantees to subsidiaries are as per the table given below:

(₹ In Crores)

Particulars	Loans	Guarantees
Aggregate amount granted/ provided during the year		
- Subsidiaries	120.00	50.00
- Others	Nil	Nil
Balance outstanding as at balance sheet date in respect of the above cases		
- Subsidiaries	120.00	50.00
- Others	Nil	Nil

Also, refer note 6 and 35 to the standalone financial statements

(b) In respect of the aforesaid investments/ guarantees/ loans, the terms and conditions under which such loans were granted/investments were made/ guarantees provided are not prejudicial to the Company's interest.

(c) In respect of one of the loans, the schedule of repayment of principal and payment of interest has been stipulated, and the same is not due as at the Balance sheet date. Accordingly, the question of our commenting on regularity of payment of interest and repayment of principal does not arise.

In respect of the other loan, no schedule for repayment of principal has been stipulated by the Company and the interest is not due as at the balance sheet date. Therefore, in the absence of stipulation of repayment terms of principal and the interest not being due as at the Balance sheet date, the question of our commenting on regularity of payment of interest and repayment of principal does not arise

(d) In respect of the loans, there is no amount which is overdue for more than ninety days.

(e) There were no loans which have fallen due during the year and were renewed/extended. Further, no fresh loans were granted to same parties to settle the existing overdue loans.

(f) Following loans were granted during the year, including to related parties under Section 2(76), which are repayable on demand.

Particulars	Related Parties (₹ In Crores)
Aggregate of loans	
- Repayable on demand (A)	₹ 70.00
- Agreement does not specify any terms or period of repayment (B)	₹ Nil
Total (A+B)	₹ 70.00
Percentage of loans to the total loans	58.33%

iv. In our opinion, the Company has complied with the provisions of Sections 185 and 186 of the Companies Act, 2013 in respect of the loans and investments made and guarantees provided by it. The Company has not provided any security to the parties covered under Sections 185 and 186.

v. The Company has not accepted any deposits or amounts which are deemed to be deposits referred in Sections 73, 74, 75 and 76 of the Act and the Rules framed there under. Accordingly, the reporting under clause 3(v) of the Order is not applicable to the Company.

vi. Pursuant to the rules made by the Central Government of India, the Company is required to maintain cost records as specified under Section 148(1) of the Act in respect of its products. We have broadly reviewed the books of account maintained by the Company pursuant to the said requirement, and are of the opinion that, prima facie, the prescribed accounts and records have been made and maintained. We have not, however, made a detailed examination of the records with a view to determine whether they are accurate or complete.

vii. (a) In our opinion, the Company is regular in depositing the undisputed statutory dues, including goods and services tax, provident fund, employees' state

insurance, income tax, sales tax, service tax, duty of customs, duty of excise, value added tax, cess, and other statutory dues, as applicable, with the appropriate authorities.

(b) There are no statutory dues of provident fund, employees' state insurance, which have not been deposited on account of any dispute. The particulars of other statutory dues referred to in sub-clause (a) as at March 31, 2026, which have not been deposited on account of a dispute, are as follows:

Name of the statute	Nature of dues	Disputed Amount (₹ In Crores)	Net of amount paid under protest (₹ In Crores)	Period to which the amount relates	Forum where the dispute is pending
Income Tax Act, 1961	Income tax/ Interest	40.36	27.57	A.Y. 2009-10; A.Y. 2018-19; and A.Y. 2020-21 to A.Y. 2024-25	National Faceless Appeal Centre (NFAC), Delhi
Wealth Tax Act, 1957	Wealth-tax/ Interest	0.16	0.14	A.Y. 2011-12	Appellate Authority up to Commissioner level
Andhra Pradesh Goods and Services Tax Act, 2017	Goods and Services Tax /Penalty	1.40	1.27	F.Y. 2018-19; F.Y. 2019-20	Appellate Authority up to Commissioner level
Assam Goods and Services Tax Act, 2017	Goods and Services Tax/Interest/Penalty	0.38	0.36	F.Y. 2020-21; F.Y. 2021-22	Appellate Authority up to Commissioner level
Bihar Goods and Services Tax Act, 2017	Goods and Services Tax/Interest/Penalty	0.96	0.91	F.Y. 2021-22	Appellate Authority up to Commissioner level
Gujarat Goods and Services Tax Act, 2017	Goods and Services Tax/Interest/Penalty	0.18	0.17	F.Y. 2017-18; F.Y. 2021-22	Appellate Authority up to Commissioner level
Jammu and Kashmir Goods and Services Tax Act, 2017	Goods and Services Tax/ Penalty	0.01	0.01	F.Y. 2020-21	Appellate Authority up to Commissioner level
Madhya Pradesh Goods and Services Tax Act, 2017	Goods and Services Tax/ Penalty	0.01	0.01	F.Y. 2021-22	Appellate Authority up to Commissioner level
Maharashtra Goods and Services Tax Act, 2017	Goods and Services Tax /Penalty	0.84	0.76	F.Y. 2021-22	Appellate Authority up to Commissioner level
Odisha Goods and Services Tax Act, 2017	Goods and Services Tax/ Penalty	0.45	0.41	F.Y. 2017-18 to F.Y. 2019-20	Appellate Authority up to Commissioner level
Punjab Goods and Services Tax Act, 2017	Goods and Services Tax/Interest/Penalty	9.07	8.61	F.Y. 2018-19; F.Y. 2020-21; F.Y. 2021-22	Appellate Authority up to Commissioner level
Rajasthan Goods and Services Tax Act, 2017	Goods and Services Tax/Interest/Penalty	12.13	11.90	F.Y. 2017-18; F.Y. 2018-19	Appellate Authority up to Commissioner level
Uttar Pradesh Goods and Services Tax Act, 2017	Goods and Services Tax/Penalty	2.08	1.89	F.Y. 2021-22	Appellate Authority up to Commissioner level
West Bengal Goods and Services Tax Act, 2017	Goods and Services Tax/Interest/Penalty	15.53	14.67	F.Y. 2017-18 to F.Y. 2019-20	Appellate Authority up to Commissioner level
Tamil Nadu Goods and Services Tax Act, 2017	Penalty	0.30	0.00	F.Y. 2024-25; F.Y. 2025-26	Appellate Authority up to Commissioner level
Goods and Services Tax Act, 2017	Goods and Services Tax/Interest/Penalty	30.68	28.39	F.Y. 2017-18 to F.Y. 2019-20; F.Y. 2024-25; F.Y. 2025-26	Appeals to be filed

Name of the statute	Nature of dues	Disputed Amount (₹ In Crores)	Net of amount paid under protest (₹ In Crores)	Period to which the amount relates	Forum where the dispute is pending
Customs Act, 1962	Customs Duty/ Interest/ Penalty	12.45	12.22	F.Y. 2017-18 to F.Y. 2022-23	Customs, Excise and Service Tax Appellate Tribunal, Chennai
Customs Act, 1962	Customs Duty	0.01	0.00	F.Y. 2021-22	Commissioner Appeals – Chennai
Finance Act, 1994	Service Tax/ Interest/ Penalty	22.66	22.24	F.Y. 2004-05 to F.Y. 2015-16	Customs, Excise and Service Tax Appellate Tribunal, Hyderabad
Finance Act, 1994	Service Tax/ Interest/ Penalty	58.76	58.76	F.Y. 2013-14 to F.Y. 2017-18	Hon'ble High Court, Andhra Pradesh
Central Excise Act, 1944	Excise Duty/ Penalty	7.06	6.80	F.Y. 2015-16	Customs, Excise and Service Tax Appellate Tribunal, Hyderabad
Central Excise Act, 1944	Excise Duty	0.96	0.00	F.Y. 2003-04 to F.Y. 2007-08	Hon'ble Supreme Court, Delhi
Central Sales Tax, 1956	Sales Tax	0.14	0.00	F.Y. 2007-08	Sales Tax Appellate Tribunal, Andhra Pradesh
Andhra Pradesh Tax on Entry of Goods into Local Areas Act, 2001	Tax	0.20	0.15	F.Y. 2010-11 to F.Y. 2011-12 and F.Y. 2013-14	Appellate Additional Commissioner, Andhra Pradesh
Andhra Pradesh Value Added Tax Act, 2005	Tax/Penalty	0.80	0.06	F.Y. 2009-10 to F.Y. 2013-14	Sales Tax Appellate Tribunal, Andhra Pradesh
Bihar Value Added Tax Act, 2005	Tax/ Interest	2.89	1.80	F.Y. 2007-08; F.Y. 2013-14; F.Y. 2014-15; F.Y. 2015-16 and F.Y. 2017-18	Hon'ble High Court – Patna
Jharkhand Value Added Tax Act, 2005	Tax	0.03	0.03	F.Y. 2012-13	Deputy Commissioner of Commercial Taxes – Jharkhand
Gujarat Value Added Tax Act, 2003	Tax/ Interest/ Penalty	0.32	0.30	F.Y. 2011-12; F.Y. 2012-13	Hon'ble Value Added Tax Tribunal – Ahmedabad
Odisha Value Added Tax Act, 2004	Tax/ Penalty	0.16	0.16	F.Y. 2008-09 to F.Y. 2010-11	Hon'ble Value Added Tax Tribunal – Cuttack
West Bengal Value Added Tax Act, 2003	Tax/ Interest	1.33	1.26	F.Y. 2016-17	Hon'ble Value Added Tax Tribunal – Kolkata
West Bengal Value Added Tax Act, 2003	Tax/ Interest	0.18	0.17	F.Y. 2017-18	Additional Commissioner (Appeals) - Kolkata

viii. There are no transactions previously unrecorded in the books of account that have been surrendered or disclosed as income during the year in the tax assessments under the Income-tax Act, 1961.

ix. (a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.

(b) On the basis of our audit procedures, we report that the Company has not been declared Wilful Defaulter by any bank or financial institution or government or any government authority.

(c) The Company has not obtained any term loans. Accordingly, reporting under clause 3(ix)(c) of the Order is not applicable to the Company.

(d) According to the information and explanations given to us, and the procedures performed by us, and on an overall examination of the standalone financial statements of the Company, we report that no funds raised on short-term basis have been utilised for long-term purposes by the Company.

(e) On an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries. The Company does not have any joint ventures or associate companies.

x. (a) The Company has not raised any money by way of initial public offer or further public offer (including debt instruments) during the year. Accordingly, the reporting under clause 3(x)(a) of the Order is not applicable to the Company.

(b) The Company has not made any preferential allotment or private placement of shares or fully or partially or optionally convertible debentures during the year. Accordingly, the reporting under clause 3(x)(b) of the Order is not applicable to the Company.

xi. (a) During the course of our examination of the books and records of the Company, carried out in accordance with the generally accepted auditing practices in India, we have neither come across any instance of material fraud by the Company or on the Company, noticed or reported during the year, nor have we been informed of any such case by the Management.

(b) During the course of our examination of the books and records of the Company carried out in accordance with the generally accepted auditing practices in India, a report under Section 143(12) of the Act, in Form ADT-4, as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 was not required to be filed by us, as statutory auditors, with the Central Government. Further, no such report has been filed by any other auditor appointed by the Company under the Act. Accordingly, the reporting under clause 3(xi)(b) of the Order is not applicable to the Company.

(c) During the course of our examination of the books and records of the Company carried out in accordance with the generally accepted auditing practices in India, and as represented to us by the management, no whistle-blower complaints have been received during the year by the Company. Accordingly, the reporting under clause 3(xi)(c) of the Order is not applicable to the Company.

xii. As the Company is not a Nidhi Company and the Nidhi Rules, 2014 are not applicable to it, the reporting under clause 3(xii) of the Order is not applicable to the Company.

xiii. The Company has entered into transactions with related parties in compliance with the provisions of Sections 177 and 188 of the Act. The details of related party transactions have been disclosed in the standalone financial statements as required under Indian Accounting Standard 24 "Related Party Disclosures" specified under Section 133 of the Act.

xiv. (a) In our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) The reports of the Internal Auditor for the period under audit have been considered by us.

xv. In our opinion, the Company has not entered into any non-cash transactions with its directors or persons connected with the director(s). Accordingly, the reporting on compliance with the provisions of Section 192 of the Act under clause 3(xv) of the Order is not applicable to the Company.

xvi. (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, the reporting under clause 3(xvi)(a) of the Order is not applicable to the Company.

(b) The Company has not conducted non-banking financial / housing finance activities during the year. Accordingly, the reporting under clause 3(xvi)(b) of the Order is not applicable to the Company.

(c) The Company is not a Core Investment Company as defined in the regulations made by the Reserve Bank of India. Accordingly, the additional reporting under clause 3(xvi)(c) of the Order is not applicable to the Company.

(d) In our opinion, the Group as defined in the Reserve Bank of India (Core Investment Companies) Directions, 2025, does not have any CICs, which are part of the Group. Accordingly, the reporting under clause 3(xvi)(d) of the Order is not applicable to the Company.

xvii. The Company has not incurred any cash losses in the financial year or in the immediately preceding financial year.

xviii. There has been no resignation of the statutory auditors during the year and, accordingly, the reporting under clause 3(xviii) of the Order is not applicable.

xix. On the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date will get discharged by the Company as and when they fall due.

xx. As at balance sheet date, the Company does not have any amount remaining unspent under Section 135(5) of the Act. Accordingly, reporting under clause 3(xx) of the Order is not applicable.

xxi. The reporting under clause 3(xxi) of the Order is not applicable in respect of audit of Standalone Financial Statements. Accordingly, no comment in respect of the said clause has been included in this report.

For **Price Waterhouse Chartered Accountants LLP**
Firm Registration Number: 012754N/N500016

Srikanth Pola
Partner
Membership Number: 220916
UDIN: 26220916CMGXEI4999

Place: Hyderabad
Date: May 25, 2026

For **K.S. Rao & Co, Chartered Accountants**
Firm Registration Number: 003109S

Gopikrishna Chowdary Manchinella
Partner
Membership Number: 235528
UDIN: 26235528BMFEUT7612

Place: Hyderabad
Date: May 25, 2026

Standalone Balance Sheet

as at March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	Note	As at March 31, 2026	As at March 31, 2025
A. ASSETS			
Non-current assets			
(a) Property, plant and equipment	3.1	3,129.52	2,640.18
(b) Right-of-use assets	3.2	355.69	373.89
(c) Capital work-in-progress	3.1	541.93	843.93
(d) Goodwill	4 (a)	427.99	427.99
(e) Other intangible assets	4 (b)	15.89	32.63
(f) Intangible assets under development	4 (c)	45.57	0.15
(g) Financial assets			
(i) Investments	5	2,585.49	1,935.48
(ii) Loans	6	50.00	-
(iii) Other financial assets	7	14.31	11.99
(h) Income-tax assets (net)	20	-	13.61
(i) Other non-current assets	11	127.57	141.80
Total non-current assets		**7,293.96**	**6,421.65**
Current assets			
(a) Inventories	8	2,282.79	2,036.44
(b) Financial assets			
(i) Investments	5	-	62.46
(ii) Loans	6	70.00	-
(iii) Trade receivables	9	1,167.27	1,142.80
(iv) Cash and cash equivalents	10 (a)	102.24	152.80
(v) Bank balances other than (iv) above	10 (b)	13.13	12.50
(vi) Other financial assets	7	27.24	22.70
(c) Other current assets	11	168.68	141.66
Total current assets		**3,831.35**	**3,571.36**
Total assets		**11,125.31**	**9,993.01**
B. EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	12	18.30	18.30
(b) Other equity	13	8,142.45	7,359.97
Total equity		**8,160.75**	**7,378.27**
Liabilities			
Non-current liabilities			
(a) Financial liabilities			
(i) Lease liabilities	15	74.55	81.05
(ii) Other financial liabilities	19	5.06	-
(b) Provisions	16	272.27	179.74
(c) Deferred tax liabilities (net)	17	89.92	73.23
(d) Other non-current liabilities	21	79.56	80.38
Total non-current liabilities		**521.36**	**414.40**
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	14	271.46	144.52
(ii) Lease liabilities	15	26.74	32.77
(iii) Trade payables	18		
- Total outstanding dues of Micro enterprises and small enterprises		57.26	58.22
- Total outstanding dues of creditors other than Micro enterprises and small enterprises		1,145.56	988.32
(iv) Other financial liabilities	19	341.88	454.43
(b) Provisions	16	278.74	170.58
(c) Current tax liabilities (net)	20	2.71	-
(d) Other current liabilities	21	318.85	351.50
Total current liabilities		**2,443.20**	**2,200.34**
Total equity and liabilities		**11,125.31**	**9,993.01**

Corporate information	1
Key accounting estimates and judgements, Material and Other accounting policies	2

See accompanying notes to the standalone financial statements
This is the Standalone Balance Sheet referred to in our report of even dated

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
(F.R.N: 003109S)

Gopikrishna Chowdary Manchinella
Partner
M.No. 235528

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610
Place: Ooty

Harshavardhana Gourineni
Executive Director
DIN: 07311410
Place: Hyderabad

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place: Hyderabad

Vikas Sabharwal
Company Secretary
Place: New Delhi
Date: May 25, 2026

Place: Hyderabad
Date: May 25, 2026

Standalone Statement of Profit and Loss

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

		Note	For the year ended March 31, 2026	For the year ended March 31, 2025
	Income			
I	Revenue from operations	22	13,548.86	12,404.89
II	Other income	23	91.92	93.29
III	**Total Income (I+II)**		**13,640.78**	**12,498.18**
IV	**Expenses**			
	Cost of materials consumed		7,686.09	6,843.75
	Purchases of stock-in-trade		1,866.43	1,711.16
	Changes in inventories of finished goods, work-in-progress and stock-in-trade	24	(195.09)	(147.85)
	Employee benefits expense	25	839.59	746.78
	Finance costs	26	40.67	42.24
	Depreciation and amortisation expense	27	547.69	492.06
	Other expenses	28	1,807.61	1,621.96
	Total Expenses		**12,592.99**	**11,310.10**
V	**Profit before exceptional items and tax (III-IV)**		**1,047.79**	**1,188.08**
VI	Exceptional items (net)	30	(259.14)	(111.07)
VII	**Profit before tax (V - VI)**		**1,306.93**	**1,299.15**
VIII	**Tax expense**	29		
	(i) Current tax		319.81	325.94
	(ii) Deferred tax (net)		16.69	9.31
	Tax expense		**336.50**	**335.25**
IX	**Profit for the year (VII - VIII)**		**970.43**	**963.90**
X	**Other comprehensive income / (loss)**			
	(i) Items that will not be reclassified to profit or loss :			
	(a) Remeasurements of the defined benefit plans		6.05	(0.89)
	(b) Net fair value gain / (loss) on investments in financial instruments through other comprehensive income (net of tax)		0.01	(163.04)
	Other comprehensive income / (loss)		**6.06**	**(163.93)**
XI	**Total comprehensive income for the year (IX + X)**		**976.49**	**799.97**
	Earnings per share (of ₹ 1 /- each)	36		
	Basic and Diluted (₹)		53.02	52.66

Corporate information	1
Key accounting estimates and judgements, Material and Other accounting policies	2

See accompanying notes to the standalone financial statements
This is the Standalone Statement of Profit and Loss referred to in our report of even dated

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
(F.R.N: 003109S)

Gopikrishna Chowdary Manchinella
Partner
M.No. 235528

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610
Place: Ooty

Harshavardhana Gourineni
Executive Director
DIN: 07311410
Place: Hyderabad

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place: Hyderabad

Vikas Sabharwal
Company Secretary
Place: New Delhi
Date: May 25, 2026

Place: Hyderabad
Date: May 25, 2026

Standalone Statement of Cash Flows

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

		For the year ended March 31, 2026		For the year ended March 31, 2025	
A.	**Cash flows from operating activities**				
	Profit before tax		1,306.93		1,299.15
	Adjustments for:				
	Depreciation and amortisation expense	547.69		492.06	
	Loss on sale of property, plant and equipment / written off (net)	7.03		4.93	
	Exceptional item [Refer Note 30]	(181.15)		(111.07)	
	Gain on de-recognition of Right-of-use assets	(1.26)		(0.69)	
	Finance costs	40.67		42.24	
	Interest income on bank deposits and loans	(1.05)		(2.47)	
	Dividend income	(0.01)		(0.00)	
	Gain on disposal of mutual fund units	(8.08)		(15.31)	
	Deferred revenue recognised	(14.33)		(12.33)	
	Net gain arising on financial assets mandatorily measured at FVTPL	-		(0.44)	
	Liabilities no longer required written back	(3.71)		(4.54)	
	Changes in expected credit loss of trade receivables	0.44		0.64	
	Loss allowance for doubtful advances and other receivables	-		0.26	
	Net unrealised foreign exchange loss	3.13		2.58	
			389.37		395.86
	Operating profit before working capital changes		**1,696.30**		**1,695.01**
	Movements in working capital				
	Adjustments for (increase)/decrease in operating assets:				
	- Trade receivables	(21.42)		(126.40)	
	- Inventories	(246.35)		(226.90)	
	- Other assets	(41.91)		16.87	
	Adjustments for increase/(decrease) in operating liabilities:				
	- Trade payables	153.74		209.49	
	- Other liabilities	(86.83)		93.38	
	- Provisions	189.99		42.04	
			(52.78)		8.48
	Cash generated from operations		**1,643.52**		**1,703.49**
	Income taxes paid (net)		(303.49)		(328.29)
	Net cash generated from operating activities [A]		**1,340.03**		**1,375.20**
B.	**Cash flows from investing activities**				
	Payments for purchase of property, plant and equipment	(753.85)		(751.79)	
	Proceeds from sale of property, plant and equipment	2.02		7.83	
	Insurance proceeds [Refer Note 30]	186.72		175.00	
	Investment in wholly-owned subsidiaries	(650.00)		(730.01)	
	Purchase of non-current investments	-		(178.94)	
	Purchase of current investments	(3,053.13)		(2,840.00)	
	Proceeds from sale / redemption of current investments	3,123.67		3,058.26	
	Loans (given to) / recovered from wholly-owned subsidiaries	(120.00)		100.00	
	Bank balances not considered as cash and cash equivalents (net)	(0.70)		2.34	
	Interest received	0.78		3.03	
	Dividend income	0.01		0.00	
	Net cash used in investing activities [B]		**(1,264.48)**		**(1,154.28)**
C.	**Cash flows from financing activities**				
	Repayment of long term borrowings	-		(53.33)	
	Repayment of short term borrowings	(1,058.55)		(103.35)	
	Proceeds from short term borrowings	1,185.49		246.84	
	Repayment of lease liabilities	(35.04)		(31.12)	
	Finance costs (including on lease liabilities)	(23.63)		(25.25)	

Standalone Statement of Cash Flows

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

		For the year ended March 31, 2026		For the year ended March 31, 2025	
	Dividend paid	(194.01)		(190.35)	
	Net cash used in financing activities [C]		**(125.74)**		**(156.56)**
	Net (decrease) / increase in cash and cash equivalents [A+B+C]		**(50.19)**		**64.36**
	Cash and cash equivalents at the beginning of the year		152.80		89.22
	Effects of foreign exchange rate changes		(0.37)		(0.78)
	Cash and cash equivalents at the end of the year (Refer Note 10 (a))		**102.24**		**152.80**

Notes:

(a) The above Standalone Statement of Cash Flows has been prepared under the "Indirect Method" as set out in the Indian Accounting Standard (Ind AS - 7) - Statement of Cash Flows.

(b) Reconciliation of liabilities from financing activities for the year ended March 31, 2026

Particulars	As at March 31, 2025	Cash flows (net)	Non cash changes	As at March 31, 2026
Borrowings	144.52	126.94	-	271.46
Lease liabilities (Refer Note 37)	113.82	(45.08)	32.55	101.29
Total	**258.34**	**81.86**	**32.55**	**372.75**

Reconciliation of liabilities from financing activities for the year ended March 31, 2025

Particulars	As at March 31, 2024	Cash flows (net)	Non cash changes	As at March 31, 2025
Borrowings	53.33	90.16	1.03	144.52
Lease liabilities (Refer Note 37)	99.34	(40.71)	55.19	113.82
Total	**152.67**	**49.45**	**56.22**	**258.34**

See accompanying notes to the standalone financial statements
This is the Standalone Statement of Cash Flows referred to in our report of even dated

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
(F.R.N: 003109S)

Gopikrishna Chowdary Manchinella
Partner
M.No. 235528

Place: Hyderabad
Date: May 25, 2026

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610
Place: Ooty

Harshavardhana Gourineni
Executive Director
DIN: 07311410
Place: Hyderabad

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place: Hyderabad

Vikas Sabharwal
Company Secretary
Place: New Delhi
Date: May 25, 2026

Standalone Statement of Changes in Equity

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

A) Equity share capital

	As at March 31, 2026	As at March 31, 2025
Balance at the beginning of the year	18.30	18.30
Changes in equity share capital during the year	-	-
Balance at the end of the year	**18.30**	**18.30**

B) Other equity

	Share application money pending allotment	Reserves and surplus				Equity investments through other comprehensive income	Total
		Securities premium	Capital reserve*	General reserve	Retained earnings		
Balance at March 31, 2024	**-**	**702.53**	**0.00**	**793.75**	**5,151.12**	**102.95**	**6,750.35**
Profit for the year	-	-	-	-	963.90	-	**963.90**
Other comprehensive income / (loss) for the year, net of income tax	-	-	-	-	(0.89)	(163.04)	**(163.93)**
Total comprehensive income for the year 2024-25	**-**	**-**	**-**	**-**	**963.01**	**(163.04)**	**799.97**
Payment of dividends [Refer Note 43]	-	-	-	-	(190.35)	-	**(190.35)**
Transfer for General reserve	-	-	-	96.39	(96.39)	-	**-**
Balance at March 31, 2025	**-**	**702.53**	**0.00**	**890.14**	**5,827.39**	**(60.09)**	**7,359.97**
Profit for the year	-	-	-	-	970.43	-	**970.43**
Other comprehensive income / (loss) for the year, net of income tax	-	-	-	-	6.05	0.01	**6.06**
Total comprehensive income for the year 2025-26	**-**	**-**	**-**	**-**	**976.48**	**0.01**	**976.49**
Payment of dividends [Refer Note 43]	-	-	-	-	(194.01)	-	**(194.01)**
Transfer for General reserve	-	-	-	97.04	(97.04)	-	**-**
Balance at March 31, 2026	**-**	**702.53**	**0.00**	**987.18**	**6,512.82**	**(60.08)**	**8,142.45**

* Amounts below ₹ 1 Lakh

See accompanying notes to the standalone financial statements

This is the Standalone Statement of Changes in Equity referred to in our report of even dated

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
(F.R.N: 003109S)

Gopikrishna Chowdary Manchinella
Partner
M.No. 235528

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610
Place: Ooty

HarshavardhanaGourineni
Executive Director
DIN: 07311410
Place: Hyderabad

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place: Hyderabad

Vikas Sabharwal
Company Secretary
Place: New Delhi
Date: May 25, 2026

Place: Hyderabad
Date: May 25, 2026

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

1. Corporate Information

Amara Raja Energy & Mobility Limited [formerly known as Amara Raja Batteries Limited] ("the Company") is one of the largest manufacturers of lead-acid storage batteries for industrial and automotive applications in India. The equity shares of the Company are listed on the BSE Limited and the National Stock Exchange of India Limited. The Company's products are supplied to customer groups viz., Telecom, Railways, Power Control, Solar and UPS under Industrial Battery business, and to Automobile OEMs, Replacement Market and Private Label Customers under Automotive Battery business. The Company's products are exported to various countries across the world. The Company also provides installation, commissioning and maintenance services. The leading automotive and industrial battery brands of the Company are Amaron®, PowerZone®, Power Stack®, AmaronVolt® and Quanta®.

The Board of Directors of the Company approved a change in the name of the Company from Amara Raja Batteries Limited to Amara Raja Energy & Mobility Limited. The new name conveys the Company's commitment to becoming a leader in the energy and mobility sector. It accurately represents current business activities and future aspirations to strengthen market position, enhance brand value, and capitalize on new opportunities.

2. Key Accounting Estimates and Judgements, Material and Other Accounting Policies

2.1 Basis of preparation

(a) Statement of compliance

These financial statements are the separate financial statements of the Company (also called standalone financial statements) prepared in accordance with Indian Accounting Standards ("Ind AS") notified under Section 133 of the Companies Act, 2013 ("the Act") read together with the Companies (Indian Accounting Standards) Rules, 2015 (as amended) and other relevant provisions of the Act. The financial statements have also been prepared in accordance with the relevant presentation requirements of the Act.

(b) Basis of preparation and presentation

These financial statements have been prepared on historical cost convention and on an accrual basis except for certain financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies set out below. These financial statements are presented in Indian Rupees (₹) which is also the Company's functional currency.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services except for certain financial assets and liabilities that is measured at fair value, defined benefits plan – plan assets measured at fair value.

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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

(c) Operating Cycle

All assets have been classified as current or non-current as per the Company's normal operating cycle and other criteria set out in the Schedule III to the Act and Ind AS 1 – Presentation of Financial Statements, based on the nature of the products and the time between the acquisition of assets for processing and their realization in cash and cash equivalents.

(d) New and amended standards adopted by the company

The Ministry of Corporate Affairs vide notification dated May 07, 2025 and August 13, 2025 notified the Companies (Indian Accounting Standards) Amendment Rules, 2025 and Companies (Indian Accounting Standards) Second Amendment Rules, 2025, respectively, which amended certain accounting standards (see below) and are effective for annual reporting periods beginning on or after April 01, 2025:

(a) Classification of Liabilities as Current or Noncurrent and Non-current Liabilities with Covenants – Amendments to Ind AS 1

(b) Supplier Finance Arrangements – Amendments to Ind AS 7 and Ind AS 107

(c) International Tax Reform – Pillar Two Model Rules – Amendments to Ind AS 12.

(d) Lack of Exchangeability – Amendments to Ind AS 21

These amendments did not have any material impact on the amounts recognised in prior periods and are

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for the year ended March 31, 2026

not expected to significantly affect the current or future periods.

(e) New standards or amendments not yet adopted

Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants – Amendments to Ind AS 1

This amendment also includes specific provisions that will take effect for reporting periods beginning on or after April 01, 2026, as outlined below.

Under the existing Ind AS 1, where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the entity does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

However, the amended requirements stipulate that entities will no longer be permitted to consider lender waivers that are granted after the reporting date but before the financial statements are approved for the purpose of classification of loans. This amendment is required to be applied retrospectively in accordance with Ind AS 8.

The Company does not expect this amendment to have an impact on its operations or financial statements.

2.2 Key accounting estimates and judgements

The preparation of the financial statements in conformity with Ind AS requires Management to make judgements, estimates and assumptions that affect the application of the accounting policies and the reported amounts of assets and liabilities, revenues and expenses and disclosure of contingent liabilities. Actual results may differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

The following are the critical judgements and estimates that have been made in the process of applying the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements.

i) Provision for warranty

The Company estimates and provides for liability for product warranties in respect of batteries which are still under warranty at the end of the reporting period. These estimates are established using historical information on the nature, frequency, quantum of warranty claims and corrective actions against product failures and the estimates are reviewed annually for any material changes in assumptions. The cost of warranty is net of realisable scrap value and the best estimate of relevant freight expenses. The timing of outflows will vary based on the actual warranty claims.

ii) Useful lives of Property, plant and equipment

Property, plant and equipment represent a significant proportion of the asset base of the Company. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of Company's assets are determined by Management at the time the asset is acquired and is reviewed at the end of each reporting period. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their life, such as changes in technology. This reassessment may result in change in depreciation expense in future periods.

iii) Fair value measurement of financial instruments

Some of the Company's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset or liability, the Company uses market-observable data to the extent available. Where Level 1 inputs are not available, the fair value is measured using valuation techniques, including the discounted cash flow model, which involves various judgments and assumptions. The Company also engages third party qualified valuers to perform the valuation in certain cases. For certain investments in equity instruments, where more recent information to measure fair value is insufficient, or there is a wide range of possible fair value measurements, cost is considered as the best estimate of fair value. The appropriateness of valuation techniques and inputs to the valuation model are reviewed by the Management.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

iv) Impairment of Goodwill

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 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.

v) Income Taxes

The Company's tax jurisdiction is India. Significant judgments are involved in estimating budgeted profits for the purpose of paying advance tax, determining the provision for income taxes, including amount expected to be paid / recovered for uncertain tax positions.

vi) Estimation of defined benefit obligation

The determination of Company's liability towards defined benefit obligation to employees is made through independent actuarial valuation including determination of amounts to be recognised in the Statement of Profit and Loss and in other comprehensive income. Such valuation depend upon assumptions determined after taking into account inflation, seniority, promotion and other relevant factors. Information about such valuation is provided in the notes to the financial statements.

vii) Insurance Receivable

The amount expected to be reimbursed against a provision is recognised as a separate asset, but only when it is determined to be virtually certain in accordance with the accounting policy.

viii) Other estimates

The preparation of financial statements involves the use of other estimates and assumptions, including but not limited to determination of net realisable value of inventories, recoverable value for investments made in subsidiaries, measurement of lease liabilities, expected credit loss on trade receivables, identification of contingent liabilities etc that affect the reported amount of assets, liabilities, disclosure of contingent liabilities at the date of financial statements and the reported amount of revenues and expenses for the reporting period.

2.3 Material Accounting Policies:

(a) Property, plant and equipment

(i) Recognition and measurement:

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses, if any. Cost includes deemed cost which represents the carrying value of property, plant and equipment recognised as at April 1, 2015 measured as per the Accounting Standards notified under the Section 133 of the Act, read together with Rule 7 of the Companies (Accounts) Rules, 2014, which the Company elected in accordance with Ind AS 101.

Cost comprises the purchase price net of any trade discounts and rebates, any import duties and other taxes (other than those subsequently recoverable from the tax authorities), any directly attributable expenditure in making the asset ready for its intended use. Machinery spares which can be used only in connection with an item of property, plant and equipment and whose use is expected to be irregular are capitalised and depreciated over the useful life of the spares or the principal item of the relevant assets, whichever is lower.

Capital work-in-progress are items of property, plant and equipment which are not yet ready for their intended use and are carried at cost, comprising direct cost and related incidental expenses.

(ii) Depreciation:

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

to the Act except in respect of the following category of assets, in which case the life of the assets has been assessed based on technical advice taking into account the nature of the asset, the estimated usage of the asset, the operating condition of the asset, past history of replacement, maintenance support, etc., Freehold land is not depreciated.

Asset	Useful lives (in years)
Buildings	3-60
Plant and machinery (including electrical installations and moulds)	1-30
Solar equipment	25
Furniture and fixtures	5-10
Vehicles	3-10
Office equipment	3-5
Computers	3-6

Property, plant and equipment's residual values and useful lives are reviewed at each Balance Sheet date and changes, if any, are treated as changes in accounting estimate and accounted for on a prospective basis. The residual values are not more than 5% of the original cost of the asset.

Assets individually costing ₹ 5,000 and below are fully depreciated in the year of acquisition.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in the Statement of Profit and Loss when the asset is de-recognised.

(b) Goodwill and Other Intangible assets

Goodwill acquired in a business combination is initially measured at cost, being the excess of the consideration transferred over the net identifiable assets acquired and liabilities assumed, in accordance with Ind AS 103.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Company's cash-generating units (or groups of cash-generating units) expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Intangible assets that the Company controls and from which it expects future economic benefits are capitalised upon acquisition and measured initially for separately acquired assets, at cost comprising of the purchase price (including import duties and non-refundable taxes) and directly attributable costs to prepare the assets for its intended use. The useful life of an intangible asset is considered finite where there is a likelihood of technical and technological obsolescence.

Intangible assets that have finite lives are amortised over their estimated useful lives as per the straight line method unless it is practical to reliably determine the pattern of benefits arising from the asset.

The estimated useful life and amortisation method are reviewed at the end of each reporting period, but the effect of any change in estimates being accounted for on a prospective basis.

Intangible assets comprising software are amortised over a period of 5 years. The amortisation period for technical know-how has been assessed as 8 years, representing the period over which economic benefits from the use of technical know-how are expected to be utilized.

All intangible assets are tested for impairment. Amortisation expenses, impairment losses and reversal of impairment losses are considered in the Statement of Profit and Loss. Thus, after initial recognition an intangible asset is carried at its costs less accumulated amortization and /or impairment losses.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Intangible Assets under development :

Expenditure on intangible items under development is recognised as intangible assets under development when, and only when, the company can demonstrate all of the following:

- the technical feasibility of completing the asset so that it will be available for use or sale;
- its intention and ability to complete and use or sell the asset;
- how the asset will generate probable future economic benefits (including the existence of a market or internal use);
- the availability of adequate technical, financial and other resources to complete the development; and
- the ability to reliably measure the expenditure attributable to the asset during its development.

Costs that meet the above criteria are capitalised as intangible assets under development and are not amortised. They are transferred to the appropriate class of intangible assets when the asset is available for its intended use and are then amortised over their estimated useful lives. Expenditure that does not meet these criteria is recognised as an expense in the Statement of Profit and Loss as incurred.

(c) Impairment of assets excluding goodwill

Impairment loss, if any, is provided to the extent, the carrying amount of assets or cash generating units exceed their recoverable amount.

Recoverable amount is higher of an asset's net selling price and its value in use. Value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset or cash generating unit and from its disposal at the end of its useful life.

Impairment loss recognised in prior years are reversed when there is an indication that the impairment losses recognised no longer exist or have decreased. Such reversals are recognised as an increase in carrying amounts of assets to the extent that it does not exceed the carrying amounts that would have been determined (net of amortization or depreciation) had no impairment loss been recognised in previous years.

(d) Revenue recognition

Revenue from contracts with customers is recognised on transfer of control of promised goods or services to a customer at an amount that reflects the consideration to which the Company is expected to be entitled to in exchange for those goods or services.

Revenue towards satisfaction of a performance obligation is measured at an amount of transaction price (net of returns and discounts) allocated to that performance obligation. The discount is estimated based on the expected value of outflow.

Sale of goods:

Revenue from sale of products is recognised when control of the goods have been transferred to the customer. The performance obligation in case of sale of product is satisfied at a point in time i.e. when the material is shipped to the customer or on delivery to the customer, as may be specified in the contract.

Sales related warranties associated with batteries cannot be purchased separately and they serve as an assurance that the products sold comply with agreed upon specifications. Accordingly, the Company accounts for warranties in accordance with Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

Sale of services:

Revenue from installation, commissioning and maintenance services is recognised based on the contracts with customers and when the services are rendered by measuring progress towards satisfaction of performance obligation for such services.

(e) Provisions, contingent liabilities and contingent assets

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle such obligation and a reliable estimate can be made of the amount of such obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

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).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be recovered and the amount of the receivable can be measured reliably.

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not require an outflow of resources embodying economic benefits or the amount of such obligation cannot be measured reliably. When there is a possible obligation or a present obligation in respect of which likelihood of outflow of resources embodying economic benefits is remote, no provision or disclosure is made.

(f) Financial instruments, Financial assets, Financial liabilities

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the relevant instrument and 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 measured at fair value through profit or loss) are added to or deducted from the fair value on initial recognition of financial assets or financial liabilities. Transaction costs directly attributable to the acquisition of financial asset or financial liabilities at fair value through profit or loss are recognized immediately in the Statement of Profit and Loss.

Purchase or sale of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trade) are recognised on the trade date i.e. the date when the Company commits to purchase or sell the asset.

The classification of financial instruments depends on the objective of the Company's business model for which it is held and on the substance of the contractual terms / arrangements. Management determines the classification of its financial instruments at initial recognition.

(i) Financial assets

Recognition: Financial assets include Loans, Investments, Trade receivables, Security Deposits, Cash and cash equivalents. Such assets are initially recognised at transaction price when the Company becomes party to contractual obligations. The transaction price includes transaction costs unless the asset is being fair valued through the Statement of Profit and Loss.

Classification: Financial assets are classified as those measured at:

(a) amortised cost, where the financial assets are held within a business model solely for collection of cash flows arising from payments of principal and/ or interest as per contractual terms. Such assets are subsequently measured at amortised cost using the effective interest method, less any impairment loss.

(b) fair value through other comprehensive income (FVTOCI), where the financial assets are held not only for collection of cash flows arising from payments of principal and interest but also from the sale of such assets. Such assets are subsequently measured at fair value, with unrealised gains and losses arising from changes in the fair value being recognised in other comprehensive income.

(c) fair value through profit or loss (FVTPL), where the assets are managed in accordance with an approved investment strategy that triggers purchase and sale decisions based on the fair value of such assets. Such assets are subsequently measured at fair value, with unrealised gains and losses arising from changes in the fair value being recognised in the Statement of Profit and Loss in the period in which they arise.

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for the year ended March 31, 2026

FVTPL is a residual category for financial assets. Any financial asset which does not meet the criteria for categorization as at amortised cost or as FVTOCI, is classified as FVTPL.

Loans, Trade receivables, Security Deposits, Cash and cash equivalents etc. are classified for measurement at amortised cost while investments may fall under any of the aforesaid classes. However, in respect of particular investments in equity instruments that would otherwise be measured at fair value through profit or loss, an irrevocable election on an instrument by instrument basis at initial recognition may be made to present subsequent changes in fair value through other comprehensive income. This election is not permitted if the equity instrument is held for trading.

Investments in equity instruments at FVTOCI 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 a separate component of equity. The cumulative gain or loss is not reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

The Company has designated all investments in equity instruments that are not held for trading as at FVTOCI on initial recognition (Refer Note 5).

Other Income:

Interest income is recognised using effective interest method. Dividend income is accounted for in the year when the right to receive such dividend is established and the amount of dividend can be measured reliably.

Impairment: The Company assesses at each reporting date whether a financial asset (or a group of financial assets) such as investments, trade receivables, and security deposits held at amortised cost and financial assets that are measured at fair value through other comprehensive income are tested for impairment based on evidence or information that is available without undue cost or effort. Expected credit losses are assessed and loss allowances recognised if the credit quality of the financial asset has deteriorated significantly since initial recognition. The impairment requirements do not apply to equity investments designated at Fair value through other comprehensive income because fair value gains and losses, except dividend income, are permanently recognised in other comprehensive income without reclassification to profit or loss.

As a practical expedient, the Company uses a provision matrix to determine impairment loss on portfolio of its trade receivables. The provision matrix is based on its historically observed default rates over the expected life of the trade receivables and is adjusted for forward looking estimates. At every reporting date, the historically observed default rates are updated and changes in forward-looking estimates are analysed.

Reclassification: When and only when the business model is changed, the Company shall reclassify all affected financial assets prospectively from the reclassification date as subsequently measured at amortised cost, fair value through other comprehensive income, fair value through profit or loss without restating the previously recognised gains, losses or interest and in terms of the reclassification principles laid down in the Ind AS relating to Financial Instruments.

De-recognition: Financial assets are derecognised when the right to receive cash flows from the assets has expired, or has been transferred, and the Company has transferred substantially all of the risks and rewards of ownership. Concomitantly, if the asset is one that is measured at:

(a) amortised cost, the gain or loss is recognised in the Statement of Profit and Loss;

(b) fair value through other comprehensive income, the cumulative fair value adjustments previously taken to reserves are reclassified to the Statement of Profit and Loss unless the asset represents

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

an equity investment in which case the cumulative fair value adjustments previously recognized in other comprehensive income and accumulated in the "equity instruments through other comprehensive income" will not be reclassified to profit or loss on disposal of the investments, but is transferred to retained earnings.

(ii) Financial liabilities

Borrowings, trade payables and other financial liabilities are initially recognised at the value of the respective contractual obligations. They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

Financial liabilities are derecognised when the liability is extinguished, that is, when the contractual obligation is discharged, cancelled and on expiry. The difference between the carrying amount of the financial liabilities de-recognised and the consideration paid and payable is recognised in the Statement of Profit and Loss.

Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount is included in the Balance Sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously.

2.4 Other accounting policies:

(a) Inventories

Inventories are stated at the lower of cost and the net realisable value after providing for obsolescence and other losses, where considered necessary. Net realisable value represents the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Scrap is carried at net realisable value. The method of determination of cost of various categories of inventories is as follows:

(i) Raw materials and bought-out components, stores and spares and loose tools: Weighted average cost. Cost includes purchase cost and other attributable expenses.

(ii) Finished Goods and Work-in-progress: Weighted average cost of production which comprises direct material cost, direct wages and appropriate overheads based on normal level of activity.

(iii) Stock-in-trade: Weighted average cost.

(b) Investment in subsidiaries:

Investment in subsidiaries are carried out at cost less accumulated impairment, if any.

(c) Foreign currency transactions and translations

In preparing the financial statements of the Company, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rate of exchange prevailing at the dates of the transactions. The date of transaction for the purpose of determining the exchange rate on initial recognition of the related asset, expense or income (part of it) is the date on which the entity initially recognises the non-monetary asset or non-monetary liability arising from payment or receipt of advance consideration. Monetary assets and liabilities relating to foreign currency transactions remaining unsettled at the end of each reporting period are translated at the exchange rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured at historical cost in a foreign currency, are translated using the exchange rate at the date of the transaction.

(d) Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received, and the Company will comply with the conditions attached to the grant.

Government grants related to revenue are recognised on a systematic basis in the Statement of Profit and

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Loss over the periods necessary to match them with the related costs which they are intended to compensate. Such grants are deducted in reporting the related expenses. When the grant relates to an asset, it is recognised as deferred revenue in the Balance Sheet and transferred to the Statement of Profit and Loss on a systematic and rational basis over the useful lives of the related assets.

(e) Employee benefits

(i) Defined contribution plans

The Company's contributions to Provident Fund (Government administered), Employees' State Insurance Scheme and Superannuation Fund (under a scheme of Life Insurance Corporation of India), considered as defined contribution plans are charged as an expense in the Statement of Profit and Loss when the employees have rendered services entitling them to the contributions.

(ii) Defined benefit plans

For defined benefit plans in the form of gratuity fund, administered under a scheme of the Life Insurance Corporation of India, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each reporting period. The defined benefit obligations recognized in the Balance Sheet represents the present value of the defined obligations as reduced by the fair value of plan assets, if applicable. Re-measurement, comprising actuarial gains and losses and the return on plan assets (excluding net interest), is reflected immediately in the Balance Sheet with a charge or credit recognised in other comprehensive income in the period in which they occur and are not re-classified to the Statement of Profit and Loss in the subsequent periods. Past service cost is recognised in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

All expenses represented by current service cost, past service cost, if any, and net interest on the defined benefit liability (asset) are recognized in the Statement of Profit and Loss.

(iii) Short term and other long term employee benefits

The employees of the Company are entitled to compensated absences. The employees can carry forward a portion of the unutilised accumulating compensated absences and utilise it in future periods or receive cash at retirement or termination of employment. The Company records an obligation for compensated absences in the period in which the employee renders the services that increases this entitlement. The Company measures the expected cost of compensated absences as the additional amount that the Company expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period. The Company recognises accumulated compensated absences based on actuarial valuation. Non-accumulating compensated absences are recognised in the period in which the absences occur. The Company recognises actuarial gains and losses immediately in the Statement of Profit and Loss.

(f) Insurance Claim Receivable

Income from insurance proceeds is recognised when (i) it is virtually certain that a valid and adequate insurance policy exists to cover the insured event entitling the Company to a compensation as per the terms and conditions of the policy and (ii) when the amount of compensation expected to be received for a valid insurance claim made and admitted can be measured reliably.

(g) Leases

The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether, (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")

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for the year ended March 31, 2026

and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements includes the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate 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 lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

(h) Income Taxes

Income tax expense represents the sum of the tax currently payable and deferred tax. Current and deferred tax are recognised in the Statement of Profit and Loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

Current Tax

Current tax is measured at the amount expected to be paid to or recovered from the taxation authorities based on the taxable profit for the year. Taxable profit differs from "Profit before tax" as reported in the Statement of Profit and Loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible under the Income-tax Act, 1961. The tax rates and tax laws used to compute the current tax amount are those that are enacted by the reporting date and applicable for the period. The Company offsets current tax assets and current tax liabilities, where it has a legally enforceable right to set off the recognized amounts and where it intends either to settle on a net basis or to realize the asset and liability simultaneously.

Deferred Tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of such deferred tax assets to be utilised.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting date. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset the corresponding current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority.

(i) Research and development expenses

Revenue expenditure pertaining to research is charged to the Statement of Profit and Loss. Development costs of products are also charged to the Statement of Profit and Loss unless a product's technical feasibility has been established, in which case such expenditure is capitalised. The amount capitalised comprises expenditure that can be directly attributed or allocated on a reasonable and consistent basis to creating, producing and making the asset ready for its intended use. Property, plant and equipment utilised for research and development are capitalised and depreciated in accordance with the policies stated for property, plant and equipment.

(j) Earnings per share

Basic earnings per share is computed by dividing profit or loss attributable to equity shareholders by the weighted average number of equity shares outstanding during the year.

Diluted earnings per share is determined by adjusting the profit or loss attributable to equity shareholders and the weighted average number of equity shares outstanding for the effects of all dilutive potential equity shares.

(k) Cash and cash equivalents

Cash and cash equivalents for purposes of cash flow statement include cash on hand, in banks and demand deposits with banks, net of outstanding bank overdrafts that are repayable on demand, book overdraft and are considered part of the Company's cash management system.

(l) Exceptional items

An ordinary item of income or expense which by its size, nature, occurrence or incidence requires a disclosure in order to improve understanding of the performance of the Company is treated as an exceptional item in the Statement of Profit and Loss account.

(m) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The Company has identified Chairman and Managing Director as chief operating decision maker.

(n) Borrowing costs

Borrowing costs consist of interest and other ancillary costs that the Company incurs in connection with the borrowing of funds. All the other borrowing costs are recognised in the statement of profit and loss within finance costs of the period in which they are incurred.

(o) Rounding off amounts

All amounts disclosed in the financial statements and notes have been rounded off to the nearest two decimal places of crores as per the requirement of Schedule III, unless otherwise stated.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 3.1: Property, plant and equipment and capital work-in-progress

	As at March 31, 2026	As at March 31, 2025
Carrying amounts of:		
Freehold land	79.08	79.08
Leasehold improvements	3.12	3.31
Buildings	792.60	718.02
Plant and Equipment (including electrical installations)	2,178.64	1,752.69
Furniture and fixtures	12.39	13.42
Vehicles	20.76	23.51
Office equipment	15.88	22.35
Computers	27.05	27.80
	3,129.52	**2,640.18**
Capital work-in-progress [Refer note (iv)]	541.93	843.93
	541.93	**843.93**

	Freehold land	Leasehold improvements	Buildings	Plant and Equipment (including electrical installations)	Furniture and fixtures	Vehicles	Office equipment	Computers	Total
(A) Cost or deemed cost									
Balance at March 31, 2024	**79.08**	**50.86**	**937.07**	**3,637.07**	**31.46**	**33.90**	**94.90**	**47.18**	**4,911.52**
Additions	-	-	43.32	289.63	0.96	13.17	5.70	19.69	372.47
Disposals	-	-	(0.28)	(34.93)	(0.05)	(9.84)	(0.48)	(3.62)	(49.20)
Balance at March 31, 2025	**79.08**	**50.86**	**980.11**	**3,891.77**	**32.37**	**37.23**	**100.12**	**63.25**	**5,234.79**
Additions	-	-	115.83	848.29	1.64	7.25	2.06	10.05	985.12
Disposals	-	-	(0.70)	(54.68)	(0.19)	(5.51)	(1.99)	(3.56)	(66.63)
Balance at March 31, 2026	**79.08**	**50.86**	**1,095.24**	**4,685.38**	**33.82**	**38.97**	**100.19**	**69.74**	**6,153.28**
(B) Accumulated depreciation and impairment									
Balance at March 31, 2024	**-**	**47.36**	**220.00**	**1,802.91**	**16.29**	**14.34**	**69.81**	**32.55**	**2,203.26**
Depreciation expense	-	0.19	42.32	364.03	2.66	6.76	8.37	6.33	430.66
Disposals	-	-	(0.23)	(27.86)	(0.00)*	(7.38)	(0.41)	(3.43)	(39.31)
Balance at March 31, 2025	**-**	**47.55**	**262.09**	**2,139.08**	**18.95**	**13.72**	**77.77**	**35.45**	**2,594.61**
Depreciation expense	-	0.19	41.10	416.16	2.62	7.79	8.31	10.56	486.73
Disposals	-	-	(0.55)	(48.50)	(0.14)	(3.30)	(1.77)	(3.32)	(57.58)
Balance at March 31, 2026	**-**	**47.74**	**302.64**	**2,506.74**	**21.43**	**18.21**	**84.31**	**42.69**	**3,023.76**
(C) Carrying amount									
Balance at March 31, 2025	**79.08**	**3.31**	**718.02**	**1,752.69**	**13.42**	**23.51**	**22.35**	**27.80**	**2,640.18**
Balance at March 31, 2026	**79.08**	**3.12**	**792.60**	**2,178.64**	**12.39**	**20.76**	**15.88**	**27.05**	**3,129.52**

* Amount below ₹ 1 lakh

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Notes:

(i) The amount of expenditure recognised in the carrying amount of property, plant and equipment (including capital work-in progress) in the course of construction is ₹ 17.44 (March 31, 2025: ₹ 8.78) [Refer Note 38].

(ii) Land admeasuring 18.94 acres amounting to ₹ 77.84 is registered in the name of Mangal Industries Limited, erstwhile Company from which plastic component business was demerged and merged with the Company pursuant to the Scheme of Arrangement approved by Hon'ble National Company Law Tribunal. The aforementioned land parcel is pending registration in the name of the Company.

(iii) The amount of contractual commitments for the acquisition of property, plant and equipment is disclosed in Note 31 (ii).

(iv) Capital work-in-progress ageing schedule*

Ageing schedule as at March 31, 2026

Particulars	Amount in capital work-in-progress for a period of				As at March 31, 2026
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in progress	397.15	119.99	23.69	1.10	541.93
Projects temporarily suspended	-	-	-	-	-
	397.15	**119.99**	**23.69**	**1.10**	**541.93**

Ageing schedule as at March 31, 2025

Particulars	Amount in capital work-in-progress for a period of				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in progress	756.59	81.28	6.06	-	843.93
Projects temporarily suspended	-	-	-	-	-
	756.59	**81.28**	**6.06**	**-**	**843.93**

***Capital-work-in progress, where completion is overdue and/or cost has exceeded its original plan:**

There were no capital work-in-progress where completion is overdue against original planned timelines or where estimated cost exceeded its original planned cost as on March 31, 2026. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

As at March 31, 2025:

Particulars	To be completed in				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Captive Solar Plant Expansion	7.20	-	-	-	7.20
Reinstatement of Tubular battery plant	513.83	-	-	-	513.83
	521.03	**-**	**-**	**-**	**521.03**

There were no capital work-in-progress where estimated cost exceeded its original planned cost as on March 31, 2025. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 3.2 : Right-of-use assets

	As at March 31, 2026	As at March 31, 2025
Carrying amounts of:		
Leasehold land	198.01	202.05
Buildings	140.11	154.08
Plant and Equipment (including electrical installations)	17.27	17.46
Office equipment	-	-
Computers	0.30	0.30
	355.69	**373.89**

	Leasehold land	Buildings	Plant and Equipment (including electrical installations)	Office equipment	Computers	Total
(A) Cost or deemed cost						
Balance at March 31, 2024	**211.20**	**211.97**	**18.49**	**0.01**	**0.35**	**442.02**
Additions	-	51.63	-	-	-	51.63
Disposals	-	(24.22)	-	-	-	(24.22)
Balance at March 31, 2025	**211.20**	**239.38**	**18.49**	**0.01**	**0.35**	**469.43**
Additions	-	37.23	-	-	-	37.23
Disposals	-	(38.46)	-	-	-	(38.46)
Balance at March 31, 2026	**211.20**	**238.15**	**18.49**	**0.01**	**0.35**	**468.20**
(B) Accumulated amortisation and impairment						
Balance at March 31, 2024	**7.26**	**69.49**	**0.84**	**0.01**	**0.00**	**77.60**
Amortisation expense	1.89	34.70	0.19	0.00*	0.05	36.83
Disposals	-	(18.89)	-	-	-	(18.89)
Balance at March 31, 2025	**9.15**	**85.30**	**1.03**	**0.01**	**0.05**	**95.54**
Amortisation expense	4.04	37.74	0.19	0.00*	0.00*	41.97
Disposals	-	(25.00)	-	-	-	(25.00)
Balance at March 31, 2026	**13.19**	**98.04**	**1.22**	**0.01**	**0.05**	**112.51**
(C) Carrying amount						
Balance at March 31, 2025	**202.05**	**154.08**	**17.46**	**-**	**0.30**	**373.89**
Balance at March 31, 2026	**198.01**	**140.11**	**17.27**	**-**	**0.30**	**355.69**

Note:

Leasehold land admeasuring 15.66 acres amounting to ₹ 25.85 is registered in the name of Mangal Industries Limited, erstwhile Company from which plastic component business was demerged and merged with the Company pursuant to the Scheme of Arrangement approved by Hon'ble National Company Law Tribunal. The aforementioned lease is pending to be registered in the name of the Company.

* Amount below ₹ 1 lakh

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 4: Goodwill and Other Intangible Assets

	As at March 31, 2026	As at March 31, 2025
Carrying amounts of:		
(a) Goodwill		
Goodwill [Refer Note (i) below]	427.99	427.99
	427.99	**427.99**
(b) Other Intangible Assets		
Technical Know-how	5.07	17.53
Software	10.82	15.10
	15.89	**32.63**
Total (a) + (b)	**443.88**	**460.62**
(c) Intangible assets under development [Refer Note (ii) below]	45.57	0.15
	45.57	**0.15**

	Goodwill	Technical Know-how	Software	Total
(A) Cost or deemed cost				
Balance at March 31, 2024	**427.99**	**73.70**	**48.23**	**549.92**
Additions	-	-	7.60	7.60
Disposals	-	-	(0.09)	(0.09)
Balance at March 31, 2025	**427.99**	**73.70**	**55.74**	**557.43**
Additions	-	-	2.25	2.25
Disposals	-	-	(1.56)	(1.56)
Balance at March 31, 2026	**427.99**	**73.70**	**56.43**	**558.12**
(B) Accumulated amortisation and impairment				
Balance at March 31, 2024	**-**	**42.35**	**29.96**	**72.31**
Amortisation expense	-	13.82	10.75	24.57
Disposals	-	-	(0.07)	(0.07)
Balance at March 31, 2025	**-**	**56.17**	**40.64**	**96.81**
Amortisation expense	-	12.46	6.53	18.99
Disposals	-	-	(1.56)	(1.56)
Balance at March 31, 2026	**-**	**68.63**	**45.61**	**114.24**
(C) Carrying amount				
Balance at March 31, 2025	**427.99**	**17.53**	**15.10**	**460.62**
Balance at March 31, 2026	**427.99**	**5.07**	**10.82**	**443.88**

Notes:

(i) Allocation of Goodwill to cash generating units

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the Cash Generating Units (CGU) or groups of CGUs, which benefit from the synergies of the acquisition which is assessed primarily to be the lead acid batteries business.

Particulars	As at March 31, 2026	As at March 31, 2025
Lead acid batteries business	427.99	427.99

The Company tests goodwill annually for impairment, or more frequently if there are indications that goodwill might be impaired.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

The recoverable amount of the Lead acid batteries (LAB) business has been estimated using the value-in-use methodology, which reflects the present value of future cash flows expected to be generated by the CGU. Cash flow projections have been prepared for a five-year forecast period, with growth assumptions derived from historical performance trends. These projections are based on the five-year strategic plan duly approved by management. A pre-tax discount rate, derived from the Company's weighted average cost of capital (WACC), has been applied in the valuation. The impairment assessment has been carried out considering the following key assumptions:

Particulars	%
Terminal growth rate	3%
Weighted average cost of capital ('WACC')	13.25%

The Company has conducted an analysis of the sensitivity of the impairment test to changes in the key assumptions used to determine the recoverable amount for the CGU to which goodwill is allocated. The Management believe that any reasonably possible change in the key assumptions on which the recoverable amount of LAB is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the LAB business.

(ii) Intangible assets under development ageing schedule *

Particulars	Amount in intangible assets under development for a period of				As at March 31, 2026
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	45.57	-	-	-	45.57
	45.57	**-**	**-**	**-**	**45.57**

Particulars	Amount in intangible assets under development for a period of				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	0.15	-	-	-	0.15
	0.15	**-**	**-**	**-**	**0.15**

* There are no intangible assets under development where completion is overdue against original planned timelines or where estimated cost exceeded its original planned cost as on March 31, 2026 and March 31, 2025. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

Note 5 : Investments

	As at March 31, 2026	As at March 31, 2025
Non-current		
(I) Investments in equity instruments		
Quoted investments (fully paid) [at FVTOCI]		
(i) Standard Batteries Limited 125 (March 31, 2025: 125) equity shares of ₹ 1 each *	0.00	0.00
(ii) Exide Industries Limited 10,000 (March 31, 2025: 10,000) equity shares of ₹ 1 each	0.29	0.36
(iii) HBL Power Systems Limited 5,500 (March 31, 2025: 5,500) equity shares of ₹ 1 each	0.34	0.26
Total aggregate quoted investments [A]	**0.63**	**0.62**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2026	As at March 31, 2025
Unquoted investments (fully paid)		
(a) Investments in subsidiary (at cost unless stated otherwise)		
(i) Amara Raja Batteries Middle East (FZE), U.A.E 2 (March 31, 2025: 2) equity shares of 1,50,000 AED each	0.57	0.57
(ii) Amara Raja Circular Solutions Private Limited 46,66,67,000 (March 31, 2025: 46,66,67,000) equity shares of ₹ 10 each	600.00	600.00
(iii) Amara Raja Advanced Cell Technologies Private Limited 61,03,27,485 (March 31, 2025: 48,60,44,500) equity shares of ₹ 10 each	1,500.01	850.01
(iv) Amara Raja Power Systems Limited 93,98,015 (March 31, 2025: 93,98,015) equity shares of ₹ 10 each	133.00	133.00
(b) Investments in others (at FVTOCI)		
(i) Indian Lead Limited 1,128 (March 31, 2025: 1,128) equity shares of ₹ 10 each *	0.00	0.00
(ii) Andhra Pradesh Gas Power Corporation Limited 1,206,000 (March 31, 2025: 1,206,000) equity shares of ₹ 10 each [Refer footnote to Note 31(i) and footnote (i) to Note 42D]	-	-
(iii) Log 9 Materials Scientific Private Limited 22,524 (March 31, 2025: 22,524) equity shares of ₹ 1 each [Refer note below and footnote (ii) to Note 42D]	-	-
(iv) Inobat AS [Formerly known as Inobat Auto AS] 109,01,043 (March 31, 2025: 109,01,043) equity shares of 0.01 NOK each [Refer note below and footnote (iii) to Note 42D]	351.28	351.28
Total aggregate unquoted investments [B]	**2,584.86**	**1,934.86**
Total investments in equity instruments [C = A+B]	**2,585.49**	**1,935.48**
(II) Investment in Preference Shares		
Unquoted investments (fully paid) [at FVTOCI]		
(i) Log 9 Materials Scientific Private Limited 92,263 (March 31, 2025: 92,263) Compulsorily Convertible Preference Shares of ₹ 100 each [D] [Refer note below and footnote (ii) to Note 42D]	-	-
Total Non-current investments [E=C+D]	**2,585.49**	**1,935.48**
Aggregate book value of quoted investments - at cost	0.01	0.01
Aggregate market value of quoted investments	0.63	0.62
Aggregate amount of unquoted investments	2,584.86	1,934.86
* Amounts below ₹ 1 lakh		
Current		
Investments mandatorily measured at fair value through profit or loss (FVTPL)		
Quoted investments in mutual funds		
SBI Savings Fund - Direct Plan - Growth Nil (March 31, 2025: 1,20,04,236.53 units of ₹ 43.60)	-	52.34
Aditya Birla Sunlife Liquid Fund - Growth Direct plan Nil (March 31, 2025: 2,41,802.47 units of ₹ 418.73)	-	10.12
Total Quoted investments measured at FVTPL	**-**	**62.46**
Total Current investments	**-**	**62.46**
* Amount below ₹ 1 Lakh		
Aggregate book value of quoted investments - at cost	-	62.02
Aggregate market value of quoted investments	-	62.46

Note:

The Company holds shares of Inobat AS and Log 9 Materials Scientific Private Limited. The management of the Company do not consider that the Company is able to exercise significant influence over these entities as majority of the equity share capital is held by other shareholders, who also manage the day-to-day operations of these entities.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026
All amounts are in ₹ crores, except share data and where otherwise stated

The valuation methodology for these investments is disclosed in Note 42D.

These investments are not held for trading. Instead, they are held for medium to long-term strategic purposes. Accordingly, the management of the Company have elected to designate these investments in equity instruments as at FVTOCI as they believe that recognising short-term fluctuations in these investments' fair value in profit or loss would not be consistent with the Company's strategy of holding these investments for long-term purposes and realising their performance potential in the long run.

Note 6: Loans

Measured at amortised cost

	As at March 31, 2026	As at March 31, 2025
Non-Current		
Loans to wholly-owned subsidiary [Refer Note (i) and 35(c)]		
- Considered good - Unsecured	50.00	-
Total	**50.00**	**-**
Current		
Loans to wholly-owned subsidiary [Refer Note (ii), (iii) and 35(c)]		
- Considered good - Unsecured	70.00	-
Total	**70.00**	**-**

Notes:

i. The Company has granted a loan to Amara Raja Power Systems Limited, a wholly-owned subsidiary, for the purpose of purchase of capital assets repayment term of two years from the date of respective disbursements carrying an interest rate of 7.25% p.a.

ii. The Company has granted a working capital loan to Amara Raja Power Systems Limited, wholly-owned subsidiary, repayable on demand and carried an interest of 7.25% p.a.

iii. Following is the disclosure of Additional Regulatory Information with respect to loan given to related parties that are repayable on demand:

Type of borrower	Loan amount repayable on demand	% loan amount repayable on demand to total loans
Related parties	70.00	58.33%

Note 7: Other financial assets

	As at March 31, 2026	As at March 31, 2025
Non-current		
Security deposits*	14.31	11.99
Total	**14.31**	**11.99**
* Includes to related parties ₹ 4.48 (As at March 31, 2025: ₹ 4.48)		
Current		
(a) Advances to related parties:		
(i) Reimbursable expenses	23.63	12.24

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2026	As at March 31, 2025
(b) Security deposits	0.08	2.15
(c) Interest accruals:		
(i) Interest accrued on loans and deposits	3.53	3.49
(ii) Interest accrued on overdue trade receivables	-	0.02
(d) Insurance claim and other receivable	-	4.80
Total	**27.24**	**22.70**

Note 8: Inventories

	As at March 31, 2026	As at March 31, 2025
(at lower of cost and net realisable value)		
(a) Raw materials and bought-out components	667.04	614.95
(b) Work-in-progress	507.05	431.69
(c) Finished goods	808.85	604.86
(d) Stock-in-trade (goods purchased for resale)	191.34	275.60
(e) Stores and spares (including secondary packing material)	107.92	108.49
(f) Loose tools and others	0.59	0.85
Total	**2,282.79**	**2,036.44**
Raw materials includes material-in-transit	124.10	106.26

Notes:

(i) The cost of inventories recognised as an expense during the year has been disclosed on the face of the Statement of Profit and Loss, Notes 24 and 28.

(ii) The cost of inventories recognised as an expense includes ₹ 7.70 (during 2024-25: ₹ 3.50) in respect of write-down of inventory to net realisable value, and has been reduced by ₹ Nil (during 2024-25: ₹ Nil) in respect of reversal of such write-downs.

(iii) There are no inventories expected to be liquidated after more than twelve months.

(iv) The mode of valuation of inventories has been stated in Note 2.4 (a).

Note 9: Trade receivables

	As at March 31, 2026	As at March 31, 2025
(a) Considered good, unsecured	1,167.40	1,142.80
(b) Significant increase in credit risk	-	-
(c) Credit impaired	0.18	0.23
	1,167.58	**1,143.03**
Less: Allowance for expected credit loss (includes credit impaired)	(0.31)	(0.23)
Total	**1,167.27**	**1,142.80**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Trade receivables ageing schedule

As at March 31, 2026:

	Not due	Outstanding for following periods from due date of payment					As at March 31, 2026
		Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Trade receivables - Unsecured							
(i) Undisputed, considered good	1,065.07	101.02	1.05	0.26	-	-	1,167.40
(ii) Undisputed, significant increase in credit risk	-	-	-	-	-	-	-
(iii) Undisputed, considered credit impaired	-	-	-	-	0.02	0.02	0.04
(iv) Disputed, significant increase in credit risk	-	-	-	-	-	-	-
(v) Disputed, considered good	-	-	-	-	-	-	-
(vi) Disputed, considered credit impaired	-	-	-	-	0.01	0.13	0.14
	1,065.07	**101.02**	**1.05**	**0.26**	**0.03**	**0.15**	**1,167.58**
Less: Allowance for expected credit loss (includes credit impaired)	-	-	(0.08)	(0.05)	(0.03)	(0.15)	(0.31)
Total	**1,065.07**	**101.02**	**0.97**	**0.21**	**-**	**-**	**1,167.27**
(a) Gross carrying amount	1,065.07	101.02	1.05	0.26	0.03	0.15	
(b) Expected loss rate	0%	0%	8%	19%	100%	100%	
(c) Expected credit losses	-	-	0.08	0.05	0.03	0.15	
(d) Carrying amount of trade receivables (net of credit loss)	**1,065.07**	**101.02**	**0.97**	**0.21**	**-**	**-**	**1,167.27**

As at March 31, 2025:

	Not due	Outstanding for following periods from due date of payment					As at March 31, 2025
		Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Trade receivables - Unsecured							
(i) Undisputed, considered good	1,010.82	130.39	1.59	-	-	-	1,142.80
(ii) Undisputed, significant increase in credit risk	-	-	-	-	-	-	-
(iii) Undisputed, considered credit impaired	-	-	-	0.04	0.05	-	0.09
(iv) Disputed, significant increase in credit risk	-	-	-	-	-	-	-
(v) Disputed, considered good	-	-	-	-	-	-	-
(vi) Disputed, considered credit impaired	-	-	-	0.01	-	0.13	0.14
	1,010.82	**130.39**	**1.59**	**0.05**	**0.05**	**0.13**	**1,143.03**
Less: Allowance for expected credit loss (includes credit impaired)	-	-	-	(0.05)	(0.05)	(0.13)	(0.23)
Total	**1,010.82**	**130.39**	**1.59**	**-**	**-**	**-**	**1,142.80**
(a) Gross carrying amount	1,010.82	130.39	1.59	0.05	0.05	0.13	
(b) Expected loss rate	0%	0%	0%	100%	100%	100%	
(c) Expected credit losses	-	-	-	0.05	0.05	0.13	
(d) Carrying amount of trade receivables (net of credit loss)	**1,010.82**	**130.39**	**1.59**	**-**	**-**	**-**	**1,142.80**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Notes:

(i) The average credit period for after market sales is one week and for sales to other customers is in the range of 30 - 60 days. No interest is charged on overdue receivables, except for overdue balances of related parties.

(ii) The Company has used a practical expedient by computing the expected credit loss allowance for doubtful trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and adjusted for forward-looking estimates. The allowance for expected credit loss is based on the ageing of the receivables which are due and the rates used in the provision matrix.

(iii) Movement in the expected credit loss allowance

	For the year ended March 31, 2026	For the year ended March 31, 2025
Balance at the beginning of the year	0.23	1.94
Add: Created during the year	0.15	0.05
Less: Reversed / released during the year	(0.07)	(1.76)
Balance at the end of the year	**0.31**	**0.23**

Note 10 (a): Cash and cash equivalents

	As at March 31, 2026	As at March 31, 2025
(a) Balances with banks		
(i) in current accounts	61.36	9.35
(ii) in EEFC accounts (Refer Note below)	39.61	139.91
(b) Cheques on hand	1.27	3.54
(c) Cash in hand*	-	0.00
Cash and cash equivalents as per the Statement of Cash Flows	**102.24**	**152.80**

Note: There are no repatriation restrictions with regards to cash and cash equivalents as at March 31, 2026 & March 31, 2025.

*Amount below ₹ 1 Lakh

Note 10(b): Other bank balances

	As at March 31, 2026	As at March 31, 2025
(a) In deposit accounts		
(i) original maturity more than 3 months but less than 12 months	10.65	0.01
(b) In earmarked accounts		
(i) Dividend accounts	2.41	2.48
(ii) Balances held as margin money against guarantees given	0.07	10.01
Total	**13.13**	**12.50**

Note 11: Other assets

	As at March 31, 2026	As at March 31, 2025
Non-current		
(a) Capital advances	45.12	58.55

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2026	As at March 31, 2025
(b) Capital advances to related parties	15.53	19.06
(c) Prepaid expenses	0.85	1.51
(d) Balances with government authorities	17.28	14.75
(e) Other deposits (Electricity deposits, for other utilities, etc.)	48.79	47.93
Total	**127.57**	**141.80**
Current		
(a) Contractually reimbursable expenses	11.80	4.95
(b) Commercial advances	53.88	66.65
(c) Balances with government authorities (Advances, GST credit and VAT credit)	53.60	24.27
(d) Prepaid expenses	20.78	17.09
(e) Other receivables (export incentives, etc.)	28.62	26.83
(f) Balance in gratuity fund (net of obligations) [Refer Note 33]	-	1.87
Total	**168.68**	**141.66**

Note 12: Equity share capital

	As at March 31, 2026		As at March 31, 2025	
	Number of shares	Amount	Number of shares	Amount
(a) Authorised				
Equity shares of ₹ 1/- each	20,00,00,000	20.00	20,00,00,000	20.00
(b) Issued				
Equity shares of ₹ 1/- each	18,72,41,364	18.72	18,72,41,364	18.72
(c) Subscribed and fully paid-up				
Equity shares of ₹ 1/- each	18,30,25,364	18.30	18,30,25,364	18.30
	18,30,25,364	**18.30**	**18,30,25,364**	**18.30**

Notes:

(i) Reconciliation of the number of shares and amount outstanding at the beginning and at the end of the year:

Equity shares	Number of shares	Share capital (Amount)
Balance at March 31, 2024	**18,30,25,364**	**18.30**
Changes during year	-	-
Balance at March 31, 2025	**18,30,25,364**	**18.30**
Changes during year	-	
Balance at March 31, 2026	**18,30,25,364**	**18.30**

(ii) Rights, preferences and restrictions attached to the equity shares:

The Company has only one class of shares referred to as equity shares having a face value of ₹ 1 each. Each holder of equity share is eligible for one vote per share held. The Company declares and pays dividends in Indian rupees and foreign currency. The dividend proposed by the Board of Directors is subject to the approval of the Shareholders in the ensuing Annual General Meeting, except in the case of interim dividend. In the event of liquidation, the holders of equity shares will be entitled to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to the number of equity shares held by the shareholders.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

(iii) Details of equity shares held by each shareholder holding more than 5% of the equity shares:

	As at March 31, 2026		As at March 31, 2025	
	Number of shares	%	Number of shares	%
Amara Raja Enterprises Private Limited (Formerly known as RNGalla Family Private Limited)	6,01,45,316	32.86	6,01,45,316	32.86
Nalanda India Equity Fund Limited	1,60,36,938	8.76	1,60,36,938	8.76
Life Insurance Corporation of India	1,50,22,557	8.21	1,15,48,339	6.31

(iv) Details of equity shares held by promoters at the end of the year

Promoter Name	As at March 31, 2026		As at March 31, 2025		% change during the year
	Number of shares	%	Number of shares	%	
Amara Raja Enterprises Private Limited (Formerly known as RNGalla Family Private Limited)	6,01,45,316	32.86	6,01,45,316	32.86	0%

(v) During the year ended March 31, 2026, the Company incorporated the Amara Raja Energy & Mobility ESOS Trust to administer employee stock option plans (ESOPs) for eligible employees. No stock options were granted during the year.

Note 13: Other equity

	As at March 31, 2026	As at March 31, 2025
(i) Reserves and Surplus:		
(a) General reserve	987.18	890.14
This reserve is created by an appropriation from one component of equity (generally retained earnings) to another, not being an item of Other Comprehensive Income. The same can be utilised by the Company in accordance with the provisions of the Companies Act, 2013.		
(b) Capital reserve*	0.00	0.00
Any profit or loss on purchase, sale, issue or cancellation of the company's own equity instruments is transferred to capital reserve.		
(c) Securities premium	702.53	702.53
This reserve represents the premium on issue of shares and can be utilised in accordance with the provisions of the Companies Act, 2013.		
(d) Retained earnings	6,512.82	5,827.39
Retained earnings represents the cumulative undistributed profits of the Company and can be utilised in accordance with the provisions of the Companies Act, 2013.		
(ii) Equity instruments through other comprehensive income	(60.08)	(60.09)
Change in fair value of equity instruments through other comprehensive income.		
Total	**8,142.45**	**7,359.97**

*Amount below ₹ 1 Lakh

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 14: Borrowings

	As at March 31, 2026	As at March 31, 2025
Current		
Secured - at amortised cost		
Working capital demand loans [Refer note (i) & (ii)]	100.00	-
Unsecured - at amortised cost		
Working capital demand loans [Refer note (ii)]	65.00	-
Sales tax deferment loans [Refer note (iii)]	-	0.00*
Short term credit from banks [Refer note (iv)]	106.46	144.52
Total	**271.46**	**144.52**

*Amount below ₹ 1 Lakh

Notes:

(i) The working capital demand loan has been secured by first charge on current assets of the Company.

(ii) Outstanding loans carry an interest rate ranging from 5.42% to 6.72% p.a.

(iii) The interest free sales tax deferment loans were availed by the Company under the Government of Andhra Pradesh TARGET 2000 New Industrial Policy as per which the loans are repayable at the end of the 14th year from the year in which these loans were availed. The Company has also entered into agreements with the Deputy Commissioner of Commercial Taxes, Chittoor in respect of the aforementioned loans as per which the repayment schedule of the loans have been determined as being repayable at the end of the 14th year from the month in which these loans were availed. The Management is however of the view that these loans are repayable at the end of the 14th year from the year in which these loans were availed in terms of the sanction of these loans by the Government of Andhra Pradesh, Commissionerate of Industries and are accordingly making an yearly repayment of these loans.

(iv) Represents commercial credit card facility for payment of direct and indirect taxes with a credit period of 50 days.

Note 15: Lease Liabilities^

	As at March 31, 2026	As at March 31, 2025
Non-current		
Lease liabilities	74.55	81.05
Total	**74.55**	**81.05**
Current		
Lease Liabilities	26.74	32.77
Total	**26.74**	**32.77**

*Also Refer Note 37

Note 16 : Provisions

	As at March 31, 2026	As at March 31, 2025
Non-current		
Employee benefits		
- Compensated absences	42.29	30.80
- Gratuity [Refer Note 33]	15.18	-

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2026	As at March 31, 2025
Other provisions		
- Product warranty [Refer Note 41(a)]	190.56	148.94
- Extended producer responsibilities [Refer Note 41(b)]	24.24	-
Total	**272.27**	**179.74**
Current		
Employee Benefits		
- Compensated absences	9.71	7.32
- Gratuity [Refer Note 33]	25.11	-
Other provisions		
- Product warranty [Refer Note 41(a)]	243.92	163.26
Total	**278.74**	**170.58**

Note 17: Deferred tax liabilities (net)

The following is the analysis of deferred tax assets/(liabilities) presented in the Balance Sheet :

	As at March 31, 2026	As at March 31, 2025
(a) Deferred tax assets	29.70	16.78
(b) Deferred tax liabilities	(119.62)	(90.01)
Total	**(89.92)**	**(73.23)**

2025-2026 Deferred tax (liabilities) / assets in relation to :	Opening balance	Recognised in profit and loss	Recognised in other comprehensive income	Closing balance
Property, plant and equipment	(79.48)	(29.72)	-	(109.20)
Financial assets measured at fair value	(10.53)	0.11	-	(10.42)
Allowance for expected credit loss	0.11	(0.03)	-	0.08
Provision for employee benefits	11.21	12.38	-	23.59
Others	5.46	0.57	-	6.03
	(73.23)	**(16.69)**	**-**	**(89.92)**

2024-2025 Deferred tax (liabilities) / assets in relation to :	Opening balance	Recognised in profit and loss	Recognised in other comprehensive income	Closing balance
Property, plant and equipment	(70.97)	(8.51)	-	(79.48)
Financial assets measured at fair value	(35.64)	0.54	24.57	(10.53)
Allowance for expected credit loss	0.49	(0.38)	-	0.11
Provision for employee benefits	11.97	(0.76)	-	11.21
Others	5.66	(0.20)	-	5.46
	(88.49)	**(9.31)**	**24.57**	**(73.23)**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 18: Trade payables

	As at March 31, 2026	As at March 31, 2025
(a) Total outstanding dues of Micro enterprises and small enterprises [Refer Note 32]	57.26	58.22
(b) Total outstanding dues of creditors other than Micro enterprises and small enterprises	1,145.56	988.32
	1,202.82	**1,046.54**

Trade Payables ageing schedule

	Not due	Outstanding for following periods from due date of payment				As at March 31, 2026
		Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
(i) MSME	57.19	0.07	-	-	-	57.26
(ii) Other than MSME	863.73	76.78	-	-	-	940.51
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Other than MSME	205.05	-	-	-	-	205.05
	1,125.97	**76.85**	**-**	**-**	**-**	**1,202.82**

	Not due	Outstanding for following periods from due date of payment				As at March 31, 2025
		Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
(i) MSME	58.08	0.14	-	-	-	58.22
(ii) Other than MSME	689.27	141.63	0.34	0.05	1.38	832.67
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Other than MSME	155.65	-	-	-	-	155.65
	903.00	**141.77**	**0.34**	**0.05**	**1.38**	**1,046.54**

Note 19: Other financial liabilities

	As at March 31, 2026	As at March 31, 2025
Non-current		
(a) Retention money payable	5.06	-
Total	**5.06**	**-**
Current		
(a) Unpaid dividends	2.41	2.48
(b) Interest accrued but not due on borrowings	0.29	-
(b) Other payables: [Refer Note (i) below]		
(i) Payables on purchase of property, plant and equipment	101.29	158.97
(ii) Others (employee related, others) [Refer Note (ii) below]	237.89	292.98
Total	**341.88**	**454.43**

Notes:

i. Other payables includes payable to Micro & Small enterprises of ₹ 6.83 (March 31, 2025; ₹ 10.04) (Refer Note 32).

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

ii. Other liabilities includes employees related payables (including payable to Chairman & Managing Director and Executive Directors) (Refer Note 35), commission payable to Other Directors, outstanding liabilities for incentives and trade promotion schemes, etc.

Note 20: Income tax assets /liabilities (net)

	As at March 31, 2026	As at March 31, 2025
Non-Current		
Advance tax / TDS receivable (net of provisions)	-	13.61
Total	**-**	**13.61**
Current		
Income tax payable (net of advance tax)	2.71	-
Total	**2.71**	**-**

Note 21: Other liabilities

	As at March 31, 2026	As at March 31, 2025
Non-current		
(a) Revenue received in advance		
(i) Deferred revenue arising from government grant [Refer Note below]	79.56	80.38
Total	**79.56**	**80.38**
Current		
(a) Revenue received in advance		
(i) Deferred revenue arising from government grant [Refer Note (i) & (ii)]	15.14	10.99
(b) Statutory remittances (GST, PF, VAT, TDS, etc.)	42.41	88.22
(c) Advances from customers	63.83	55.63
(d) Accruals relating to trade promotion schemes	197.47	196.66
Total	**318.85**	**351.50**

Notes:

i. The deferred revenue of ₹ 94.70 (March 31, 2025: ₹ 91.37) arises primarily as a result of duty benefit received on import of plant and equipment under Export Promotion Capital Goods (EPCG) schemes of the Government of India. It also includes subsidy received on lease of immovable property from State Industries Promotion Corporation of Tamil Nadu. The deferred revenue will be recognised in the Statement of Profit and Loss in the proportion of depreciation charged on such assets.

ii. Movement of Deferred revenue arising from government grant:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening balance	91.37	87.97
Add: Addition during the year	17.66	15.73
Less: Amortised during the year (Refer Note 22)	(14.33)	(12.33)
Closing balance	**94.70**	**91.37**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 22: Revenue from operations

	For the year ended March 31, 2026	For the year ended March 31, 2025
a. Sale of products (Refer Note (i) below)	13,426.83	12,281.31
b. Sale of services (Refer Note (ii) below)	67.98	63.07
c. Other operating revenues (Refer Note (iii) below)	54.05	60.51
Total	**13,548.86**	**12,404.89**
Notes:		
(i) Sale of products comprises:		
Manufactured goods		
- Storage batteries	11,299.33	10,473.81
Sub-total - Sale of manufactured goods	**11,299.33**	**10,473.81**
Traded goods		
- Storage batteries and Components	1,722.01	1,475.89
- Home UPS	199.99	185.00
- Lubes	205.50	146.61
Sub-total - Sale of traded goods	**2,127.50**	**1,807.50**
Total - Sale of products	**13,426.83**	**12,281.31**
(ii) Sale of services comprise:		
- Installation and Commissioning	11.17	6.72
- Operational maintenance services	46.18	38.60
- Others (subject and other matters experts, service charges, etc.)	10.63	17.75
Total - Sale of services	**67.98**	**63.07**
(iii) Other operating revenues comprise:		
- Sale of process scrap	5.49	8.14
- Export benefits (including RoDTEP, Duty Drawback & EPCG benefits) [Refer Note (iv) below]	48.56	52.37
Total - Other operating revenues	**54.05**	**60.51**

(iv) Includes ₹ 14.33 (for the year ended March 31, 2025: ₹ 12.33) recognised as income in proportion to the depreciation charged to the Statement of Profit and Loss. [Refer Note 21]

(v) Reconciliation of gross revenue with the revenue from contracts with customers:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Gross Revenue	13,870.21	12,814.07
Less: Incentives and Discounts	(369.91)	(461.55)
Net revenue recognised from Contracts with Customers	**13,500.30**	**12,352.52**
Add: Export benefits	48.56	52.37
Total revenue from operations	**13,548.86**	**12,404.89**

(vi) Geographical information

The Company operates in India and makes certain sales to customers situated outside India. The revenue from external customers by location of customers is detailed below.

	For the year ended March 31, 2026	For the year ended March 31, 2025
India	11,847.60	10,678.27
Outside India	1,652.70	1,674.25
Total revenue recognised from Contracts with Customers	**13,500.30**	**12,352.52**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	For the year ended March 31, 2026	For the year ended March 31, 2025
Add: Export benefits	48.56	52.37
Total revenue from operations	**13,548.86**	**12,404.89**

Note 23: Other income

	For the year ended March 31, 2026	For the year ended March 31, 2025
a) Interest income		
(i) Interest income earned on financial assets that are not designated as at FVTPL		
- Bank deposits (at amortised cost)	0.75	1.67
- Other financial assets carried at amortised cost	0.13	0.10
- Unwinding of discounts on rental deposits	0.30	0.30
	1.18	**2.07**
b) Dividend income		
(i) Dividend from equity investments designated as at FVTOCI *	0.01	0.00
*Amount below ₹ 1 Lakh	**0.01**	**0.00**
c) Other non-operating income		
(i) Interest income on financial assets carried at amortised cost	2.77	4.15
(ii) Sale of non process scrap	12.45	11.23
(iii) Liabilities no longer required written back	3.71	4.54
(iv) Reversal of allowance for expected credit loss on trade receivables	0.03	0.19
(v) Others	19.65	16.47
	38.61	**36.58**
d) Other gains and losses		
(i) Gain on disposal of mutual fund units	8.08	15.31
(ii) Net foreign exchange gains	42.78	38.20
(iii) Net gain arising on financial assets mandatorily measured at FVTPL [Refer Note below]	-	0.44
(iv) Gain on de-recognition of Right-of-use assets	1.26	0.69
	52.12	**54.64**
Total (a+b+c+d)	**91.92**	**93.29**

Note:

The amount represents the increase in fair value on non-derivative current investments which are mandatorily measured at fair value. [Refer Note 5]

Note 24: Changes in inventories of finished goods, work-in-progress and stock-in-trade

	For the year ended March 31, 2026	For the year ended March 31, 2025
Inventories at the beginning of the year		
Finished goods - storage batteries	604.86	573.74
Work-in-progress	431.69	394.57
Stock-in-trade	275.60	195.99
[A]	**1,312.15**	**1,164.30**
Inventories at the end of the year		
Finished goods - storage batteries	808.85	604.86

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	For the year ended March 31, 2026	For the year ended March 31, 2025
Work-in-progress	507.05	431.69
Stock-in-trade	191.34	275.60
[B]	**1,507.24**	**1,312.15**
Total changes in inventories of finished goods, work-in-progress and stock-in-trade [A-B]	**(195.09)**	**(147.85)**

Note 25: Employee benefits expense

	For the year ended March 31, 2026	For the year ended March 31, 2025
(a) Salaries, wages and bonus	679.39	610.08
(b) Contribution to provident and other funds [Refer Note 33]	60.60	53.47
(c) Staff welfare expenses	99.60	83.23
Total	**839.59**	**746.78**

Note 26: Finance costs

	For the year ended March 31, 2026	For the year ended March 31, 2025
(a) Interest costs:		
(i) Interest on term loan	-	1.85
(b) Other borrowing costs:		
(i) Unwinding of discounts on warranty provision [Refer Note 41(a)]	16.75	15.96
(ii) Interest on leases liabilities [Refer Note 37]	10.04	9.59
(iii) Others	13.88	14.84
Total	**40.67**	**42.24**

Note 27: Depreciation and amortisation expense

	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation of property, plant and equipment (including on right-of-use assets) [Refer Note 3.1 and 3.2]	528.70	467.49
Amortisation of intangible assets [Refer Note 4]	18.99	24.57
Total	**547.69**	**492.06**

Note 28: Other expenses

	For the year ended March 31, 2026	For the year ended March 31, 2025
Consumption of stores and spares (including packing material)	177.74	163.13
Tools consumed	1.81	1.54
Power and fuel	227.34	343.34
Rent	1.20	3.05

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	For the year ended March 31, 2026	For the year ended March 31, 2025
Repairs and maintenance		
- Plant and machinery	16.39	13.47
- Buildings	7.37	7.84
- Others	13.48	11.85
Insurance	63.49	65.73
Rates and taxes	45.75	6.10
Communication	3.04	2.68
Travelling and conveyance	37.97	33.88
Outward freight and handling charges	351.73	346.60
Advertisement and sales promotion	106.30	73.75
Expenditure on Corporate Social Responsibility (Refer Note 44)	22.70	19.24
Legal and professional	71.34	73.43
Payment to auditors [Refer Note below]	1.62	1.43
Bad trade receivables written off (net)	0.32	0.78
Changes in expected credit loss of trade receivables	0.15	0.05
Loss allowance for doubtful advances and other receivables	-	0.26
Loss on sale of property, plant and equipment (net) / written off	7.03	4.93
Warranty expenses (net)	425.50	289.97
Service expenses	54.63	46.95
Printing and stationery	2.31	2.70
Miscellaneous expenses	168.40	109.26
Total	**1,807.61**	**1,621.96**

Note:

Payment to auditors comprise (net of GST)

	For the year ended March 31, 2026	For the year ended March 31, 2025
(a) To statutory auditors		
- Statutory audit fee	1.10	1.03
- Limited review fee	0.27	0.20
- Tax audit fee	-	0.05
- Certification fee	0.09	0.04
- Reimbursement of expenses	0.11	0.06
(b) To cost auditor for cost audit	0.05	0.05
	1.62	**1.43**

Note 29: Income tax recognised in statement of profit and loss

	For the year ended March 31, 2026	For the year ended March 31, 2025
Current Tax		
In respect of the current year	318.38	324.53
In respect of the prior years	1.43	1.41
Total	**319.81**	**325.94**
Deferred Tax		
In respect of the current year	16.69	9.31
Total	**16.69**	**9.31**
Total income tax expense recognised	**336.50**	**335.25**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026
All amounts are in ₹ crores, except share data and where otherwise stated

The income tax expense for the year can be reconciled to the accounting profit as follows:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit before tax	1,306.93	1,299.15
Income tax expense calculated at 25.168% (2024-25: 25.168%)	328.93	326.97
Tax effects of amounts which are not deductible in determining taxable profit	6.89	7.30
Impact of deferred tax in relation to taxes of earlier years	0.65	1.14
Effect of concessions and allowances	(1.40)	(2.34)
Effect of taxation of prior year	1.43	1.41
Others	-	0.77
Income tax expense recognised in statement of profit and loss	**336.50**	**335.25**

Note:

The tax rate used for the year 2025-26 and 2024-25 reconciliations above is the corporate tax rate of 25.168% payable by corporate entities in India on taxable profits under the Indian tax law.

Note 30: Exceptional items

a. Insurance claim

On January 30, 2023, a fire broke out at one of the manufacturing facilities of the Company at Chittoor, Andhra Pradesh which caused damage to the Company's property, plant and equipment and inventories. There were no loss of lives. The Company recognised a loss of ₹ 438.56 crores arising from such incident and the said losses and the corresponding credit arising from the insurance claim receivable were presented on a net basis during the year ended March 31, 2023. During the year ended March 31, 2026, the Company had received an amount of ₹ 186.72 crores from insurance company as full and final settlement payment towards the insurance claim pertaining to reinstatement of property, plant and equipment lodged on account of damage to its assets due to the fire accident at its manufacturing facility in Chittoor on January 30, 2023. An amount of ₹ 181.15 crores representing difference between the amount received and the insurance claim receivable recognised in books, has been recognised as exceptional item in the Statement of Profit and Loss for the year ended March 31, 2026.

In addition to the above, the Company has also received an amount of ₹ 121.79 crores in respect to the 'Business interruption claim' and the same is presented under exceptional items in the Statement of Profit and Loss.

b. Wage code:

On November 21, 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labour Codes') which consolidate twenty-nine existing labour laws into a unified framework governing employee benefits during employment and post-employment.

Based on the draft rules and FAQs issued by the ministry of labour and employment and best available information, the Company has assessed the implications of Labour Codes which has resulted in increase in gratuity liability arising out of past service cost by ₹ 43.80 crore. Considering the impact arising out of an enactment of the new legislation is an event of non-recurring nature, the Company has presented the incremental impact as an "Exceptional Item" for the year ended March 31, 2026. The Company continues to monitor the finalisation of central/state rules and other developments pertaining to labour codes and would provide appropriate accounting effect based on the developments, if any.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 31: Contingent liabilities and commitments

(i) Contingent Liabilities (to the extent not provided for) :

Claims against the Company not acknowledged as debt

	As at March 31, 2026	As at March 31, 2025
Matters under dispute:		
- Excise duty / Service tax / Customs	95.28	97.34
- Sales tax/VAT and GST	79.76	71.21
- Income tax	40.36	26.48
- Electricity related (Refer Note below)	54.33	45.61
- Other claims not acknowledged as debt	100.16	8.85

It is not practicable for the Company to estimate the closure of these issues and the consequential timings of cash flows, if any, in respect of the above.

Note:

Includes an amount of ₹ 10.54 crores (March 31, 2025: ₹ 10.54 crores) which has been claimed by Andhra Pradesh Gas Power Corporation Limited ('APGPCL') with respect to the power supplied by it to the Company through Andhra Pradesh Southern Power Distribution Corporation Limited ('APSPDCL'). The Management has contended that the said dues charged by APSPDCL as part of the regular electricity bills has been duly discharged by the Company to APSPDCL.

APGPCL has also consequently placed a lien on the investment held by the Company in it for non-payment of dues. The Management has initiated arbitration proceedings against the claim and the said action of APGPCL and is confident of a favourable outcome in this matter.

(ii) Commitments:

	As at March 31, 2026	As at March 31, 2025
(a) Estimated amount of contracts remaining to be executed on capital account and not provided for (net of capital advances)	299.26	382.89
(b) The Company has certain outstanding export obligations/ commitments which the Management is confident of meeting within the stipulated period of time / obtaining suitable extensions, wherever required.		
(c) The Company has committed a capital investment of ₹ 495.51 crores to the State Industries Promotion Corporation of Tamil Nadu Limited upon entering into a lease agreement for land in Cheyyar for 99 years.		
(d) As per the Battery Waste Management Rules, 2022, as amended, the Company has an obligation to complete the Extended Producer Responsibility (EPR) targets based on batteries placed in the market. The Company is confident of fulfilling the obligation of EPR targets through the generation of required EPR credits from waste batteries collection, purchase of EPR credits and other approved mechanisms.		
(e) As per the E-Waste (Management) Rules, 2022, as amended, the Company has an obligation to complete the Extended Producer Responsibility (EPR) targets. The obligation for a financial year is measured based on sale of inverters made in the preceding 7th year. The Company shall fulfil its obligation for the current financial year through purchase of EPR credits. The Company believes that it will have an e-waste obligation for future years, only if it participate in the market in such years.		

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2026	As at March 31, 2025
(f) The Company along with its subsidiaries has entered into a Memorandum of Understanding with the Government of Telangana for setting up of new energy related projects in the State of Telangana.		

Note 32: Based on and to the extent of information available with the Company under Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act), the relevant particulars as at reporting date are furnished below:

	As at March 31, 2026^	As at March 31, 2025^
(i) Principal amount due to suppliers under MSMED Act and remaining unpaid as at the end of the year*	64.09	68.25
(ii) Interest accrued and due to suppliers under MSMED Act on the above amount as at the end of the year	0.02	0.00
(iii) Principal amounts paid to suppliers under MSMED Act (other than interest) beyond the appointed day, during the year	9.48	0.65
(iv) Interest paid to suppliers under MSMED Act (Section 16) beyond the appointed day, during the year	0.02	-
(v) Interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the period) but without adding interest specified under the Micro, Small and Medium Enterprises Act, 2006	0.02	0.01
(vi) The amount of interest accrued and remaining unpaid at the end of each accounting year (ii) + (v)	0.04	0.01
(vii) Interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprises	0.04	0.01

* includes ₹ 6.83 (March 31, 2025: ₹ 10.04) payable towards other current financial liabilities (Refer Note 19).

^ includes payable towards payments for purchase of property, plant and equipment including capital work-in-progress.

Dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the Management.

Note 33: Employee benefits

a. Defined contribution plans

The Company makes Provident Fund, Superannuation Fund, National Pension scheme (NPS)and Employees' State Insurance Scheme contributions which are defined contribution plans, for qualifying employees and recognises such contributions in the Statement of Profit and Loss. Contributions made to the defined benefit plans were:

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Provident Fund	23.95	21.71
Superannuation Fund	19.22	19.62
National Pension scheme (NPS)	2.14	1.30
Employees' State Insurance Scheme	5.96	5.00

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

b. Defined benefit plans

The Company provides to the eligible employees defined benefit plans in the form of gratuity. The gratuity plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 days' salary payable for each completed year of service. Vesting occurs upon completion of five continuous years of service. The measurement date used for determining retirement benefits for gratuity is March 31.

These plans typically expose the Company to actuarial risks such as investment risk, interest rate risk, longevity risk and salary risk.

Risk Management:

Investment risk - The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

Interest rate risk - The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to market yields at the end of the reporting period on government bonds. A decrease in yields will increase the fund liabilities and vice-versa.

Longevity risk - The present value of defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

Salary risk - The present value of the defined benefit plan is calculated with reference to the future salaries of participants under the plan. Increase in salary due to adverse inflationary pressures might lead to higher liabilities.

(i) Balance Sheet

The assets, liabilities and surplus / (deficit) position of the defined benefit plans at the Balance Sheet date were:

	As at March 31, 2026	As at March 31, 2025
Present value of obligation	133.27	84.43
Fair value of plan assets	(92.98)	(86.30)
Net liability/(asset) recognized in the Balance Sheet	**40.29**	**(1.87)**

(ii) Movements in Present Value of Obligation and Fair Value of Plan Assets

	Plan Assets	Plan Obligation	Total Net
As at March 31, 2024	**85.16**	**80.99**	**(4.17)**
Current service cost	-	4.94	4.94
Past service cost	-	-	-
Interest cost	-	5.54	5.54
Interest income	5.83	-	(5.83)
Actuarial (gain)/loss arising from changes in financial assumptions	-	2.34	2.34
Actuarial (gain)/loss arising due to experience	-	(1.04)	(1.04)
Contributions	3.24	-	(3.24)
Benefit payments	(3.49)	(3.49)	-
Return on plan assets, excluding interest income	0.41	-	(0.41)
Transfer between Group Companies	(4.85)	(4.85)	-
As at March 31, 2025	**86.30**	**84.43**	**(1.87)**
Current service cost	-	7.13	7.13
Past service cost (Refer Note 30(b))	-	43.80	43.80
Interest cost	-	6.78	6.78
Interest income	5.95	-	(5.95)
Actuarial (gain)/loss arising from changes in financial assumptions	-	(3.60)	(3.60)

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	Plan Assets	Plan Obligation	Total Net
Actuarial (gain)/loss arising due to experience	-	(1.56)	(1.56)
Contributions	3.55	-	(3.55)
Benefit payments	(3.45)	(3.45)	-
Return on plan assets, excluding interest income	0.89	-	(0.89)
Transfer between Group Companies	(0.26)	(0.26)	-
As at March 31, 2026	**92.98**	**133.27**	**40.29**

(iii) Statement of Profit and Loss

The charge to the Statement of Profit and Loss comprises:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Employee Benefit Expenses		
Current service cost	7.13	4.94
Past service cost (Refer Note 30(b))	43.80	-
Interest cost	6.78	5.54
Interest income	(5.95)	(5.83)
Net impact on profit before tax	**51.76**	**4.65**
Remeasurement of the net defined benefit plan		
Actuarial (gain)/loss arising from changes in financial assumptions	(3.60)	2.34
Actuarial (gain)/loss arising due to experience	(1.56)	(1.04)
Return on plan assets, excluding interest income	(0.89)	(0.41)
Net impact on other comprehensive income before tax	**(6.05)**	**0.89**

(iv) Assets

The major categories of plan assets as a % of the total plan assets

	As at March 31, 2026	As at March 31, 2025
Funded with Life Insurance Corporation of India	100%	100%

(v) Assumptions

With the objective of presenting the plan assets and plan obligations of the defined benefits plans at their fair value on the Balance Sheet, assumptions under Ind AS 19 are set by reference to market conditions at the valuation date.

	As at March 31, 2026	As at March 31, 2025
Discount rate	7.16%	6.71%
Withdrawal rate	10.00%	10.00%
Salary escalation rate	7.00%	7.00%

The estimates of future salary increases, considered in actuarial valuation, takes into account inflation, seniority, promotion and other relevant factors such as supply and demand factors in the employment market.

Demographic assumptions

Mortality in Service: Indian Assured Lives Mortality 2012-14 (Urban)

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

(vi) Sensitivity analysis

The sensitivity of the overall plan obligations to changes in the weighted key assumptions are:

	As at March 31, 2026		As at March 31, 2025	
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(7.29)	8.21	(4.55)	5.11
Salary escalation rate (1% movement)	7.08	(6.56)	4.40	(4.12)

The sensitivity analysis above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the year and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. When calculating the sensitivity to the assumption, the same method used to calculate the liability recognised in the Balance Sheet has been applied. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared with the previous year.

(vii) Maturity analysis

Maturity profile of defined benefit obligation:

	As at March 31, 2026	As at March 31, 2025
Within 1 year	15.74	9.82
1-2 year	14.86	9.24
2-3 year	15.82	9.80
3-4 year	15.35	9.71
4-5 year	14.41	9.28
6-10 year	56.84	35.94
> 10 Year	92.98	51.71

The Company expects to contribute ₹ 25.11 (March 31, 2025: 3.50) to its defined benefit plans during the next fiscal year.

Note 34: Segment reporting

The Company publishes Standalone Financial Statements along with Consolidated Financial Statements. In accordance with Indian Accounting Standard (Ind AS) 108 on Operating segments, the Company has disclosed the segment information in the Consolidated Financial Statements. Accordingly, the segment information is given in the Consolidated Financial Statements of Amara Raja Energy & Mobility Limited and its subsidiaries for the year ended March 31, 2026.

Note 35: Related party transactions

(a) Details of related parties

Entity exercising significant influence

Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)

Entity where control exists - Subsidiary

Amara Raja Batteries Middle East (FZE), U.A.E.
Amara Raja Circular Solutions Private Limited
Amara Raja Advanced Cell Technologies Private Limited
Amara Raja Power Systems Limited

Notes to the Standalone Financial Statements

for the year ended March 31, 2026
All amounts are in ₹ crores, except share data and where otherwise stated

Key Management Personnel (KMP)

Jayadev Galla	Chairman & Managing Director
Harshavardhana Gourineni	Executive Director
Vikramadithya Gourineni	Executive Director
Ramasamy Annush	Independent Director
Amar Patnaik	Independent Director
Radhika Shapoorjee (from May 22, 2025)	Independent Director
Bhairavi Jani (till August 14, 2025)	Independent Director
N Sri Vishnu Raju (till August 5, 2024)	Independent Director
T R Narayanaswamy (till August 5, 2024)	Independent Director
Delli Babu Y	Chief Financial Officer
Vikas Sabharwal	Company Secretary

Relative of Key Management Personnel^

Dr. Ramachandra N. Galla	Relative of Jayadev Galla
Dr. Ramadevi Gourineni	Relative of Jayadev Galla
G. Amara Kumari	Relative of Jayadev Galla
Ashok Galla	Relative of Jayadev Galla
Siddharth Galla	Relative of Jayadev Galla

Entities in which KMP / Relatives of KMP exercise significant influence^

Rajanna Foundation
Amara Raja Educational Society
Amara Raja Electronics Limited
Amara Raja Design Alpha Private Limited
G2 Healthcare Private Limited
Golkonda Resorts Private Limited
Jayabheri Automotives Private Limited

Subsidiaries of the entity exercising significant influence^

Mangal Industries Limited
Amara Raja Infra Private Limited

^ Related parties are disclosed to the extent of transactions with such related parties.

(b) Transactions with the above related parties during the year were:

Particulars	For the year ended	
	March 31, 2026 *	March 31, 2025 *
Sale of goods (Net of sale returns)		
Amara Raja Power Systems Limited	26.23	38.34
Mangal Industries Limited	0.13	0.49
Amara Raja Batteries Middle East (FZE)	5.84	7.30
Amara Raja Advanced Cell Technologies Private Limited	-	0.37

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	For the year ended	
	March 31, 2026 *	March 31, 2025 *
Amara Raja Circular Solutions Private Limited	1.47	-
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	-	0.04
Rental Income		
Mangal Industries Limited	0.41	0.42
Amara Raja Advanced Cell Technologies Private Limited	0.66	0.64
Sale of property, plant and equipment including capital work-in-progress		
Amara Raja Circular Solutions Private Limited **	-	42.14
Amara Raja Advanced Cell Technologies Private Limited	-	0.87
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	-	0.00#
Mangal Industries Limited	-	2.81
Amara Raja Infra Private Limited	-	0.38
Purchase of goods		
Amara Raja Power Systems Limited	0.01	0.20
Amara Raja Electronics Limited	109.71	158.59
Mangal Industries Limited	380.64	347.41
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	1.07	0.80
Amara Raja Advanced Cell Technologies Private Limited	640.33	174.08
Amara Raja Circular Solutions Private Limited	1,424.19	247.58
Availing of services		
Amara Raja Infra Private Limited	132.01	116.54
Rajanna Foundation	0.88	0.47
Amara Raja Batteries Middle East (FZE)	6.67	1.15
G2 Healthcare Private Limited	1.55	0.58
Amara Raja Circular Solutions Private Limited	32.20	-
Amara Raja Design Alpha Private Limited	-	0.04
Golkonda Resorts Private Limited	-	0.06
Jayabheri Automotives Private Limited	-	0.15
Purchase of property, plant and equipment including capital work-in-progress		
Amara Raja Power Systems Limited	0.31	0.09
Mangal Industries Limited	55.45	79.35
Amara Raja Infra Private Limited	212.86	223.97
Jayabheri Automotives Private Limited	0.15	-
Amara Raja Electronics Limited	0.23	-
Amara Raja Advanced Cell Technologies Private Limited	-	0.13
Rent Expense		
Jayadev Galla	4.47	4.27
Dr. Ramachandra N. Galla	0.68	0.66
Dr. Ramadevi Gourineni	4.07	3.89
Harshavardhana Gourineni	0.04	0.04
Vikramadithya Gourineni	0.04	0.03
G. Amara Kumari	0.05	0.05
Ashok Galla	0.03	0.03
Siddharth Galla	0.03	0.03
Amara Raja Infra Private Limited	2.43	2.43
Mangal Industries Limited	-	0.29

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	For the year ended	
	March 31, 2026 *	March 31, 2025 *
Amara Raja Power Systems Limited	0.04	0.13
Donation Expense (including CSR Expense)		
Rajanna Foundation	17.10	15.72
Amara Raja Educational Society	10.00	10.00
Expenses reimbursed to		
Amara Raja Power Systems Limited	0.01	-
Amara Raja Electronics Limited	0.00 #	0.01
Mangal Industries Limited	0.17	2.66
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	0.01	0.05
Amara Raja Batteries Middle East (FZE)	0.11	1.46
Amara Raja Advanced Cell Technologies Private Limited	0.10	0.11
Amara Raja Infra Private Limited	1.13	-
Amara Raja Circular Solutions Private Limited	0.16	0.46
Dividends Paid (including interim dividend)		
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	63.75	62.55
Expenses recovered from		
Amara Raja Power Systems Limited	3.45	2.81
Amara Raja Electronics Limited	2.06	1.45
Mangal Industries Limited	11.43	11.91
Amara Raja Infra Private Limited	17.55	13.77
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	1.56	1.74
Amara Raja Batteries Middle East (FZE)	0.00 #	-
Amara Raja Circular Solutions Private Limited	5.92	3.89
Amara Raja Advanced Cell Technologies Private Limited	20.34	13.62
Interest Income		
Amara Raja Power Systems Limited	0.18	-
Amara Raja Electronics Limited	0.01	0.00 #
Mangal Industries Limited	0.01	0.04
Amara Raja Infra Private Limited	0.10	0.05
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	0.01	0.01
Amara Raja Advanced Cell Technologies Private Limited	-	0.50
Royalty Expense		
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	6.76	-
Loans given to wholly-owned subsidiaries		
Amara Raja Power Systems Limited	120.00	-
Investment in wholly-owned subsidiaries		
Amara Raja Circular Solutions Private Limited	-	280.00
Amara Raja Advanced Cell Technologies Private Limited	650.00	450.01
Corporate Guarantee Commission		
Amara Raja Advanced Cell Technologies Private Limited	0.18	0.36
Amara Raja Circular Solutions Private Limited	0.01	-
Remuneration		
Jayadev Galla	62.95	67.29
Harshavardhana Gourineni	31.48	33.64

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	For the year ended	
	March 31, 2026 *	March 31, 2025 *
Vikramadithya Gourineni	31.48	33.64
Independent directors	1.31	1.13
Other KMP's	3.98	3.28

* Transactions have been disclosed net of applicable taxes.

** Includes certain capital equipment which are sold at cost on high seas basis.

(c) Balances receivable from / payable to related parties are as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Trade Receivables		
Amara Raja Power Systems Limited	9.91	17.79
Mangal Industries Limited	0.01	0.00 #
Amara Raja Batteries Middle East (FZE)	1.37	0.89
Amara Raja Circular Solutions Private Limited	0.01	-
Other Receivables		
Amara Raja Advanced Cell Technologies Private Limited	-	0.02
Receivables on sale of property, plant and equipment including capital work-in-progress		
Amara Raja Infra Private Limited	-	0.01
Security Deposits		
Jayadev Galla	2.12	2.12
Dr. Ramachandra N. Galla	0.32	0.32
Dr. Ramadevi Gourineni	2.04	2.04
Interest Receivable		
Mangal Industries Limited	0.00 #	0.00 #
Amara Raja Infra Private Limited	0.02	0.02
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	0.00 #	0.00 #
Amara Raja Power Systems Limited	0.18	-
Amara Raja Electronics Limited	0.00 #	0.00 #
Rent Receivable		
Mangal Industries Limited	0.34	0.05
Amara Raja Advanced Cell Technologies Private Limited	0.12	0.06
Commission Receivable		
Amara Raja Advanced Cell Technologies Private Limited	0.20	-
Amara Raja Circular Solutions Private Limited	0.01	-
Advances (including contractually reimbursable expenses)		
Amara Raja Power Systems Limited	2.00	0.62
Amara Raja Electronics Limited	6.64	1.24
Mangal Industries Limited	4.41	2.50
Amara Raja Infra Private Limited	21.13	21.97
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	0.48	0.39
Amara Raja Circular Solutions Private Limited	1.64	1.17
Amara Raja Advanced Cell Technologies Private Limited	8.71	4.14
Amara Raja Batteries Middle East (FZE)	0.00 #	-
Loans given to subsidiaries		
Amara Raja Power Systems Limited	120.00	-

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	As at March 31, 2026	As at March 31, 2025
Other Payables (Employee Related)		
Jayadev Galla	60.05	64.38
Harshavardhana Gourineni	30.27	32.44
Vikramadithya Gourineni	30.27	32.44
Trade payables		
Amara Raja Power Systems Limited	-	0.00 #
Amara Raja Electronics Limited	5.80	6.16
Mangal Industries Limited	7.05	10.88
Amara Raja Infra Private Limited	31.01	12.44
Amara Raja Batteries Middle East (FZE)	6.59	1.12
Amara Raja Advanced Cell Technologies Private Limited	204.55	61.80
Amara Raja Enterprises Private Limited (formerly known as RNGalla Family Private Limited)	0.01	-
Amara Raja Circular Solutions Private Limited	13.47	17.91
Payables on purchase of property, plant and equipment including capital work-in-progress		
Mangal Industries Limited	12.39	16.31
Amara Raja Infra Private Limited	39.25	37.97
Other Payables		
Rajanna Foundation	4.40	6.48
Amara Raja Advanced Cell Technologies Private Limited	0.10	0.05
Amara Raja Batteries Middle East (FZE)	-	1.46
Amara Raja Enterprises Private Limited	0.00 #	-
Amara Raja Circular Solutions Private Limited	0.16	-
Amara Raja Infra Private Limited	0.74	-
Investment in subsidiary		
Amara Raja Batteries Middle East (FZE)	0.57	0.57
Amara Raja Circular Solutions Private Limited	600.00	600.00
Amara Raja Advanced Cell Technologies Private Limited	1,500.01	850.01
Amara Raja Power Systems Limited	133.00	133.00
Rent Payable		
Jayadev Galla	0.41	0.39
Dr. Ramachandra N. Galla	0.06	0.06
Dr. Ramadevi Gourineni	0.47	0.39
Harshavardhana Gourineni	0.03	0.04
Vikramadithya Gourineni	0.03	0.03
G. Amara Kumari	0.04	0.05
Ashok Galla	0.02	0.03
Siddharth Galla	0.02	0.03
Amara Raja Infra Private Limited	0.44	-
Amara Raja Power Systems Limited	-	0.02
Capital commitments (Refer note 31)		
Amara Raja Power Systems Limited	0.03	-
Mangal Industries Limited	14.40	16.68
Amara Raja Infra Private Limited	152.01	170.96
Corporate Guarantee given for availing credit facilities from banks		
Amara Raja Advanced Cell Technologies Private Limited	949.00	949.00
Amara Raja Circular Solutions Private Limited	50.00	-

Amount below ₹ 1 lakh

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 36: Earnings per share (EPS)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit for the year (in ₹ crores) [A]	970.43	963.90
Weighted average number of equity shares outstanding during the year (No's) [B]	18,30,25,364	18,30,25,364
Earnings per share (Face Value of ₹ 1 per share)		
- Basic (in ₹) [A/B]	53.02	52.66
- Diluted (in ₹) [A/B]	53.02	52.66

Note 37: Leases

(i) The Company's leased asset primarily consist of leases for land and buildings for factory premises, warehouses and branch offices having various lease terms. The Company also has certain leases with lease term of 12 months or less. The Company applies the 'short-term lease' recognition exemption for these leases. Payment made towards leases of low value assets are recognised in the Statement of Profit and Loss as rent expense over the tenure of such leases.

	As at March 31, 2026	As at March 31, 2025
(ii) The following is the breakup of current and non-current lease liabilities		
Current liabilities	26.74	32.77
Non-current liabilities	74.55	81.05
	101.29	**113.82**
(iii) The following is the movement of lease liabilities during the year ended March 31:		
Balance at the beginning	113.82	99.34
Additions during the year	37.23	51.63
Deletions during the year	(14.72)	(6.03)
Finance cost accrued during the year	10.04	9.59
Payment of lease liabilities	(45.08)	(40.71)
Balance at the end	**101.29**	**113.82**
(iv) Contractual maturities of lease liabilities		
Less than one year	39.60	32.77
One to five years	71.39	77.14
More than five years	3.34	3.91
	114.33	**113.82**

(v) Amount recognised in the statement of profit and loss

	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation charge of right-of-use assets	41.97	36.83
Finance cost accrued during the year (included in finance cost) (refer note 26)	10.04	9.59
Expense related to short term leases and low value leases (included in other expense) (refer note 28)	1.20	3.05
	53.21	**49.47**

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 38: Revenue expenditure capitalized to property, plant and equipment / capital work-in-progress

	For the year ended March 31, 2026	For the year ended March 31, 2025
(a) Cost of material consumed (net) (Refer Note below)	13.09	3.51
(b) Employee benefits expense	3.36	3.56
(c) Power and Fuel	0.68	0.79
(d) Others	0.31	0.92
Total	**17.44**	**8.78**

Note: Net of income from sale of batteries, scrap, etc., ₹ 11.57 (Year ended March 31, 2025: ₹ 2.67)

Note 39: Disclosure as per Regulation 53(F) of Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015:

(i) Loans and advances in the nature of loans:

Particulars	Amount at the year end		Maximum amount outstanding	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Amara Raja Advanced Cell Technologies Private Limited (Wholly-owned subsidiary)	-	-	-	100.00
Amara Raja Power Systems Limited (Wholly-owned subsidiary)	120.00	-	120.00	-

(ii) Details of investments made under Section 186 of the Companies Act, 2013 are disclosed in Note 5.

Note 40: Details of expenditure incurred on research and development

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue expenditure:		
(a) Cost of materials consumed	0.04	0.19
(b) Consumption of stores and spares (including secondary packing material)	0.42	1.20
(c) Employee benefits expenses	9.41	7.83
(d) Power and fuel	0.88	1.06
(e) Others	2.55	2.16
Total Revenue expenditure [A]	**13.30**	**12.44**
Capital expenditure [B]	**1.40**	**1.28**
Total [A+B]	**14.70**	**13.72**

Note 41: Details of Provisions

(a) Provision for warranty:

(i) Provision for warranty is made for estimated warranty claims in respect of sale of certain storage batteries which are still under warranty at the end of the reporting period, the estimated cost of which is accrued at the time of sale. These claims are expected to be settled as and when warranty claims arise. The provision for warranty claims represents the present value of the Management's best estimate of the future outflow of economic benefits that will be required under the Company's obligation for warranties. Management estimates the provision based on historical warranty claim information and may vary as a result of new materials, altered manufacturing processes or other events affecting product quality. The products are generally covered under a free warranty period ranging from 6 months to 42 months.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

(ii) The disclosure of provisions movement as required under the provisions of Ind AS 37 is as follows:-

	For the year ended March 31, 2026	For the year ended March 31, 2025
Balance as at April 1	**312.20**	**258.96**
Additional provisions recognised (net)	397.57	270.90
Amount utilised during the year	(292.04)	(233.62)
Unwinding of discount and effect of changes in the discount rate (Refer Note 26)	16.75	15.96
Balance as at March 31	**434.48**	**312.20**
Out of the above,		
Classified under Non-current provisions (Refer Note 16)	190.56	148.94
Classified under Current provisions (Refer Note 16)	243.92	163.26

(b) Provision for Extended producer responsibilities:

(i) The provision for Extended Producer Liabilities represents the estimated obligation towards compliance with the Extended Producer Responsibility (EPR) requirements under the Battery Waste Management Rules, 2022. The obligation has been determined based on the estimated cost of procuring EPR certificates corresponding to the target dry weight of batteries placed in the market, net of the expected EPR certificates to be generated through collection and recycling of waste batteries. The Company expects to fulfil its Extended Producer Responsibility (EPR) obligations for the next financial year through anticipated collections, net of EPR certificates available for compliance. Accordingly, the related provision has been classified as a non-current liability.

(ii) The disclosure of provisions movement as required under the provisions of Ind AS 37 is as follows:-

	For the year ended March 31, 2026	For the year ended March 31, 2025
Balance as at April 1	**-**	**-**
Additional provisions recognised (net)	46.15	-
Amount utilised during the year	(21.91)	-
Balance as at March 31	**24.24**	**-**
Out of the above,		
Classified under Non-current provisions (Refer Note 16)	24.24	-
Classified under Current provisions (Refer Note 16)	-	-

Note 42: Financial instruments and related disclosures

A. Capital Management

The Company's capital management objective is to safeguard its ability to continue as going concern and support its strategic priorities. It aims to provide adequate capital to its businesses for growth and creation of sustainable stakeholder value through an optimum mix of debt and equity within the overall capital structure.

The capital structure of the Company is based on Management's judgment of its strategic capital requirements with a focus on gearing ratio. Gearing ratio is net debt divided by total equity. Net debt includes interest bearing loans and borrowings, less cash and bank balances.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

The Management and the Board of Directors monitor the return on capital as well as the level of dividends to shareholders. The Company may take appropriate steps in order to maintain, or if necessary, adjust its capital structure. The Company is not subject to any externally imposed capital requirements.

Particulars	As at March 31, 2026	As at March 31, 2025
a. Total equity	8,160.75	7,378.27
b. Borrowings	271.46	144.52
c. Cash and bank balances (refer note 10(a) and 10(b))	115.37	165.30
d. Net debt (d = b-c)	**156.09**	**(20.78)**
e. Gearing ratio (e = d/a)	**0.02**	**(0.00)**

B. Category wise classification of Financial Instruments

Particulars	Carrying value		Fair value	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Financial assets				
Measured at amortised cost				
(i) Cash and cash equivalents	102.24	152.80	102.24	152.80
(ii) Other bank balances	13.13	12.50	13.13	12.50
(iii) Trade receivables	1,167.27	1,142.80	1,167.27	1,142.80
(iv) Other financial assets	41.55	34.69	41.55	34.69
(v) Loans	120.00	-	120.00	-
Measured at FVTOCI				
(i) Investment in equity instruments	351.91	351.90	351.91	351.90
Measured at FVTPL				
Mandatorily measured:				
Current investment- Mutual funds	-	62.46	-	62.46
Total Financial assets	**1,796.10**	**1,757.15**	**1,796.10**	**1,757.15**
Financial liabilities				
Measured at amortised cost				
(i) Borrowings	271.46	144.52	271.46	144.52
(ii) Trade payables	1,202.82	1,046.54	1,202.82	1,046.54
(iii) Other financial liabilities	346.94	454.43	346.94	454.43
(iv) Lease Liabilities	101.29	113.82	101.29	113.82
Total Financial liabilities	**1,922.51**	**1,759.31**	**1,922.51**	**1,759.31**

C. Financial risk management objectives

The Company has a system-based approach to risk management, anchored to policies and procedures and internal financial controls aimed at ensuring early identification, evaluation and management of key financial risks (such as market risk, foreign currency risk, credit risk and liquidity risk) that may arise as a consequence of its business operations as well as its investing and financing activities. Accordingly, the Company's risk management framework has the objective of ensuring that such risks are managed within acceptable and approved risk parameters in a disciplined and consistent manner and in compliance with applicable regulation. It also seeks to drive accountability in this regard. The key risks and mitigating actions are overseen by the Board of Directors of the Company.

Liquidity Risk

The Company manages its liquidity risk by ensuring, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due. Cash flow from operating activities provides the funds to service the financial liabilities on a day to day basis. The Company regularly maintains the rolling forecasts to ensure it has sufficient cash on an on-going basis to meet operational needs.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

The Company's current assets aggregate ₹ 3,831.35 (March 31, 2025 ₹ 3,571.36) including Current investments, Cash and cash equivalents and Other bank balances of ₹ 115.37 (March 31, 2025 ₹ 227.76) against an aggregate current liability of ₹ 2,443.20 (March 31, 2025 ₹ 2,200.34).

Further, while the Company's total equity stands at ₹ 8,160.75 (March 31, 2025: ₹ 7,378.27), it has borrowings of ₹ 271.46 (March 31, 2025: ₹ 144.52). In such circumstances, liquidity risk or the risk that the Company may not be able to settle or meet its obligations as they become due does not exist.

Maturity profile of financial liabilities:

The table below provides the details regarding the remaining contractual maturities of financial liabilities at the reporting date based on contractual undiscounted payments:

As at March 31, 2026

	Less than 1 year	1 to 5 years	More than 5 years	Total
Other financial liabilites	341.88	5.06	-	346.94
Borrowings	271.46	-	-	271.46
Lease liabilities	39.60	71.39	3.34	114.33
Trade payables	1,202.82	-	-	1,202.82

As at March 31, 2025

	Less than 1 year	1 to 5 years	More than 5 years	Total
Other financial liabilites	454.43	-	-	454.43
Borrowings	144.52	-	-	144.52
Lease liabilities	32.77	77.14	3.91	113.82
Trade payables	1,046.54	-	-	1,046.54

Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risks: interest rate risk, currency risk and other price risk. Financial instruments affected by market risk include borrowings, investments, trade payables, trade receivables and derivative financial instruments.

i) Securities price risk

The Company continues to hold certain investments in equity for long term value accretion which are accordingly measured at fair value through Other Comprehensive Income. The value of investments in such equity and preference share instruments as at March 31, 2026 is ₹ 351.91 (March 31, 2025 ₹ 351.90). Accordingly, fair value fluctuations arising from market volatility is recognised in Other Comprehensive Income.

ii) Interest rate risk

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Since, the Company has insignificant interest bearing borrowings, the exposure to risk of changes in market interest rates is minimal. Further, treasury activities, focused on managing current investments are administered under a set of approved policies and procedures guided by the tenets of liquidity, safety and returns. This ensures that investments are only made within acceptable risk parameters after due evaluation. However, given the relatively short tenure of underlying portfolio of the Mutual Fund schemes in which the Company has invested, such price risk is not significant. Fixed deposits are held with highly rated banks and have a short tenure and are not subject to interest rate volatility.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

iii) Commodity price risk

Material cost is the largest cost component for the Company, thus exposing it to the risk of price fluctuations based on the supply and demand conditions of those materials. Commodity price risk exposure is evaluated and managed through operating procedures and sourcing policies. The Company has put in place a mix of long-term and short-term mitigation plans. The long-term price view consisted of identifying single vendor dependency and finding alternate vendors and sources for the same. The Company also has a robust process of estimating the prices periodically, analyzing deviations, if any, and taking short-term corrective measures in addition to altering the outlook for the long-term, if required. The Company also leverages its financial resources to modify the inventory levels as required keeping in mind the price outlook in the near term. Similarly, the Company modifies the contract period in negotiations with the vendors to either lock in prices or link them to expected market prices. During the year ended March 31, 2026 and March 31, 2025, the Company had not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

iv) Foreign currency risk

The Company is subject to the risk that changes in foreign currency values impact the Company's export revenues and import of raw materials and property, plant and equipment. The Company is exposed to foreign exchange risk arising from currency exposures, primarily with respect to US Dollars, EURO and GBP. Financial assets and liabilities denominated in foreign currency, are also subject to reinstatement risk.

The Company manages currency exposures within prescribed limits. The aim of the Company's approach to management of currency risk is to leave the Company with no material residual risk.

The carrying amounts of foreign currency denominated monetary financial assets and liabilities are as follows:

As at March 31, 2026

	USD	EURO	GBP	Other currencies*	Total
Financial Assets					
- Trade receivables	85.97	3.46	2.36	-	91.80
- Cash and cash equivalents	39.61	-	-	-	39.61
Financial Liabilities					
- Trade payables	(117.55)	(4.77)	(2.99)	(7.10)	(132.42)
- Other financial liabilities	(14.59)	(24.59)	(0.69)	-	(39.87)
Net financial asset / (liability)	**(6.56)**	**(25.90)**	**(1.32)**	**(7.10)**	**(40.88)**

As at March 31, 2025

	USD	EURO	GBP	Other currencies*	Total
Financial Assets					
- Trade receivables	166.72	0.53	-	-	167.25
- Cash and cash equivalents	139.91	-	-	-	139.91
Financial Liabilities					
- Trade payables	(97.42)	(5.66)	(1.35)	(1.39)	(105.82)
- Other financial liabilities	(45.16)	(32.24)	-	-	(77.40)
Net financial asset / (liability)	**164.05**	**(37.37)**	**(1.35)**	**(1.39)**	**123.94**

* Other includes currencies such as Japanese Yen and Dirhams.

Foreign currency sensitivity analysis

For every percentage point increase in the underlying exchange rate of the outstanding foreign currency denominated assets and liabilities, holding all other variables constant, the profit before tax for the year ended March 31, 2026 would change by ₹ 0.41 [March 31, 2025: ₹ 1.24]. For every percentage point decrease in the underlying exchange rate would have led to an equal but opposite effect.

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for a 1% change in foreign currency rates.

Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counter-party fails to meet its contractual obligation. Concentration of credit risk with respect to trade receivables are limited, due to Company's customer base being large and diverse. All trade receivables are reviewed and assessed for default on a monthly basis. The Company's historical experience of collecting receivables and the level of default indicate that credit risk is low and generally uniform across markets; consequently, trade receivables are considered to be a single class of financial assets. All overdue customer balances are evaluated taking into account the age of the dues, specific credit circumstances, the track record of the counterparty etc. loss allowances and impairment is recognised, where considered appropriate by responsible management.

The credit risk on cash and bank balances and fixed deposits is limited because the counterparties are banks with high credit ratings.

D. Fair value measurement

Fair value hierarchy

The fair value of financial instruments as referred to in Note 42.B above have been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active markets for identified assets or liabilities [Level 1 measurements] and lowest priority to unobservable inputs [Level 3 measurements]

The following levels have been used for classification:

- Level 1: Quoted prices (unadjusted) for identical instruments in active market.
- Level 2: Directly or indirectly observable market inputs, other than Level 1 inputs
- Level 3: Inputs which are not based on observable market data.

If one or more of the significant inputs is not based on observable market data, the fair value is determined using generally accepted pricing models based on a discounted cash flow analysis, with the most significant inputs being the discount rate that reflects the credit risk of counterparty.

The fair value of trade receivables, trade payables and other current financial assets and liabilities is considered to be equal to the carrying amounts of these items due to their short-term nature. Where such items are non-current in nature, the same has been classified as Level 3 and fair value determined using discounted cash flow basis. Similarly for certain unquoted equity instruments where most recent information to measure fair value is insufficient, or if there is a wide range of possible fair value measurements, cost has been considered as the best estimate of fair value.

The carrying amount of financial assets and financial liabilities measured at amortised cost in the Financial Statements are a reasonable approximation of their fair values since the Company does not anticipate that the carrying amounts would be significantly different from the values that would eventually be received or settled.

There has been no change in the valuation methodology for Level 3 inputs during the year. The Company has classified certain unquoted equity instruments under Level 3 of the fair value hierarchy. There were no transfers between Level 1 and Level 2 during the year.

Notes:

(i) The performance of investments in unquoted shares of Andhra Pradesh Gas Power Corporation Limited along with the relevant economic and market indicators, supply chain challenges and closure of power plants resulted in diminution in the fair value of the investment. Accordingly, the Company had determined the fair value of the Investment as ₹ Nil in the previous years. There has been no change in these factors during the current year.

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All amounts are in ₹ crores, except share data and where otherwise stated

(ii) During the previous year, based on a valuation carried out and available market information, the Company determined the fair value of its investment in the equity shares and preference shares of Log 9 Materials Scientific Private Limited ('Log 9') at ₹ Nil, owing to challenges faced by Log 9 in its business operations from unfavourable economic conditions, operational disruptions and financial distress and accordingly, the resultant change in fair value in other comprehensive income. During the current year, certain creditors of Log 9 have filed insolvency petitions against Log 9 under the applicable insolvency laws, and the insolvency proceedings in respect of Log 9 are currently in progress. There has been no change in the fair value determined earlier and, based on the current status of the proceedings and available information, no favourable developments or recovery indicators have been observed as of date.

(iii) During the previous financial year, the Company as part of its strategic initiatives has made an additional investment of ₹ 178.94 in Inobat AS ('Inobat'). The investment was recorded at transaction cost and irrevocably designated at fair value through other comprehensive income ('FVTOCI'). No fair value change was recorded as at March 31, 2026.

The following table presents the fair value hierarchy of assets and liabilities measured at fair value on a recurring basis :

Particulars	Fair value hierarchy (Level)	As at March 31, 2026	As at March 31, 2025
Financial assets			
a) Measured at fair value through OCI			
i) Equity Shares - Quoted	1	0.63	0.62
ii) Equity and Preference Shares - Unquoted	2	351.28	351.28
Sub-total		**351.91**	**351.90**
b) Measured at fair value through profit or loss			
i) Investment in Mutual Funds	1	-	62.46
Sub-total		**-**	**62.46**
Total		**351.91**	**414.36**
Financial liabilities			
a) Measured at amortised cost			
i) Borrowings	3	271.46	144.52
ii) Lease liabilities	3	101.29	113.82
Total		**372.75**	**258.34**

Note 43: Dividend

Dividend on equity shares paid during the year	FY 2025-26	FY 2024-25
Final dividend for FY 2024-25 (₹ 5.20 per equity share of ₹ 1 each) [for FY 2023-24 ₹ 5.10 per equity share of ₹ 1 each]	95.18	93.35
Interim dividend for the FY 2025-26 (₹ 5.40 per equity share of ₹ 1 each) [for FY 2024-25 ₹ 5.30 per equity share of ₹ 1 each]	98.83	97.00
	194.01	**190.35**

Interim dividend of ₹ 5.40 per equity share of face value of ₹ 1 each approved by the Board of Directors at its meeting held on November 06, 2025 was paid during the current year. The Board of Directors at its meeting held on May 25, 2026 has recommended a dividend of ₹ 5.20 per equity share of face value of ₹ 1 each which is subject to approval of the shareholders at the ensuing Annual General Meeting of the Company and hence is not recognized as a liability. The total dividend (including interim dividend) for FY 2025-26 amounts to ₹ 10.60 per equity share (Previous year ₹ 10.50 per equity share).

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for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 44: Corporate Social Responsibility

Particulars	FY 2025-26	FY 2024-25
(i) Gross amount required to be spent by the Company during the year	22.70	19.24
(ii) Amount spent during the year on :		
(a) Construction/acquisition of any assets	13.70	10.07
(b) On purposes other than (a) above	9.00	9.17
Total spent	22.70	19.24
(iii) Related party transactions in relation to Corporate Social Responsibility	22.70	19.24
(iv) Details of excess amount spent		

	Opening Balance	Amount required to be spent during the year	Amount spent during the year	Closing Balance
Details of excess amount spent	-	22.70	22.70	-

(v) Nature of CSR activities undertaken by the Company :

- Affordable quality education in rural areas
- Construction of School building
- Purchase of School buses and equipments
- Maintenance expenses of educational instituitions

Note 45: Key Financial Ratios

Srl. No.	Ratio	Numerator	Denominator	FY 2025-26	FY 2024-25	% variance
1	Current ratio	Current assets	Current liabilities	1.57	1.62	(3%)
2	Debt-equity ratio	Total Debt (Borrowings)	Total Equity	0.03	0.02	70%*
3	Debt service coverage ratio	Earnings available for debt service #	Finance costs (excluding costs pertaining to lease liabilities and unwinding of discount on warranty provision) + Repayment of Long-term Borrowings	91.18	19.34	371%**
4	Return on equity (%)	Profit for the year	Average Total Equity	12.49%	13.63%	(8%)
5	Inventory turnover ratio	Cost of goods sold	Average Inventory	4.33	4.37	(1%)
6	Trade receivables turnover ratio	Revenue from Sale of Products and Services	Average Trade receivables	11.68	11.43	2%
7	Trade payables turnover ratio	Net Purchases of raw material, packing material and stock-in-trade	Average Trade Payables	8.54	9.16	(7%)
8	Net working capital turnover ratio	Revenue from operations	Working Capital (Current Assets - Current Liabilities)	9.76	9.05	8%
9	Net profit ratio (%)	Profit for the year	Revenue from operations	7.16%	7.77%	(8%)

Notes to the Standalone Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Srl. No.	Ratio	Numerator	Denominator	FY 2025-26	FY 2024-25	% variance
10	Return on Capital employed (%)	Profit before interest (excluding interest on lease liabilities and unwinding of discount on warranty provision), exceptional items and tax	Average Capital employed^	13.17%	16.61%	(21%)
11	Return on investment (%)	Income during the year	Time weighted average of investments			
a	Return on Mutual Funds			5.66%	7.46%	(24%)
b	Return on Fixed deposits			6.35%	6.30%	1%

* The Company has availed short term borrowings including working capital demand loans during the year.

** During the year, the Company has not availed / paid long term borrowings. Variance is due to repayment of long term debt in the previous year.

Earning available for Debt Service: Profit after tax + depreciation and amortisation expense + finance costs (excluding interest on lease liabilities and unwinding of discount on warranty provision) + net loss on sale of property, plant and equipment - deferred revenue income recognised - exceptional item.

^[Total Equity + Total Debt (Borrowings)+ Deferred tax liabilities].

Note 46:

The Company on April 30, 2021 received closure orders from the Andhra Pradesh Pollution Control Board ('APPCB') for the Company's plants situated at Karakambadi, Tirupati and Nunegundlapalli Village, Chittoor District. Consequently, the Company went in appeal against the said orders to the Hon'ble High Court of Andhra Pradesh at Amaravati, which granted interim suspension of the closure orders. The plants of the Company were closed for a period of 5 days during the quarter ended June 30, 2021, from the date of closure orders till the date of the said interim suspension. The Company did not incur any material loss during the period of closure.

APPCB also issued two show cause notices in February, 2022 against which the Company filed a special leave petition with the Hon'ble Supreme Court which vide its order dated February 20, 2023 disposed off the matter for it to be heard at the lower courts and the same is pending disposal.

The Management has also been working with the APPCB to satisfactorily resolve the matter.

Note 47: The standalone financial statements are approved for issue by the Audit Committee and Board of Directors at their meetings held on May 25, 2026.

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
(F.R.N: 003109S)

Gopikrishna Chowdary Manchinella
Partner
M.No. 235528

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610
Place: Ooty

Harshavardhana Gourineni
Executive Director
DIN: 07311410
Place: Hyderabad

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place: Hyderabad

Vikas Sabharwal
Company Secretary
Place: New Delhi
Date: May 25, 2026

Place: Hyderabad
Date: May 25, 2026

Consolidated Financial Statements

Independent Auditor's Report

To the Members of M/s. Amara Raja Energy & Mobility Limited

(Formerly known as Amara Raja Batteries Limited)

Report on the Audit of the Consolidated Financial Statements

Opinion

1. We have jointly audited the accompanying consolidated financial statements of M/s. **Amara Raja Energy & Mobility Limited** (Formerly known as Amara Raja Batteries Limited) (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), [refer note 42 to the consolidated financial statements], which comprise the Consolidated Balance Sheet as at March 31, 2026, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information (hereinafter referred to as "the consolidated financial statements").

2. In our opinion and to the best of our information and according to the explanations given to us, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, as at March 31, 2026, and consolidated total comprehensive income (comprising of profit and other comprehensive income), consolidated changes in equity and its consolidated cash flows for the year then ended.

Basis for Opinion

3. We conducted our joint audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in India in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

4. Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
Assessment of Provision for Warranty obligations Refer Note 2.2 (i) (Key Accounting Estimates and Judgements), Note 15 and 39 to Consolidated Financial Statements. The Holding Company provides warranty on sale of batteries to customers and has recognised a provision for warranty obligations amounting to ₹ 434.48 crores in respect of the expected costs to fulfill the warranty obligation over the warranty period. The estimation of warranty provision involves significant management judgement, as it is based on historical trends in respect of failure rates and estimated replacement cost. These estimates are reviewed annually for any changes in underlying assumptions. Given the significance of the provision, the estimation uncertainties involved and the degree of judgement applied by management, warranty provision has been considered as a key audit matter.	Our audit procedures included the following: • Obtained an understanding of, and evaluated, the design and tested the operating effectiveness of key controls around recognition of provision for warranty. • Performed a reconciliation of the sales quantities used for the warranty computation to that of the sales register to ensure completeness of transactions covered under warranty. • Evaluated the reasonableness of management's assumptions used in the computation of warranty, the methodologies applied in estimating failure rates and replacement cost. Also, performed a retrospective review of warranty cost accruals made in prior year. • Verified the accuracy of computation of provision for warranty costs. • Verified the adequacy of the disclosures in the Financial Statements.

Key audit matter	How our audit addressed the key audit matter
Revenue Recognition Refer Note 2.3 (g) (Material Accounting Policies) and Note 21 (Revenue from Operations) of the Consolidated Financial Statements. The Holding Company recognises revenue from sale of goods in accordance with Ind AS 115 "Revenue from Contracts with Customers", when control of the goods is transferred to the customer, generally upon delivery, and net of returns and discounts. We identified timing of revenue recognition in the correct period as a key audit matter, considering the significance and revenue being assessed as having higher risk of material misstatement.	Our audit procedures included the following: • Obtained an understanding of the revenue recognition process and evaluated the design and implementation of internal controls governing revenue recognition, including controls relating to cut-off at each period end. • Tested the operating effectiveness of controls relating to revenue cut-off at the year-end to verify that revenue is recognised in the correct period. • Evaluated the appropriateness of the Holding Company's accounting policy on revenue recognition and their compliance with Ind AS 115, "Revenue from Contracts with Customers". • Performed substantive testing on sales transactions recorded close to and subsequent to the year end, including review of supporting documents such as customer acknowledgements and credit notes issued after year end, to verify the appropriateness of the period in which revenue was recognised.

Other Information

5. The Holding Company's Board of Directors is responsible for the other information. The other information comprises the "Board's Report and Annexures and Management Discussion and Analysis 2025-26" (but does not include the consolidated financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and additional information excluding those referred above that would be included in the Annual Report (titled as 'Amara Raja Energy & Mobility Limited Annual Accounts 2025-26'), which is expected to be made available to us after that date.

   Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

   In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

   If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

   When we read the additional information, as mentioned above, that would be included in the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate action as applicable under the relevant laws and regulations.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

6. The Holding Company's Board of Directors is responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated financial position, consolidated financial performance and consolidated cash flows, and changes in equity of the Group in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards specified under Section 133 of the Act. The respective Board of Directors of the companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Board of Directors of the Holding Company, as aforesaid.

7. In preparing the consolidated financial statements, the respective Board of Directors of the companies included

in the Group are responsible for assessing the ability of the respective companies to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the respective companies or to cease operations, or has no realistic alternative but to do so.

8. The respective Board of Directors of the companies included in the Group are responsible for overseeing the financial reporting process of the respective companies.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

9. Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

10. As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- 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 control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to consolidated financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by 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 included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditor, such other auditor remain responsible for the direction, supervision and performance of the audit carried out by them. We remain solely responsible for our audit opinion.

11. We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

12. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

13. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key

audit 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 Matters

14. The consolidated financial statements of the Holding Company for the year ended March 31, 2025, were audited by prior auditors under the Act who, vide their report dated May 29, 2025, expressed an unmodified opinion on those consolidated financial statements.

15. The financial statements of one subsidiary located outside India, included in the consolidated financial statements, which constitute total assets of INR 10.87 Crores and net assets of INR 8.53 Crores as at March 31, 2026, total revenue of INR 15.84 Crores, total comprehensive income (comprising of profit and other comprehensive income) of INR 1.95 Crores and net cash flows amounting to INR (2.16) Crores for the year then ended, have been prepared in accordance with accounting principles generally accepted in their respective countries and have been audited by other auditors under generally accepted auditing standards applicable in their respective countries. The Holding Company's management has converted the financial statements of such subsidiary located outside India from the accounting principles generally accepted in their respective countries to the accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding Company's management. Our opinion in so far as it relates to the balances and affairs of such subsidiary located outside India, including other information, is based on the report of other auditors and the conversion adjustments prepared by the management of the Holding Company and audited by us.

    Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and reports of the other auditors.

Report on Other Legal and Regulatory Requirements

16. As required by the Companies (Auditor's Report) Order, 2020 ("CARO 2020"), issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, we give in the **Annexure B**, a statement on the matters specified in paragraph 3(xxi) of CARO 2020.

17. As required by Section 143(3) of the Act, we report, to the extent applicable, that:

    (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

    (b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books except for the matters stated in paragraph 17(h)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended).

    (c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss (including other comprehensive income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows dealt with by this Report are in agreement with the relevant books of account and records maintained for the purpose of preparation of the consolidated financial statements.

    (d) In our opinion, the aforesaid consolidated financial statements comply with the Indian Accounting Standards specified under Section 133 of the Act.

    (e) On the basis of the written representations received from the directors of the Holding Company and its subsidiaries incorporated in India as on April 01, 2026 taken on record by the Board of Directors of the Holding Company and its subsidiaries incorporated in India, none of the directors of the Holding Company and its subsidiaries incorporated in India is disqualified as on March 31, 2026, from being appointed as a director in terms of Section 164(2) of the Act.

    (f) With respect to the maintenance of accounts and other matters connected therewith, reference is made to our remarks in paragraph 17(b) above and paragraph 17(h)(vi) below.

    (g) With respect to the adequacy of internal financial controls with reference to consolidated financial statements of the Holding Company, its subsidiaries incorporated in India and the operating effectiveness of such controls, refer to our separate report in **Annexure A**.

    (h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the

best of our information and according to the explanations given to us:

i. The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group – Refer Note 30 to the consolidated financial statements.

ii. The Group was not required to recognise a provision as at March 31, 2026, under the applicable law or accounting standards, as it does not have any material foreseeable losses on long-term contract. The Group did not have any long term derivative contracts as at March 31, 2026.

iii. There has been no delay in transferring amounts required to be transferred to the Investor Education and Protection Fund by the Holding Company incorporated in India during the year. During the year ended March 31, 2026, there were no amounts which were required to be transferred to the Investor Education and Protection Fund by the subsidiaries incorporated in India.

iv. (a) The respective managements of the Holding Company and its subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act have represented to us that, to the best of their knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or 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, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or 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 Holding Company and its subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act have represented to us that, to the best of their knowledge and belief, no funds have been received by the Holding Company 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 Holding Company or any of such subsidiaries shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(c) Based on the audit procedures, that has been considered reasonable and appropriate in the circumstances, performed by us, 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) contain any material misstatement.

v. The final dividend declared and paid by the Holding Company during the year in respect of the prior year ended March 31, 2025, is in accordance with Section 123 of the Act to the extent it applies to declaration and payment of dividend.

The interim dividend declared and paid by the Holding Company during the year is in accordance with Section 123 of the Act to the extent it applies to declaration and payment of interim dividend.

As stated in Note 41 to the consolidated financial statements, the Board of Directors of the Holding Company has proposed final dividend for the year, which is subject to the approval of the members at the ensuing Annual General Meeting, and is in accordance with Section 123 of the Act, to the extent applicable. Further, the subsidiaries have not declared or paid any dividend during the year.

vi. Based on our examination, which included test checks, the Holding Company and its subsidiaries incorporated in India have used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and that has operated throughout the year for all relevant transactions recorded in the software, except for modifications if any, made by certain users

with specific access and for direct database changes. During the course of performing our procedures, other than the aforesaid instances of audit trail not maintained where the question of our commenting does not arise, we did not notice any instance of audit trail feature being tampered with. Further, the audit trail, to the extent maintained in the prior year, has been preserved by the Holding Company and its subsidiaries incorporated in India as per the statutory requirements for record retention.

18. The Holding Company and two subsidiaries incorporated in India have paid/provided for managerial remuneration in accordance with the requisite approvals mandated by the provisions of Section 197 read with Schedule V to the Act.

    The other subsidiary incorporated in India has not paid any remuneration to its directors during the year. Accordingly, reporting under section 197(16) of the Act is not applicable to that subsidiary.

For **Price Waterhouse Chartered Accountants LLP**
Firm Registration Number: 012754N/N500016

Srikanth Pola
Partner
Membership Number: 220916

UDIN: 26220916AWNDFK2146

Place: Hyderabad
Date: May 25, 2026

For **K.S. Rao & Co, Chartered Accountants**
Firm Registration Number: 003109S

Gopikrishna Chowdary Manchinella
Partner
Membership Number: 235528

UDIN: 26235528YEYEEL5932

Place: Hyderabad
Date: May 25, 2026

Annexure A to Independent Auditor's Report

Referred to in paragraph 17(g) of the Independent Auditor's Report of even date to the members of M/s. Amara Raja Energy & Mobility Limited (Formerly known as Amara Raja Batteries Limited) on the consolidated financial statements as of and for the year ended March 31, 2026.

Report on the Internal Financial Controls with reference to Consolidated Financial Statements under clause (i) of sub-section 3 of Section 143 of the Act

1. In conjunction with our audit of the consolidated financial statements of the company as of and for the year ended March 31, 2026, we have audited the internal financial controls with reference to consolidated financial statements of M/s. Amara Raja Energy & Mobility Limited (Formerly known as Amara Raja Batteries Limited) (hereinafter referred to as "the Holding Company") and its subsidiaries, which are companies incorporated in India, as of that date.

Management's Responsibility for Internal Financial Controls

2. The respective Board of Directors of the Holding Company, its subsidiaries, to whom reporting under clause (i) of sub section 3 of Section 143 of the Act in respect of the adequacy of the internal financial controls with reference to financial statements is applicable, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting ("the Guidance Note") issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

3. Our responsibility is to express an opinion on the company's internal financial controls with reference to consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note issued by the ICAI and the Standards on Auditing specified under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both applicable to an audit of internal financial controls and both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the company's internal financial controls system with reference to consolidated financial statements.

Meaning of Internal Financial Controls with reference to consolidated financial statements

6. 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 consolidated 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 consolidated 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 consolidated financial statements.

Inherent Limitations of Internal Financial Controls with reference to consolidated financial statements

7. 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

8. In our opinion, the Holding Company, its subsidiaries, which are companies incorporated in India, have, in all material respects, an adequate internal financial controls system with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **Price Waterhouse Chartered Accountants LLP**
Firm Registration Number: 012754N/N500016

Srikanth Pola
Partner
Membership Number: 220916

UDIN: 26220916AWNDFK2146

Place: Hyderabad
Date: May 25, 2026

For **K.S. Rao & Co, Chartered Accountants**
Firm Registration Number: 003109S

Gopikrishna Chowdary Manchinella
Partner
Membership Number: 235528

UDIN: 26235528YEYEEL5932

Place: Hyderabad
Date: May 25, 2026

Annexure B to Independent Auditor's Report

Referred to in paragraph 16 of the Independent Auditor's Report of even date to the members of Amara Raja Energy & Mobility Limited (Formerly known as Amara Raja Batteries Limited) on the Consolidated Financial Statements as of and for the year ended March 31, 2026.

We report that the following qualifications or adverse remarks were included in the CARO 2020 reports issued by us in respect of the standalone financial statements of the Holding Company and on the financial statements of the respective companies included in the Consolidated Financial Statements:

S. No.	Name of the Company	CIN	Relationship with the Holding Company	Date of the respective Auditors' Report	Paragraph number and comment in the respective CARO report reproduced below
1.	Amara Raja Energy & Mobility Limited	L31402AP1985PLC005305	Holding Company	May 25, 2026	(i) (c). The title deeds of all the immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee), as disclosed in Note 3.1 and 3.2 to the standalone financial statements, are held in the name of the Company, except for the following. (Refer Annexure I below)
2.	Amara Raja Power Systems Limited	U31102AP1984PLC005165	Subsidiary Company	May 23, 2026	(xvii) The Company has incurred cash losses of ₹ 1,955.74 lakhs in the financial year and had not incurred cash losses in the immediately preceding financial year.
3.	Amara Raja Advanced Cell Technologies Private Limited	U31909TG2022PTC168739	Subsidiary Company	May 25, 2026	(i) (c). The title deeds of all the immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee), as disclosed in Note 3.1 to the financial statements, are held in the name of the Company, except for the following. (Refer Annexure II below)
4.	Amara Raja Advanced Cell Technologies Private Limited	U31909TG2022PTC168739	Subsidiary Company	May 25, 2026	(xvii) The Company has incurred cash losses of ₹ 41.26 Cr. in the financial year and had not incurred cash losses in the immediately preceding financial year.
5.	Amara Raja Circular Solutions Private Limited	U37100AP2022PTC121875	Subsidiary Company	May 23, 2026	(xvii) The Company has not incurred cash losses during the financial year covered by our audit and for the immediately preceding financial year the company incurred cash losses amounting to ₹ 3.23 Crores.

Annexure I

Description of property	Gross carrying value	Held in the name of	Whether promoter, director or their relative or employee	Period held - indicate range, where appropriate	Reason for not being held in the name of the Company
Freehold land located at Karakambadi, Andhra Pradesh	₹ 77.84 crores	Mangal Industries Limited	No	3 years	The title deeds of these properties were held in the name of Mangal Industries Limited, the erstwhile company, a part of which was demerged and merged with the Company in accordance with the provisions of the Companies Act, pursuant to the approval granted by the Hon'ble National Company Law Tribunal during FY 2022–23. Refer note 3.1 and 3.2 of the Standalone Financial Statements.
Leasehold land located at Amara Raja Growth Corridor, Chittoor	₹ 25.85 Crores				

Annexure II

Description of property	Gross carrying value (₹ in Cr.)	Held in the name of	Whether promoter, director or their relative or employee	Period held - indicate range, where appropriate	Reason for not being held in the name of the Company
Land measuring 261.66 acres, Plot No. 1, Survey Nos. 556 & 607, Divitipally Village, Mahaboobnagar, Telangana.	80.26	Telangana State Industrial Infrastructure Corporation Limited (TSIIC Ltd), Government Company	No	From May 2023	The Company executed an "Agreement for Sale of Plot" with TSIIC Ltd on May 8, 2023, as per which the property will be registered in the Company's name only upon fulfilment of specified conditions. Pending fulfilment of aforesaid conditions, registration of the property in the Company's name is not completed. Refer note 3.1 to the financial statements.

For **Price Waterhouse Chartered Accountants LLP**
Firm Registration Number: 012754N/N500016

Srikanth Pola
Partner
Membership Number: 220916

UDIN: 26220916AWNDFK2146

Place: Hyderabad
Date: May 25, 2026

For **K.S. Rao & Co, Chartered Accountants**
Firm Registration Number: 003109S

Gopikrishna Chowdary Manchinella
Partner
Membership Number: 235528

UDIN: 26235528YEYEEL5932

Place: Hyderabad
Date: May 25, 2026

Consolidated Balance Sheet

as at March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	Note	As at March 31, 2026	As at March 31, 2025
ASSETS			
Non-current assets			
(a) Property, plant and equipment	3.1	3,769.53	3,116.35
(b) Right-of-use assets	3.2	422.38	415.43
(c) Capital work-in-progress	3.1	1,584.66	1,297.53
(d) Goodwill	4(a)	435.80	435.80
(e) Other intangible assets	4(b)	29.24	46.51
(f) Intangible assets under development	4(c)	73.11	0.71
(g) Financial assets			
(i) Investments	5	351.89	352.09
(ii) Other financial assets	6	17.50	15.08
(h) Deferred tax assets (net)	16	37.43	7.19
(i) Income-tax assets (net)	19	5.65	18.16
(j) Other non-current assets	10	196.74	216.79
Total non-current assets		**6,923.93**	**5,921.64**
Current assets			
(a) Inventories	7	2,514.70	2,195.41
(b) Financial assets			
(i) Investments	5	111.94	329.41
(ii) Trade receivables	8	1,243.21	1,263.09
(iii) Cash and cash equivalents	9(a)	226.00	157.83
(iv) Bank balances other than (iii) above	9(b)	32.67	16.78
(v) Other financial assets	6	22.45	20.92
(c) Other current assets	10	381.82	263.21
Total current assets		**4,532.79**	**4,246.65**
Total assets		**11,456.72**	**10,168.29**
EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	11	18.30	18.30
(b) Other equity	12	8,080.66	7,370.83
Total equity attributable to owners of the Company		**8,098.96**	**7,389.13**
Liabilities			
Non-current liabilities			
(a) Financial liabilities			
(i) Lease liabilities	14	99.91	81.36
(ii) Other financial liabilities	18	5.06	-
(b) Provisions	15	297.45	210.62
(c) Deferred tax liabilities (net)	16	94.35	74.26
(d) Other non-current liabilities	20	98.55	99.59
Total non-current liabilities		**595.32**	**465.83**
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	13	276.46	144.57
(ii) Lease liabilities	14	29.79	34.87
(iii) Trade payables	17		
- Total outstanding dues of Micro enterprises and small enterprises		90.14	73.90
- Total outstanding dues of creditors other than Micro enterprises and small enterprises		1,093.57	1,012.73
(iv) Other financial liabilities	18	646.86	510.61
(b) Provisions	15	298.37	176.66
(c) Current tax liabilities (net)	19	2.74	0.08
(d) Other current liabilities	20	324.51	359.91
Total current liabilities		**2,762.44**	**2,313.33**
Total equity and liabilities		**11,456.72**	**10,168.29**
Corporate information	1		
Key Accounting Estimates and Judgements, Material and Other accounting policies	2		

See accompanying notes to the consolidated financial statements
This is the consolidated Balance Sheet referred to in our report of even dated

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
(F.R.N: 003109S)

Gopikrishna Chowdary Manchinella
Partner
M.No. 235528

Place: Hyderabad
Date: May 25, 2026

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610
Place: Ooty

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Vikas Sabharwal
Company Secretary
Place: New Delhi
Date: May 25, 2026

Harshavardhana Gourineni
Executive Director
DIN: 07311410
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place: Hyderabad

Consolidated Statement of Profit and Loss

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

		Note	For the year ended March 31, 2026	For the year ended March 31, 2025
	Income			
I	Revenue from operations	21	13,814.00	12,846.32
II	Other income	22	106.18	115.59
III	**Total Income (I+II)**		13,920.18	**12,961.91**
IV	**Expenses**			
	Cost of materials consumed		8,349.61	7,287.37
	Purchases of stock-in-trade		1,254.00	1,556.10
	Changes in inventories of finished goods, work-in-progress and stock-in-trade	23	(228.46)	(163.93)
	Employee benefits expense	24	954.95	823.04
	Finance costs	25	44.52	44.30
	Depreciation and amortisation expense	26	607.18	525.66
	Other expenses	27	1,986.80	1,727.27
	Total Expenses		12,968.60	**11,799.81**
V	**Profit before exceptional items and tax (III-IV)**		951.58	**1,162.10**
VI	Exceptional items (net)	29	(255.31)	(111.07)
VII	**Profit before tax (V - VI)**		1,206.89	**1,273.17**
VIII	**Tax expense**	28		
	(i) Current tax		321.26	325.78
	(ii) Deferred tax (net)		(10.14)	2.72
	Total Tax expense		311.12	**328.50**
IX	**Profit for the year (VII - VIII)**		895.77	**944.67**
X	**Other comprehensive income / (loss)**			
	(i) Items that will not be reclassified to profit or loss :			
	(a) Remeasurements of the defined benefit plans		7.30	(1.03)
	(b) Net fair value gain / (loss) on investments in financial instruments through other comprehensive income (net of tax)		0.01	(163.04)
	(ii) Items that will be reclassified to profit or loss:			
	(a) Exchange difference arising on translation of foreign operation		0.76	0.15
	Total other comprehensive income / (loss)		8.07	**(163.92)**
XI	**Total comprehensive income for the year (IX + X) ***		903.84	**780.75**
	* Attributable to owners of the Company			
	Earnings per share (of ₹ 1 /- each)	35		
	Basic and Diluted (₹)		48.95	51.62

Corporate information	1
Key Accounting Estimates and Judgements, Material and Other accounting policies	2

See accompanying notes to the consolidated financial statements
This is the consolidated Statement of Profit and Loss referred to in our report of even dated

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
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Place: Ooty

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Executive Director
DIN: 07311410
Place: Hyderabad

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place: Hyderabad

Vikas Sabharwal
Company Secretary
Place: New Delhi
Date: May 25, 2026

Place: Hyderabad
Date: May 25, 2026

Consolidated Statement of Cash Flows

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

		For the year ended March 31, 2026		For the year ended March 31, 2025	
A.	**Cash flows from operating activities**				
	Profit before tax		1,206.89		1,273.17
	Adjustments for:				
	Depreciation and amortisation expense	607.18		525.66	
	Loss on sale of property, plant and equipment (net) / written off	8.10		5.05	
	Exceptional item (net) [Refer Note 29(a)]	(181.15)		(111.07)	
	Gain on de-recognition of Right-of-use assets	(1.26)		(0.69)	
	Finance costs	44.52		44.30	
	Interest income on bank deposits and loans	(1.49)		(2.23)	
	Dividend income	(0.02)		(0.01)	
	Gain on disposal of mutual fund units	(20.09)		(29.01)	
	Deferred revenue recognised	(14.43)		(12.33)	
	Net gain arising on financial assets mandatorily measured at FVTPL	(4.04)		(7.37)	
	Net loss arising on non-current financial assets measured at FVTPL	-		0.04	
	Liabilities no longer required written back	(4.08)		(6.04)	
	Changes in expected credit loss of trade receivables	1.84		0.95	
	Loss Allowance for doubtful advances and other receivables	3.10		0.59	
	Net unrealised foreign exchange loss	5.31		3.73	
			443.49		411.57
	Operating profit before working capital changes		**1,650.38**		**1,684.74**
	Movements in working capital				
	Adjustments for (increase)/decrease in operating assets:				
	- Trade receivables	18.44		(128.23)	
	- Inventories	(319.29)		(246.97)	
	- Other assets	(130.72)		(16.62)	
	Adjustments for increase/(decrease) in operating liabilities:				
	- Trade payables	92.72		233.30	
	- Other liabilities	(84.57)		102.73	
	- Provisions	197.42		53.11	
			(226.00)		(2.68)
	Cash generated from operations		**1,424.38**		**1,682.06**
	Income taxes paid (net)		(306.09)		(330.75)
	Net cash generated from operating activities [A]		**1,118.29**		**1,351.31**
B.	**Cash flows from investing activities**				
	Payments for purchase of property, plant and equipment	(1,341.06)		(1,200.13)	
	Proceeds from sale of property, plant and equipment	2.66		8.04	
	Insurance proceeds [Refer Note 29(a)]	186.72		175.00	
	Purchase of non-current investments	-		(178.94)	
	Purchase of current investments	(4,631.53)		(4,089.53)	
	Proceeds from sale / redemption of current investments	4,873.33		4,149.60	
	Bank balances not considered as cash and cash equivalents (net)	(15.89)		2.25	
	Interest received	1.55		2.07	
	Dividend income	0.02		0.01	
	Net cash used in investing activities [B]		**(924.20)**		**(1,131.63)**
C.	**Cash flows from financing activities**				
	Repayment of long term borrowings	-		(53.33)	
	Repayment of short term borrowings	(1,058.60)		(103.35)	
	Proceeds from short term borrowings	1,190.49		246.89	
	Payment of lease liabilities	(38.20)		(33.57)	
	Finance costs (including on lease liabilities)	(25.99)		(25.85)	

Consolidated Statement of Cash Flows

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

		For the year ended March 31, 2026		For the year ended March 31, 2025	
	Dividend paid	(194.01)		(190.35)	
	Net cash used in financing activities [C]		**(126.31)**		**(159.56)**
	Net increase in cash and cash equivalents [A+B+C]		**67.78**		**60.12**
	Cash and cash equivalents at the beginning of the year		157.83		98.34
	Effects of foreign exchange rate changes		(0.37)		(0.78)
	Exchange differences in translating the financial statements of foreign subsidiary		0.76		0.15
	Cash and cash equivalents at the end of the year (Refer Note 9 (a))		**226.00**		**157.83**

Notes:

(a) The above Consolidated Statement of Cash Flows has been prepared under the "Indirect Method" as set out in the Indian Accounting Standard (Ind AS - 7) - Statement of Cash Flows.

(b) Reconciliation of liabilities from financing activities for the year ended March 31, 2026

Particulars	As at March 31, 2025	Cash flows	Non cash changes	As at March 31, 2026
Borrowings	144.57	131.89	-	276.46
Lease liabilities (Refer Note 36)	116.23	(49.65)	63.12	129.70
Total	**260.80**	**82.24**	**63.12**	**406.16**

Reconciliation of liabilities from financing activities for the year ended March 31, 2025

Particulars	As at March 31, 2024	Cash flows	Non cash changes	As at March 31, 2025
Borrowings	53.33	90.21	1.03	144.57
Lease liabilities (Refer Note 36)	103.36	(43.46)	56.33	116.23
Total	**156.69**	**46.75**	**57.36**	**260.80**

See accompanying notes to the consolidated financial statements
This is the consolidated Statement of Cash Flows referred to in our report of even dated

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
(F.R.N: 003109S)

Gopikrishna Chowdary Manchinella
Partner
M.No. 235528

Place: Hyderabad
Date: May 25, 2026

For and on behalf of the Board of Directors

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Chairman & Managing Director
DIN: 00143610
Place: Ooty

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Executive Director
DIN: 07311410
Place: Hyderabad

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place:Hyderabad

Vikas Sabharwal
Company Secretary

Place: New Delhi
Date: May 25, 2026

Consolidated Statement of Changes in Equity

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

A) Equity share capital

	As at March 31, 2026	As at March 31, 2025
Balance at the beginning of the year	18.30	18.30
Changes in equity share capital during the year	-	-
Balance at the end of the year	**18.30**	**18.30**

B) Other equity

	Share application money pending allotment	Reserves and surplus				Other Reserves		Total
		Securities premium	Capital reserve*	General reserve	Retained earnings	Foreign Currency Translation Reserve Account	Equity investments through other comprehensive income	
Balance at March 31, 2024	**-**	**702.53**	**0.00**	**793.75**	**5,180.92**	**0.28**	**102.95**	**6,780.43**
Profit for the year	-	-	-	-	944.67	-	-	**944.67**
Other comprehensive income / (loss) for the year, net of income tax	-	-	-	-	(1.03)	0.15	(163.04)	**(163.92)**
Total comprehensive income for the year 2024-25	**-**	**-**	**-**	**-**	**943.64**	**0.15**	**(163.04)**	**780.75**
Payment of dividends [Refer Note 41]	-	-	-	-	(190.35)	-	-	**(190.35)**
Transfer for General reserve	-	-	-	96.39	(96.39)	-	-	**-**
Balance at March 31, 2025	**-**	**702.53**	**0.00**	**890.14**	**5,837.82**	**0.43**	**(60.09)**	**7,370.83**
Profit for the year	-	-	-	-	895.77	-	-	**895.77**
Other comprehensive income / (loss) for the year, net of income tax	-	-	-	-	7.30	0.76	0.01	**8.07**
Total comprehensive income for the year 2025-26	**-**	**-**	**-**	**-**	**903.07**	**0.76**	**0.01**	**903.84**
Payment of dividends [Refer Note 41]	-	-	-	-	(194.01)	-	-	**(194.01)**
Transfer for General reserve	-	-	-	97.04	(97.04)	-	-	**-**
Balance at March 31, 2026	**-**	**702.53**	**0.00**	**987.18**	**6,449.84**	**1.19**	**(60.08)**	**8,080.66**

*** Amounts below ₹ 1 Lakh**

See accompanying notes to the consolidated financial statements

This is the consolidated Statement of Changes in Equity referred to in our report of even dated

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
(F.R.N: 003109S)

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DIN: 00143610
Place: Ooty

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Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place:Hyderabad

Vikas Sabharwal
Company Secretary

Place: Hyderabad
Date: May 25, 2026

Place: New Delhi
Date: May 25, 2026

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

1. Group Information

The Consolidated Financial Statements comprise financial statements of Amara Raja Energy & Mobility Limited [Formerly known as Amara Raja Batteries Limited] ("the Holding Company" or "the Company") and its subsidiaries (collectively, "the Group").

The Group is one of the largest manufacturers of lead-acid storage batteries for industrial and automotive applications in India. The Group's products are exported to various countries in the Indian Ocean Rim. The Group also provides installation, commissioning and maintenance services. The leading automotive and industrial battery brands of the Group are Amaron®, PowerZone®, Power Stack®, AmaronVolt® and Quanta®. The group is also engaged in the business of developing and manufacturing energy storage and management products, solutions and technologies related to lithium cells or such other Advanced Cell Chemistries (ACC), battery packs and components like chargers etc.

The Board of Directors of the Holding company approved a change in name of the Holding company from Amara Raja Batteries Limited to Amara Raja Energy & Mobility Limited. The new name conveys the Company's commitment to becoming a leader in the energy and mobility sector. It accurately represents current business activities and future aspirations to strengthen market position, enhance brand value, and capitalize on new opportunities.

2. Key Accounting Estimates and Judgements, Material and Other Accounting Policies

2.1 Basis of preparation

(a) Statement of compliance

These financial statements are the Consolidated Financial Statements of the Group (also called Consolidated Financial Statements) prepared in accordance with Indian Accounting Standards ('Ind AS') notified under Section 133 of the Companies Act 2013, read together with the Companies (Indian Accounting Standards) Rules, 2015 (as amended) and other relevant provisions of the Act. The consolidated financial statements have also been prepared in accordance with the relevant presentation requirements of the Act.

(b) Basis of preparation of Consolidated Financial Statements

These Consolidated Financial Statements have been prepared on historical cost convention and on an accrual basis except for certain financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies set out below. These consolidated financial statements are presented in Indian Rupees (₹) which is also the Company's functional currency.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services except for certain financial assets and liabilities that is measured at fair value, defined benefits plan – plan assets measured at fair value.

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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Basis of consolidation

The Consolidated Financial Statements comprise the financial statements of the Holding company and its subsidiaries.

The Holding company consolidates all the entities where control exists as per Ind AS 110, Consolidated Financial Statements from the date control commences until the date control ceases.

Subsidiaries are entities controlled by the Holding company. Control is assessed annually with reference to the voting power (usually arising from equity shareholdings and potential voting rights) and other rights (usually contractual) enjoyed by the Group in its capacity as an investor that provides it the power and consequential ability to direct the investee's activities and significantly affect the Group's returns from its investment. Such an assessment requires the exercise of judgment and is disclosed by way of note in the Consolidated Financial Statements. The Group is considered not to be in control of entities where it is unclear as to whether it enjoys such power over the investee.

The Holding company re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

the three elements of control. Assets, liabilities, income and expenses of a subsidiary acquired or disposed off during the year are included in the Consolidated Financial Statements from the date the Holding company gains control until the date the Holding company ceases to control the subsidiary. Consolidated Financial Statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances.

The financial statements of all entities used for the purpose of consolidation are drawn up to same reporting date as that of the Holding company, i.e., year ended on 31st March.

The assets, liabilities, income and expenses of subsidiaries are aggregated and consolidated, line by line, from the date control is acquired by any Group entity to the date it ceases. Profit or loss and each component of other comprehensive income are attributed to the Group as owners and to the non-controlling interests. The Group presents the non-controlling interests in the Balance Sheet within equity, separately from the equity of the Group as owners. The excess of the Group's investment in a subsidiary over its share in the net worth of such subsidiary on the date control is acquired is treated as goodwill while a deficit is considered as a capital reserve in the Consolidated Financial Statements. Impairment loss, if any, to the extent the carrying amount exceeds the recoverable amount is charged off to the Consolidated Statement of Profit and Loss as it arises and is not reversed.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

(c) Operating Cycle

All assets have been classified as current or non-current as per the Group's normal operating cycle and other criteria set out in the Schedule III to the Act and Ind AS 1 – Presentation of Financial Statements, based on the nature of the products and the time between the acquisition of assets for processing and their realization in cash and cash equivalents.

(d) New and amended standards adopted by the group

The Ministry of Corporate Affairs vide notification dated May 07, 2025, and August 13, 2025 notified the Companies (Indian Accounting Standards) Amendment Rules, 2025 and Companies (Indian Accounting Standards) Second Amendment Rules, 2025, respectively, which amended certain accounting standards (see below) and are effective for annual reporting periods beginning on or after April 01, 2025:

(a) Classification of Liabilities as Current or Noncurrent and Non-current Liabilities with Covenants – Amendments to Ind AS 1

(b) Supplier Finance Arrangements – Amendments to Ind AS 7 and Ind AS 107

(c) International Tax Reform – Pillar Two Model Rules – Amendments to Ind AS 12.

(d) Lack of Exchangeability – Amendments to Ind AS 21.

These amendments did not have any material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

(e) New standards or amendments not yet adopted

Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants – Amendments to Ind AS 1

This amendment also includes specific provisions that will take effect for reporting periods beginning on or after April 01, 2026, as outlined below.

Under the existing Ind AS 1, where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the entity does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

However, the amended requirements stipulate that entities will no longer be permitted to consider lender waivers that are granted after the reporting date but before the financial statements are approved for the purpose of classification of loans. This amendment is required to be applied retrospectively in accordance with Ind AS 8.

The Group does not expect this amendment to have an impact on its operations or financial statements.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

2.2 Key accounting estimates and judgements

The preparation of the consolidated financial statements in conformity with Ind AS requires Management to make judgements, estimates and assumptions that affect the application of the accounting policies and the reported amounts of assets and liabilities, revenues and expenses and disclosure of contingent liabilities. Actual results may differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

The following are the critical judgements and estimates that have been made in the process of applying the Group's accounting policies that have the most significant effect on the amounts recognised in the Consolidated Financial Statements.

i) Provision for warranty

The Group estimates and provides for liability for product warranties in the year in respect of batteries which are still under warranty at the end of the reporting period. These estimates are established using historical information on the nature, frequency, quantum of warranty claims and corrective actions against product failures and the estimates are reviewed annually for any material changes in assumptions. The cost of warranty is net of realisable scrap value and the best estimate of relevant freight expenses. The timing of outflows will vary based on the actual warranty claims.

ii) Useful lives of Property, plant and equipment

Property, plant and equipment represent a significant proportion of the asset base of the Group. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of Group's assets are determined by Management at the time the asset is acquired and is reviewed at the end of each reporting period. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their life, such as changes in technology. This reassessment may result in change in depreciation expense in future periods.

iii) Fair value measurement of financial instruments

Some of the Group's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset or liability, the Group uses market-observable data to the extent available. Where Level 1 inputs are not available, the fair value is measured using valuation techniques, including the discounted cash flow model, which involves various judgments and assumptions. The Group also engages third party qualified valuers to perform the valuation in certain cases. For certain investments in equity instruments, where more recent information to measure fair value is insufficient, or there is a wide range of possible fair value measurements, cost is considered as the best estimate of fair value. The appropriateness of valuation techniques and inputs to the valuation model are reviewed by the Management.

iv) Impairment of Goodwill

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 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.

v) Income Taxes

The Holding company's tax jurisdiction is India. Significant judgments are involved in estimating budgeted profits for the purpose of paying advance tax, determining the provision for income taxes, including amount expected to be paid / recovered for uncertain tax positions.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

vi) Estimation of defined benefit obligation

The determination of Group's liability towards defined benefit obligation to employees is made through independent actuarial valuation including determination of amounts to be recognised in the Consolidated Statement of Profit and Loss and in other comprehensive income. Such valuation depends upon assumptions determined after taking into account inflation, seniority, promotion and other relevant factors. Information about such valuation is provided in the notes to the consolidated financial statements.

vii) Insurance Receivable

The amount expected to be reimbursed against a provision is recognised as a separate asset, but only when it is determined to be virtually certain in accordance with the accounting policy.

viii) Other estimates

The preparation of consolidated financial statements involves the use of other estimates and assumptions, including but not limited to determination of net realisable value of inventories, recoverable value for investments made in subsidiaries, measurement of lease liabilities, expected credit loss on trade receivables, identification of contingent liabilities etc that affect the reported amount of assets, liabilities, disclosure of contingent liabilities at the date of consolidated financial statements and the reported amount of revenues and expenses for the reporting period.

2.3 Material Accounting Policies

(a) Property, plant and equipment

(i) Recognition and measurement:

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses, if any. Cost includes deemed cost which represents the carrying value of property, plant and equipment recognised as at April 1, 2015 measured as per the Accounting Standards notified under Section 133 of the Act, read together with Rule 7 of the Companies (Accounts) Rules, 2014, which the Group elected in accordance with Ind AS 101.

Cost comprises the purchase price net of any trade discounts and rebates, any import duties and other taxes (other than those subsequently recoverable from the tax authorities), any directly attributable expenditure in making the asset ready for its intended use. Machinery spares which can be used only in connection with an item of property, plant and equipment and whose use is expected to be irregular are capitalized and depreciated over the useful life of the spares or the principal item of the relevant assets, whichever is lower.

Capital work-in-progress are items of property, plant and equipment which are not yet ready for their intended use and are carried at cost, comprising direct cost and related incidental expenses.

(ii) Depreciation:

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Act except in respect of the following category of assets, in which case the life of the assets has been assessed based on technical advice taking into account the nature of the asset, the estimated usage of the asset, the operating condition of the asset, past history of replacement, maintenance support, etc., Freehold land is not depreciated.

Asset	Useful lives (in years)
Buildings	3-60
Plant and machinery (including electrical installations and moulds)	1-30
Solar equipment	25
Furniture and fixtures	5-10
Vehicles	3-10
Office equipment	3-5
Computers	3-6

Property, plant and equipment's residual values and useful lives are reviewed at each Consolidated Balance Sheet date and changes, if any, are treated as changes in accounting estimate and accounted for on a prospective basis. The residual values are not more than 5% of the original cost of the asset.

Assets individually costing ₹ 5,000 and below are fully depreciated in the year of acquisition.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in the Consolidated Statement of Profit and Loss when the asset is de-recognised.

(b) Goodwill

Goodwill acquired in a business combination is initially measured at cost, being the excess of the consideration transferred over the net identifiable assets acquired and liabilities assumed, in accordance with Ind AS 103.

Goodwill is not amortized but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or groups of cash-generating units) expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

(c) Other Intangible assets

Intangible assets that the Group controls and from which it expects future economic benefits are capitalized upon acquisition and measured initially for separately acquired assets, at cost comprising of the purchase price (including import duties and non-refundable taxes) and directly attributable costs to prepare the assets for its intended use. The useful life of an intangible asset is considered finite where there is a likelihood of technical and technological obsolescence.

Intangible assets that have a finite lives are amortized over their estimated useful lives as per the straight-line method unless it is practical to reliably determine the pattern of benefits arising from the asset.

The estimated useful life and amortization method is reviewed at the end of each reporting period, but the effect of any change in estimates being accounted for on a prospective basis.

Intangible assets comprising software are amortized over a period of 5 years. The amortization period for technical know-how has been assessed as 5 - 8 years, representing the period over which economic benefits from the use of technical know-how is expected to be utilized.

All intangible assets are tested for impairment. Amortization expenses, impairment losses and reversal of impairment losses are considered in the Consolidated Statement of Profit and Loss. Thus, after initial recognition an intangible asset is carried at its costs less accumulated amortization and /or impairment losses.

Intangible Assets under development :

Expenditure on intangible items under development is recognised as intangible assets under development when, and only when, the group can demonstrate all of the following:

- the technical feasibility of completing the asset so that it will be available for use or sale;
- its intention and ability to complete and use or sell the asset;
- how the asset will generate probable future economic benefits (including the existence of a market or internal use);
- the availability of adequate technical, financial and other resources to complete the development; and
- the ability to reliably measure the expenditure attributable to the asset during its development.

Costs that meet the above criteria are capitalised as intangible assets under development and are not amortised. They are transferred to the appropriate class of intangible assets when the asset is available for its intended use and are then amortised over their estimated useful lives. Expenditure that does not meet these criteria is recognised as an expense in the Statement of Profit and Loss as incurred.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

(d) Impairment of assets excluding goodwill

Impairment loss, if any, is provided to the extent, the carrying amount of assets or cash generating units exceed their recoverable amount.

Recoverable amount is higher of an asset's net selling price and its value in use. Value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset or cash generating unit and from its disposal at the end of its useful life.

Impairment loss recognised in prior years are reversed when there is an indication that the impairment losses recognised no longer exist or have decreased. Such reversals are recognised as an increase in carrying amounts of assets to the extent that it does not exceed the carrying amounts that would have been determined (net of amortization or depreciation) had no impairment loss been recognised in previous years.

(e) Provisions, contingent liabilities and contingent assets

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle such obligation and a reliable estimate can be made of the amount of such obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be recovered and the amount of the receivable can be measured reliably.

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not require an outflow of resources embodying economic benefits or the amount of such obligation cannot be measured reliably. When there is a possible obligation or a present obligation in respect of which likelihood of outflow of resources embodying economic benefits is remote, no provision or disclosure is made.

(f) Financial instruments, Financial assets, Financial liabilities

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the relevant instrument and 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 measured at fair value through profit or loss) are added to or deducted from the fair value on initial recognition of financial assets or financial liabilities. Transaction costs directly attributable to the acquisition of financial asset or financial liabilities at fair value through profit or loss are recognized immediately in the Consolidated Statement of Profit and Loss.

Purchase or sale of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trade) are recognised on the trade date i.e. the date when the Group commits to purchase or sell the asset.

The classification of financial instruments depends on the objective of the Group's business model for which it is held and on the substance of the contractual terms / arrangements. Management determines the classification of its financial instruments at initial recognition.

(i) Financial assets

Recognition: Financial assets include Investments, Trade receivables, Security Deposits, Cash and cash equivalents. Such assets are initially recognised at transaction price when the Group becomes party to contractual obligations. The transaction price includes transaction costs unless the asset is being fair valued through the Consolidated Statement of Profit and Loss.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

Classification: Financial assets are classified as those measured at:

(a) amortized cost, where the financial assets are held within a business model solely for collection of cash flows arising from payments of principal and/ or interest as per contractual terms. Such assets are subsequently measured at amortized cost using the effective interest method, less any impairment loss.

(b) fair value through other comprehensive income (FVTOCI), where the financial assets are held not only for collection of cash flows arising from payments of principal and interest but also from the sale of such assets. Such assets are subsequently measured at fair value, with unrealized gains and losses arising from changes in the fair value being recognised in other comprehensive income.

(c) fair value through profit or loss (FVTPL), where the assets are managed in accordance with an approved investment strategy that triggers purchase and sale decisions based on the fair value of such assets. Such assets are subsequently measured at fair value, with unrealized gains and losses arising from changes in the fair value being recognised in the Consolidated Statement of Profit and Loss in the period in which they arise.

FVTPL is a residual category for financial assets. Any financial asset which does not meet the criteria for categorization as at amortized cost or as FVTOCI, is classified as FVTPL.

Trade receivables, Security Deposits, Cash and cash equivalents etc. are classified for measurement at amortized cost while investments may fall under any of the aforesaid classes. However, in respect of particular investments in equity instruments that would otherwise be measured at fair value through profit or loss, an irrevocable election on an instrument-by-instrument basis at initial recognition may be made to present subsequent changes in fair value through other comprehensive income. This election is not permitted if the equity instrument is held for trading.

Investments in equity instruments at FVTOCI 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 a separate component of equity. The cumulative gain or loss is not reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

The group has designated all investments in equity instruments that are not held for trading as at FVTOCI on initial recognition.

Impairment: The Group assesses at each reporting date whether a financial asset (or a group of financial assets) such as investments, trade receivables, and security deposits held at amortized cost and financial assets that are measured at fair value through other comprehensive income are tested for impairment based on evidence or information that is available without undue cost or effort. Expected credit losses are assessed and loss allowances recognised if the credit quality of the financial asset has deteriorated significantly since initial recognition. The impairment requirements do not apply to equity investments designated at Fair value through other comprehensive income because fair value gains and losses, except dividend income, are permanently recognised in other comprehensive income without reclassification to profit or loss.

As a practical expedient, the Group uses a provision matrix to determine impairment loss on portfolio of its trade receivables. The provision matrix is based on its historically observed default rates over the expected life of the trade receivables and is adjusted for forward looking estimates. At every reporting date, the historically observed default rates are updated and changes in forward-looking estimates are analyzed.

Reclassification: When and only when the business model is changed, the Group

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for the year ended March 31, 2026

shall reclassify all affected financial assets prospectively from the reclassification date as subsequently measured at amortized cost, fair value through other comprehensive income, fair value through profit or loss without restating the previously recognised gains, losses or interest and in terms of the reclassification principles laid down in the Ind AS relating to Financial Instruments.

De-recognition: Financial assets are derecognized when the right to receive cash flows from the assets has expired, or has been transferred, and the Group has transferred substantially all of the risks and rewards of ownership. Concomitantly, if the asset is one that is measured at:

(a) amortized cost, the gain or loss is recognised in the Consolidated Statement of Profit and Loss;

(b) fair value through other comprehensive income, the cumulative fair value adjustments previously taken to reserves are reclassified to the Consolidated Statement of Profit and Loss unless the asset represents an equity investment in which case the cumulative fair value adjustments previously recognized in other comprehensive income and accumulated in the "equity instruments through other comprehensive income" will not be reclassified to profit or loss on disposal of the investments, but is transferred to retained earnings.

(ii) Financial liabilities

Borrowings, trade payables and other financial liabilities are initially recognised at the value of the respective contractual obligations. They are subsequently measured at amortized cost using the effective interest method.

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

Financial liabilities are derecognized when the liability is extinguished, that is, when the contractual obligation is discharged, cancelled and on expiry. The difference between the carrying amount of the financial liabilities de-recognised and the consideration paid and payable is recognised in the Consolidated Statement of Profit and Loss.

Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount is included in the Consolidated Balance Sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously.

(g) Revenue recognition

Revenue from contracts with customers is recognised on transfer of control of promised goods or services to a customer at an amount that reflects the consideration to which the Group is expected to be entitled to in exchange for those goods or services.

Revenue towards satisfaction of a performance obligation is measured at an amount of transaction price (net of returns and discounts) allocated to that performance obligation. The discount is estimated based on the expected value of outflow.

Sale of goods:

Revenue from sale of products is recognised when control of the goods have been transferred to the customer. The performance obligation in case of sale of product is satisfied at a point in time i.e. when the material is shipped to the customer or on delivery to the customer, as may be specified in the contract.

Sales related warranties associated with batteries cannot be purchased separately and they serve as an assurance that the products sold comply with agreed upon specifications. Accordingly, the Group accounts for warranties in accordance with Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

Sale of services:

Revenue from installation, commissioning and maintenance services is recognised based on the contracts with customers and when the services are

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

rendered by measuring progress towards satisfaction of performance obligation for such services.

Other Income:

Interest income is recognised using effective interest method. Dividend income is accounted for in the year when the right to receive such dividend is established and the amount of dividend can be measured reliably.

2.4 Other accounting policies:

(a) Inventories

Inventories are stated at the lower of cost and the net realizable value after providing for obsolescence and other losses, where considered necessary. Net realizable value represents the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Scrap is carried at net realizable value. The method of determination of cost of various categories of inventories is as follows:

(i) **Raw materials and bought-out components, stores and spares and loose tools:** Weighted average cost. Cost includes purchase cost and other attributable expenses.

(ii) **Finished Goods and Work-in-progress:** Weighted average cost of production which comprises direct material cost, direct wages and appropriate overheads based on normal level of activity.

(iii) **Stock-in-trade:** Weighted average cost.

(b) Foreign currency transactions and translations

In preparing the financial statements of the Group, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rate of exchange prevailing at the dates of the transactions. The date of transaction for the purpose of determining the exchange rate on initial recognition of the related asset, expense or income (part of it) is the date on which the entity initially recognizes the non-monetary asset or non-monetary liability arising from payment or receipt of advance consideration. Monetary assets and liabilities relating to foreign currency transactions remaining unsettled at the end of each reporting period are translated at the exchange rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured at historical cost in a foreign currency, are translated using the exchange rate at the date of the transaction.

Translation of financial statements of foreign entities

On consolidation, the assets and liabilities of foreign operations are translated into ₹ (Indian Rupees) at the exchange rate prevailing at the reporting date and their statements of profit and loss are translated at exchange rates prevailing at the dates of the transactions. For practical reasons, the group uses an average rate to translate income and expense items, if the average rate approximates the exchange rates at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in consolidated statement of other comprehensive income ('OCI'). On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to the Consolidated Statement of Profit and Loss.

(c) Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received, and the Group will comply with the conditions attached to the grant.

Government grants related to revenue are recognised on a systematic basis in the Consolidated Statement of Profit and Loss over the periods necessary to match them with the related costs which they are intended to compensate. Such grants are deducted in reporting the related expense. When the grant relates to an asset, it is recognised as deferred revenue in the Consolidated Balance Sheet and transferred to the Consolidated Statement of Profit and Loss on a systematic and rational basis over the useful lives of the related assets.

(d) Employee benefits

(i) Defined contribution plans

The Group's contributions to Provident Fund (Government administered), Employees' State Insurance Scheme and Superannuation Fund (under a scheme of Life Insurance Corporation of India), considered as defined contribution plans are charged as an expense in the

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

Consolidated Statement of Profit and Loss when the employees have rendered services entitling them to the contributions.

(ii) Defined benefit plans

For defined benefit plans in the form of gratuity fund, administered under a scheme of the Life Insurance Corporation of India, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. The defined benefit obligations recognized in the Consolidated Balance Sheet represents the present value of the defined obligations as reduced by the fair value of plan assets, if applicable. Re-measurement, comprising actuarial gains and losses and the return on plan assets (excluding net interest), is reflected immediately in the Consolidated Balance Sheet with a charge or credit recognised in other comprehensive income in the period in which they occur and are not re-classified to the Consolidated Statement of Profit and Loss in the subsequent periods. Past service cost is recognised in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

All expenses represented by current service cost, past service cost, if any, and net interest on the defined benefit liability (asset) are recognized in the Consolidated Statement of Profit and Loss.

(iii) Short term and other long term employee benefits

The employees of the Group are entitled to compensated absences. The employees can carry forward a portion of the unutilized accumulating compensated absences and utilize it in future periods or receive cash at retirement or termination of employment. The Group records an obligation for compensated absences in the period in which the employee renders the services that increases this entitlement. The Group measures the expected cost of compensated absences as the additional amount that the Group expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period. The Group recognizes accumulated compensated absences based on actuarial valuation. Non-accumulating compensated absences are recognised in the period in which the absences occur. The Group recognizes actuarial gains and losses immediately in the Consolidated Statement of Profit and Loss.

(e) Insurance Claim Receivable

Income from insurance proceeds is recognised when (i) it is virtually certain that a valid and adequate insurance policy exists to cover the insured event entitling the Group to a compensation as per the terms and conditions of the policy and (ii) when the amount of compensation expected to be received for a valid insurance claim made and admitted can be measured reliably.

(f) Leases

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, (i) the contract involves the use of an identified asset (ii) the Group has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) 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.

Certain lease arrangements includes the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate 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 lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Group changes its assessment if whether it will exercise an extension or 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.

(g) Income Taxes

Income tax expense represents the sum of the tax currently payable and deferred tax. Current and deferred tax are recognised in the Consolidated Statement of Profit and Loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

Current Tax

Current tax is measured at the amount expected to be paid to or recovered from the taxation authorities based on the taxable profit for the year. Taxable profit differs from "Profit before tax" as reported in the Consolidated Statement of Profit and Loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible under the Income-tax Act, 1961. The tax rates and tax laws used to compute the current tax amount are those that are enacted by the reporting date and applicable for the period. The Group offsets current tax assets and current tax liabilities, where it has a legally enforceable right to set off the recognized amounts and where it intends either to settle on a net basis or to realize the asset and liability simultaneously.

Deferred Tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of such deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting date. The deferred tax assets (net) and deferred tax liabilities (net) are determined separately for the holding company and subsidiary Company as per their applicable laws and then aggregated. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset the corresponding current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

(h) Research and development expenses

Revenue expenditure pertaining to research is charged to the Consolidated Statement of Profit and Loss. Development costs of products are also charged to the Consolidated Statement of Profit and Loss unless a product's technical feasibility has been established, in which case such expenditure is capitalized. The amount capitalized comprises expenditure that can be directly attributed or allocated on a reasonable and consistent basis to creating, producing and making the asset ready for its intended use. Property, plant and equipment utilized for research and development are capitalized and depreciated in accordance with the policies stated for property, plant and equipment.

(i) Earnings per share

Basic earnings per share is computed by dividing profit or loss attributable to equity shareholders by the weighted average number of equity shares outstanding during the year.

Diluted earnings per share is determined by adjusting the profit or loss attributable to equity shareholders and the weighted average number of equity shares outstanding for the effects of all dilutive potential equity shares.

(j) Cash and cash equivalents

Cash and cash equivalents for purposes of cash flow statement include cash on hand, in banks and demand deposits with banks, net of outstanding bank overdrafts that are repayable on demand, book overdraft and are considered part of the Group's cash management system.

(k) Exceptional items

An ordinary item of income or expense which by its size, nature, occurrence or incidence requires a disclosure in order to improve understanding of the performance of the Group is treated as an exceptional item in the Consolidated Statement of Profit and Loss account.

(l) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The group has identified Chairman and Managing Director of the holding company as chief operating decision maker.

(m) Borrowing Costs

Borrowing costs consist of interest and other ancillary costs that the Group incurs in connection with the borrowing of funds. All the other borrowing costs are recognised in the statement of profit and loss within finance costs of the period in which they are incurred.

(n) Rounding off amounts

All amounts disclosed in the financial statements and notes have been rounded off to the nearest two decimal places of crores as per the requirement of Schedule III, unless otherwise stated.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 3.1: Property, plant and equipment and capital work-in-progress

	As at March 31, 2026	As at March 31, 2025
Carrying amounts of:		
Freehold Land	240.37	212.91
Leasehold improvements	4.91	7.01
Buildings	973.09	844.89
Plant and Equipment (including electrical installations)	2,456.58	1,943.67
Furniture and fixtures	18.13	19.30
Vehicles	23.02	27.22
Office equipment	19.34	25.56
Computers	34.09	35.79
	3,769.53	**3,116.35**
Capital work-in-progress [Refer note (vi)]	1,584.66	1,297.53
	1,584.66	**1,297.53**

	Freehold land	Leasehold improvements	Buildings	Plant and Equipment (including electrical installations)	Furniture and fixtures	Vehicles	Office equipment	Computers	Total
(A) Cost or deemed cost									
Balance at March 31, 2024	**207.12**	**54.68**	**957.04**	**3,688.51**	**33.73**	**36.34**	**96.30**	**48.86**	**5,122.58**
Additions	10.11	2.28	153.49	454.83	5.01	16.26	8.16	27.23	677.37
Disposals	-	-	(0.28)	(35.10)	(0.05)	(10.22)	(0.48)	(3.63)	(49.76)
Adjustments*	(4.32)	-	-	-	-	-	-	-	(4.32)
Balance at March 31, 2025	**212.91**	**56.96**	**1,110.25**	**4,108.24**	**38.69**	**42.38**	**103.98**	**72.46**	**5,745.87**
Additions	27.46	1.15	175.40	976.25	2.25	7.62	3.07	11.89	1,205.09
Disposals	-	-	(0.70)	(55.97)	(0.19)	(6.81)	(2.04)	(3.79)	(69.50)
Balance at March 31, 2026	**240.37**	**58.11**	**1,284.95**	**5,028.52**	**40.75**	**43.19**	**105.01**	**80.56**	**6,881.46**
(B) Accumulated depreciation and impairment									
Balance at March 31, 2024	**-**	**47.54**	**220.35**	**1,811.20**	**16.34**	**14.88**	**70.07**	**32.75**	**2,213.13**
Depreciation expense	-	2.41	45.24	381.36	3.05	7.76	8.76	7.35	455.93
Disposals	-	-	(0.23)	(27.99)	(0.00)	(7.48)	(0.41)	(3.43)	(39.54)
Balance at March 31, 2025	**-**	**49.95**	**265.36**	**2,164.57**	**19.39**	**15.16**	**78.42**	**36.67**	**2,629.52**
Depreciation expense	-	3.25	47.05	456.19	3.37	8.88	9.07	13.34	541.15
Disposals	-	-	(0.55)	(48.82)	(0.14)	(3.87)	(1.82)	(3.54)	(58.74)
Balance at March 31, 2026	**-**	**53.20**	**311.86**	**2,571.94**	**22.62**	**20.17**	**85.67**	**46.47**	**3,111.93**
(C) Carrying amount									
Balance at March 31, 2025	**212.91**	**7.01**	**844.89**	**1,943.67**	**19.30**	**27.22**	**25.56**	**35.79**	**3,116.35**
Balance at March 31, 2026	**240.37**	**4.91**	**973.09**	**2,456.58**	**18.13**	**23.02**	**19.34**	**34.09**	**3,769.53**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026
All amounts are in ₹ crores, except share data and where otherwise stated

Notes:

(i) The amount of expenditure recognised in the carrying amount of property, plant and equipment (including capital work-in progress) in the course of construction is ₹ 32.82 (March 31, 2025: ₹ 18.66) [Refer Note 37].

(ii) Land admeasuring 18.94 acres amounting to ₹ 77.84 is registered in the name of Mangal Industries Limited, erstwhile Company from which plastic component business was demerged and merged with the Holding Company pursuant to the Scheme of Arrangement approved by Hon'ble National Company Law Tribunal. The aforementioned land parcel is pending registration in the name of the Holding Company.

(iii) Land admeasuring of 261.6 acre is yet to be registered as on Balance sheet date in the name of Amara Raja Advanced Cell Technology Private Limited (subsidiary) has executed an "Agreement for Sale of Plot" with Telangana State Industrial Infrastructure Corporation ("TSIIC") towards purchase land for setting up of Giga factory to manufacture Advanced Chemistry Cells and Battery pack unit. As per the said agreement, the subsidiary committed Fixed Capital Investment of ₹ 1,000 in the project and sales deed will be executed and registered in the name of the subsidiary upon completion of ₹ 1,000 fixed capital investment or utilisation of 30% allotted land.

*During the previous year, the subsidiary received refund of Stamp duty amounting to ₹ 4.32 from TSIIC towards freehold land at Divitipally, Telangana. The Stamp duty on the said freehold land was paid by the subsidiary earlier in FY 2024 at the time of executing the agreement for sale.

(iv) The amount of contractual commitments for the acquisition of property, plant and equipment is disclosed in Note 30 (ii).

(v) During the year, the Amara Raja Circular Solutions Private Limited revised the estimated useful lives of certain items of Property, Plant and Equipment based on a technical assessment. The revision has been accounted for prospectively as a change in accounting estimate in accordance with Ind AS 8 and Ind AS 16. Consequently, depreciation expense for the year has increased by ₹ 1.20. The effect of the aforesaid change on future periods is dependent upon the carrying amount of the related assets, future additions, disposals, impairment, if any, and other relevant factors. Accordingly, it is impracticable to estimate the impact of the change on future financial periods.

(vi) Capital work-in-progress ageing schedule*

Ageing schedule as at March 31, 2026

Particulars	Amount in capital work-in-progress for a period of				As at March 31, 2026
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	1,134.83	361.17	87.56	1.10	1,584.66
Projects temporarily suspended	-	-	-	-	-
	1,134.83	**361.17**	**87.56**	**1.10**	**1,584.66**

Ageing schedule as at March 31, 2025

Particulars	Amount in capital work-in-progress for a period of				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	1,094.18	195.25	8.10	-	1,297.53
Projects temporarily suspended	-	-	-	-	-
	1,094.18	**195.25**	**8.10**	**-**	**1,297.53**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

***Capital work-in-progress, where completion is overdue and/or cost has exceeded its original plan:**

There were no capital work-in-progress where completion is overdue against original planned timelines or where estimated cost exceeded its original planned cost as on March 31, 2026. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

As at March 31, 2025:

Particulars	To be completed in				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Captive Solar Plant Expansion	7.20	-	-	-	7.20
Reinstatement of Tubular battery plant	513.83	-	-	-	513.83
	521.03	**-**	**-**	**-**	**521.03**

There are no capital work-in-progress where estimated cost exceeded its original planned cost as on March 31, 2026 and March 31, 2025. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

Note 3.2 : Right-of-use assets

	As at March 31, 2026	As at March 31, 2025
Carrying amounts of:		
Leasehold land	236.86	241.31
Buildings	146.26	156.36
Plant and Equipment (including electrical installations)	38.96	17.46
Office equipment	-	-
Computers	0.30	0.30
	422.38	**415.43**

	Leasehold land	Buildings	Plant and Equipment (including electrical installations)	Office equipment	Computers	Total
(A) Cost or deemed cost						
Balance at March 31, 2024	**251.55**	**216.67**	**18.49**	**0.01**	**0.35**	**487.07**
Additions	-	52.47	-	-	-	52.47
Disposals	-	(24.22)	-	-	-	(24.22)
Balance at March 31, 2025	**251.55**	**244.92**	**18.49**	**0.01**	**0.35**	**515.32**
Additions	-	43.85	22.57	-	-	66.42
Disposals	-	(42.82)	-	-	-	(42.82)
Balance at March 31, 2026	251.55	245.95	41.06	0.01	0.35	538.92
(B) Accumulated amortisation and impairment						
Balance at March 31, 2024	**7.93**	**70.18**	**0.84**	**0.01**	**0.00**	**78.96**
Amortisation expense	2.31	37.27	0.19	0.00*	0.05	39.82
Disposals	-	(18.89)	-	-	-	(18.89)
Balance at March 31, 2025	**10.24**	**88.56**	**1.03**	**0.01**	**0.05**	**99.89**
Amortisation expense	4.45	40.45	1.07	-	0.00*	45.97

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for the year ended March 31, 2026

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	Leasehold land	Buildings	Plant and Equipment (including electrical installations)	Office equipment	Computers	Total
Disposals	-	(29.32)	-	-	-	(29.32)
Balance at March 31, 2026	**14.69**	**99.69**	**2.10**	**0.01**	**0.05**	**116.54**
(C) Carrying amount						
Balance at March 31, 2025	**241.31**	**156.36**	**17.46**	**-**	**0.30**	**415.43**
Balance at March 31, 2026	**236.86**	**146.26**	**38.96**	**-**	**0.30**	**422.38**

Note:

Leasehold land admeasuring 15.66 acres amounting to ₹ 25.85 is registered in the name of Mangal Industries Limited, erstwhile Company from which plastic component business was demerged and merged with the Holding Company pursuant to the Scheme of Arrangement approved by Hon'ble National Company Law Tribunal. The aforementioned lease is pending to be registered in the name of the Holding Company.

* Amount below ₹ 1 lakh

Note 4: Goodwill and Other Intangible Assets

	As at March 31, 2026	As at March 31, 2025
Carrying amounts of:		
(a) Goodwill		
Goodwill [Refer Note (i) below]	435.80	435.80
	435.80	**435.80**
(b) Other Intangible Assets		
Technical Know-how	16.05	30.98
Software	13.19	15.53
	29.24	**46.51**
Total (a) + (b)	**465.04**	**482.31**
(c) Intangible assets under development [Refer note (ii) below]	73.11	0.71
	73.11	**0.71**

	Goodwill	Technical Know-how	Software	Total
(A) Cost or deemed cost				
Balance at March 31, 2024	**435.80**	**77.03**	**49.60**	**562.43**
Additions	-	15.14	7.83	22.97
Disposals	-	-	(0.09)	(0.09)
Balance at March 31, 2025	**435.80**	**92.17**	**57.34**	**585.31**
Additions	-	0.71	4.67	5.38
Disposals	-	-	(1.56)	(1.56)
Balance at March 31, 2026	**435.80**	**92.88**	**60.45**	**589.13**
(B) Accumulated amortisation and impairment				
Balance at March 31, 2024	**-**	**42.63**	**30.17**	**72.80**
Amortisation expense	-	18.56	11.71	30.27
Disposals	-	-	(0.07)	(0.07)
Balance at March 31, 2025	**-**	**61.19**	**41.81**	**103.00**

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for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	Goodwill	Technical Know-how	Software	Total
Amortisation expense	-	15.64	7.00	22.64
Disposals	-	-	(1.55)	(1.55)
Balance at March 31, 2026	**-**	**76.83**	**47.26**	**124.09**
(C) Carrying amount				
Balance at March 31, 2025	**435.80**	**30.98**	**15.53**	**482.31**
Balance at March 31, 2026	**435.80**	**16.05**	**13.19**	**465.04**

Notes:

(i) Allocation of Goodwill to cash generating units

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the Cash Generating Units (CGU) or groups of CGUs, which benefit from the synergies of the acquisition.

Particulars	As at March 31, 2026	As at March 31, 2025
Amara Raja Energy & Mobility Limited (Lead acid batteries business)	427.99	427.99
Amara Raja Power Systems Limited	7.81	7.81

The Group made an assessment of recoverable amounts of the CGUs based on value in use calculations which require the use of certain assumptions. The value in use calculations use cashflow projections based on the financial budgets approved by the management covering a five years period (Previous year - five years), as the Group believes this to be the most appropriate timescale for reviewing and considering annual performance before applying a fixed terminal value multiple to the final cash flows.

Key Assumptions used for value in use calculations :

Particulars	%
Terminal growth rate	2.50% - 3.00%
Weighted average cost of capital ('WACC')	12.41% - 13.25%

(ii) Intangible assets under development ageing schedule *

Particulars	Amount in intangible assets under development for a period of				As at March 31, 2026
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	60.43	12.68	-	-	73.11
	60.43	**12.68**	**-**	**-**	**73.11**

Particulars	Amount in intangible assets under development for a period of				As at March 31, 2025
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Projects in Progress	0.37	0.34	-	-	0.71
	0.37	**0.34**	**-**	**-**	**0.71**

* There are no intangible assets under development where completion is overdue against original planned timelines or where estimated cost exceeded its original planned cost as on March 31, 2026 and March 31, 2025. Project execution plans are calibrated annually on the basis of Management's judgement and estimates w.r.t future business, technology developments / economy / industry / regulatory environment and all the projects are assessed as per rolling annual plan.

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All amounts are in ₹ crores, except share data and where otherwise stated

Note 5: Investments

	As at March 31, 2026	As at March 31, 2025
Non-current		
(I) Investments in equity instruments		
(a) Quoted investments (fully paid) [at FVTOCI]		
(i) Standard Batteries Limited 125 (March 31, 2025: 125) equity shares of ₹ 1 each *	0.00	0.00
(ii) Exide Industries Limited 10,000 (March 31, 2025: 10,000) equity shares of ₹ 1 each	0.28	0.36
(iii) HBL Power Systems Limited 5,500 (March 31, 2025: 5,500) equity shares of ₹ 1 each	0.33	0.26
Total aggregate quoted equity investments at FVTOCI	**0.61**	**0.62**
(b) Quoted investments (fully paid) [at FVTPL]		
(i) Union Bank of India Nil (March 31, 2025: 14,820) equity shares of ₹ 10 each	-	0.19
Total aggregate quoted equity investments at FVTPL	**-**	**0.19**
Total aggregate quoted investments [A]	**0.61**	**0.81**
Unquoted investments (fully paid)		
(a) Investments at FVTOCI		
(i) Indian Lead Limited 1,128 (March 31, 2025: 1,128) equity shares of ₹ 10 each *	0.00	0.00
(ii) Andhra Pradesh Gas Power Corporation Limited 1,206,000 (March 31, 2025: 1,206,000) equity shares of ₹ 10 each [also refer footnote to Note 30(i) and footnote (i) to Note 40D in respect of the investment]	-	-
(iii) Log 9 Materials Scientific Private Limited 22,524 (March 31, 2025: 22,524) equity shares of ₹ 1 each [Refer note below and footnote (ii) to Note 40D]	-	-
(iv) Inobat AS [Formerly known as Inobat Auto AS] 109,01,043 (March 31, 2025: 109,01,043) equity shares of 0.01 NOK each [Refer note below and footnote (iii) to Note 40D]	351.28	351.28
Total aggregate unquoted investments [B]	**351.28**	**351.28**
Total investments in equity instruments [C = A+B]	**351.89**	**352.09**
(II) Investment in Preference Shares		
Unquoted investments (fully paid) [at FVTOCI]		
(i) Log 9 Materials Scientific Private Limited 92,263 (March 31, 2025: 92,263) Compulsorily Convertible Preference Shares of ₹ 100 each [Refer note below and footnote (ii) to Note 40D]	-	-
Total investments in preference shares [D]	**-**	**-**
Total Non-current investments [E=C+D]	**351.89**	**352.09**
Aggregate book value of quoted investments - at cost	0.01	0.05
Aggregate market value of quoted investments	0.61	0.81
Aggregate amount of unquoted investments	351.28	351.28
* Amounts below ₹ 1 lakh		
Current		
Investments mandatorily measured at fair value through profit or loss (FVTPL)		
Quoted investments in mutual funds		
SBI Savings Fund - Direct Plan - Growth Nil (March 31, 2025: 4,57,90,797.88 units of ₹ 43.60)	-	199.66
UTI Ultra Short Term Fund Direct Growth Plan16,647.602 units of ₹ 4,757.56 (March 31, 2025: Nil)	7.92	-
Aditya Birla Sunlife Saving Fund - Growth Direct Plan Nil (March 31, 2025: 20,20,795.47 units of ₹ 546.65)	-	110.47

Notes to the Consolidated Financial Statements

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	As at March 31, 2026	As at March 31, 2025
Aditya Birla Sunlife Liquid Fund- Growth - Direct plan Nil (March 31, 2025: 2,41,802.47 units of ₹ 418.73)	-	10.12
Aditya Birla Sunlife Overnight Fund- Growth - Direct plan Nil (March 31, 2025: 15,412.88 units of ₹ 1,381.13)	-	2.13
LIC MF Money Market Fund - Growth - Direct Plan 8,25,528.20 units of 1260.07 (March 31, 2025: Nil)	104.02	-
SBI Overnight Fund - Growth Direct Plan Nil (March 31, 2025: 16,924.40 units of ₹ 4,153.30)	-	7.03
Total Quoted investments measured at FVTPL	**111.94**	**329.41**
Total Current investments	**111.94**	**329.41**
Aggregate book value of quoted investments - at cost	107.90	322.04
Aggregate market value of quoted investments	111.94	329.41

Note:

The Holding company holds shares of Inobat AS and Log 9 Materials Scientific Private Limited. The Management of the holding company do not consider that the holding company is able to exercise significant influence over these entities as majority of the equity share capital is held by other shareholders, who also manage the day-to-day operations of these entities.

The valuation methodology for these investments is disclosed in Note 40D.

These investments are not held for trading. Instead, they are held for medium to long-term strategic purposes. Accordingly, the Management of the holding company have elected to designate these investments in equity instruments as at FVTOCI as they believe that recognising short-term fluctuations in these investments' fair value in profit or loss would not be consistent with the holding company's strategy of holding these investments for long-term purposes and realising their performance potential in the long run.

Note 6: Other financial assets

	As at March 31, 2026	As at March 31, 2025
Non-current		
(a) Security deposits*	16.98	14.66
(b) Balances held as margin money against guarantees given	0.52	0.42
Total	**17.50**	**15.08**
* Includes to related parties ₹ 4.86 (As at March 31, 2025: ₹ 4.84)		
Current		
(a) Advances to related parties:		
(i) Reimbursable expenses	14.91	6.27
(b) Security deposits	3.94	6.17
(c) Interest accruals:		
(i) Interest accrued on loans and deposits	3.60	3.66
(ii) Interest accrued on overdue trade receivables and others	0.00	0.02
(d) Insurance claim and other receivable	-	4.80
Total	**22.45**	**20.92**

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for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 7: Inventories

	As at March 31, 2026	As at March 31, 2025
(at lower of cost and net realisable value)		
(a) Raw materials and bought-out components	806.44	716.30
(b) Work-in-progress	513.49	436.74
(c) Finished goods	894.58	651.01
(d) Stock-in-trade (goods purchased for resale)	186.09	277.95
(e) Stores and spares (including secondary packing material)	113.18	111.88
(f) Loose tools and others	0.92	1.53
Total	**2,514.70**	**2,195.41**
Raw materials includes material-in-transit	168.78	119.18

Notes:

(i) The cost of inventories recognised as an expense during the year has been disclosed on the face of the Statement of Profit and Loss [Notes 23 and 27].

(ii) The cost of inventories recognised as an expense includes ₹ 9.03 (during 2024-25: ₹ 3.50) in respect of write-down of inventory to net realisable value, and has been reduced by ₹ Nil (during 2024-25: ₹ Nil) in respect of reversal of such write-downs.

(iii) There are no inventories expected to be liquidated after more than twelve months.

(iv) The mode of valuation of inventories has been stated in Note 2.4(a).

Note 8: Trade receivables

	As at March 31, 2026	As at March 31, 2025
(a) Unsecured, considered good	1,248.40	1,267.57
(b) Significant increase in credit risk	-	-
(c) Credit impaired	0.18	0.23
	1,248.58	**1,267.80**
Less: Allowance for expected credit loss (includes credit impaired)	(5.37)	(4.71)
Total	**1,243.21**	**1,263.09**

a) Trade Receivables ageing schedule

	Not due	Outstanding for following periods from due date of payment					As at March 31, 2026
		Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Trade receivables - Unsecured							
(i) Undisputed, considered good	1,122.53	114.52	4.24	2.33	1.78	3.00	1,248.40
(ii) Undisputed, significant increase in credit risk	-	-	-	-	-	-	-
(iii) Undisputed, considered credit impaired	-	-	-	-	0.02	0.02	0.04
(iv) Disputed, significant increase in credit risk	-	-	-	-	-	-	-
(v) Disputed, considered good	-	-	-	-	-	-	-

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	Not due	Outstanding for following periods from due date of payment					As at March 31, 2026
		Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
(vi) Disputed, considered credit impaired	-	-	-	-	0.01	0.13	0.14
	1,122.53	**114.52**	**4.24**	**2.33**	**1.81**	**3.15**	**1,248.58**
Less: Allowance for expected credit loss (includes credit impaired)							(5.37)
Total							**1,243.21**

	Not due	Outstanding for following periods from due date of payment					As at March 31, 2025
		Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Trade receivables - Unsecured							
(i) Undisputed, considered good	1,080.32	166.24	10.98	3.93	2.89	3.21	1,267.57
(ii) Undisputed, significant increase in credit risk	-	-	-	-	-	-	-
(iii) Undisputed, considered credit impaired	-	-	-	0.04	0.05	-	0.09
(iv) Disputed, significant increase in credit risk	-	-	-	-	-	-	-
(v) Disputed, considered good	-	-	-	-	-	-	-
(vi) Disputed, considered credit impaired	-	-	-	0.01	-	0.13	0.14
	1,080.32	**166.24**	**10.98**	**3.98**	**2.94**	**3.34**	**1,267.80**
Less: Allowance for expected credit loss (includes credit impaired)							(4.71)
Total							**1,263.09**

b) Expected loss rate

As at March 31, 2026	Not due	Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years
(i) Amara Raja Energy & Mobility Limited	0%	0%	8%	19%	100%	100%
(ii) Amara Raja Batteries Middle East (FZE)	0%	0%	0%	0%	0%	0%
(iii) Amara Raja Circular Solutions Private Limited	0%	0%	0%	0%	0%	0%
(iv) Amara Raja Advanced Cell Technologies Private Limited	0%	0%	38%	100%	100%	100%
(v) Amara Raja Power Systems Limited	0%	2%	1%	20%	39%	100%

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026
All amounts are in ₹ crores, except share data and where otherwise stated

As at March 31, 2025	Not due	Less than 6 months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years
(i) Amara Raja Energy & Mobility Limited	0%	0%	0%	100%	100%	100%
(ii) Amara Raja Batteries Middle East (FZE)	0%	0%	0%	0%	0%	0%
(iii) Amara Raja Circular Solutions Private Limited	0%	0%	0%	0%	0%	0%
(iv) Amara Raja Advanced Cell Technologies Private Limited	0%	0%	0%	0%	100%	100%
(v) Amara Raja Power Systems Limited	0%	0%	1%	21%	11%	99%

Notes:

(i) The average credit period for after market sales is one week and for sales to other customers is in the range of 0 - 180 days. No interest is charged on overdue receivables, except for overdue balances of related parties.

(ii) The Group has used a practical expedient by computing the expected credit loss allowance for doubtful trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and adjusted for forward-looking estimates. The expected credit loss allowance is based on the ageing of the receivables which are due and the rates used in the provision matrix.

(iii) Movement in the expected credit loss allowance

	As at March 31, 2026	As at March 31, 2025
Balance at the beginning of the year	4.71	6.39
Add: Provision created during the year	1.64	0.40
Less: Provision reversed /released during the year	(0.98)	(2.08)
Balance at the end of the year	**5.37**	**4.71**

Note 9(a): Cash and cash equivalents

	As at March 31, 2026	As at March 31, 2025
(a) Balances with banks		
(i) in current accounts	76.12	14.38
(ii) in EEFC accounts	39.61	139.91
(b) Cheques on hand	1.27	3.54
(c) Cash on hand*	-	0.00
(d) In deposit accounts		
(i) original maturity less than 3 months	109.00	-
Cash and cash equivalents as per the Statement of Cash Flows	**226.00**	**157.83**

Note: There are no repatriation restrictions with regards to cash and cash equivalents as at March 31, 2026 & March 31, 2025.

*Amount below ₹ 1 Lakh

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 9(b): Other bank balances

	As at March 31, 2026	As at March 31, 2025
(a) In deposit accounts		
(i) original maturity more than 3 months but less than 12 months	25.65	3.48
(b) In earmarked accounts		
(i) Dividend accounts	2.41	2.48
(ii) Balances held as margin money against guarantees given	4.61	10.82
Total	**32.67**	**16.78**

Note 10: Other assets

	As at March 31, 2026	As at March 31, 2025
Non-current		
(a) Capital advances	90.66	76.35
(b) Capital advances to related parties	34.15	71.81
(c) Prepaid expenses	1.26	1.64
(d) Balances with government authorities	17.86	15.33
(e) Other deposits (Electricity deposits, for other utilities, etc.)	52.81	51.66
Total	**196.74**	**216.79**
Current		
(a) Contractually reimbursable expenses	9.56	4.95
(b) Commercial advances	115.83	83.82
(c) Balances with government authorities (Advances, GST credit and VAT credit)	201.37	126.00
(d) Prepaid expenses	26.01	22.13
(e) Other receivables (export incentives, etc.)	29.05	24.44
(f) Balance in Gratuity Fund (net of obligations) [Refer Note 32]	-	1.87
Total	**381.82**	**263.21**

Note 11: Equity share capital

	As at March 31, 2026		As at March 31, 2025	
	Number of shares	Amount	Number of shares	Amount
(a) Authorised				
Equity shares of ₹ 1/- each	20,00,00,000	20.00	20,00,00,000	20.00
(b) Issued				
Equity shares of ₹ 1/- each	18,72,41,364	18.72	18,72,41,364	18.72
(c) Subscribed and fully paid-up				
Equity shares of ₹ 1/- each	18,30,25,364	18.30	18,30,25,364	18.30
	18,30,25,364	**18.30**	**18,30,25,364**	**18.30**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026
All amounts are in ₹ crores, except share data and where otherwise stated

Notes:

(i) Reconciliation of the number of shares and amount outstanding at the beginning and at the end of the year:

Equity shares	Number of shares	Share capital (Amount)
Balance at March 31, 2024	**18,30,25,364**	**18.30**
Changes during the year	-	-
Balance at March 31, 2025	**18,30,25,364**	**18.30**
Changes during the year	-	-
Balance at March 31, 2026	**18,30,25,364**	**18.30**

(ii) Rights, preferences and restrictions attached to the equity shares:

The Holding Company has only one class of shares referred to as equity shares having a face value of ₹ 1 each. Each holder of equity share is eligible for one vote per share held. The Company declares and pays dividends in Indian rupees and foreign currency. The dividend proposed by the Board of Directors is subject to the approval of the Shareholders in the ensuing Annual General Meeting, except in the case of interim dividend. In the event of liquidation, the holders of equity shares will be entitled to receive the remaining assets of the Holding Company after distribution of all preferential amounts, in proportion to the number of equity shares held by the shareholders.

(iii) Details of equity shares held by each shareholder holding more than 5% of the equity shares:

	As at March 31, 2026		As at March 31, 2025	
	Number of shares	%	Number of shares	%
Amara Raja Enterprises Private Limited (Formerly known as RNGalla Family Private Limited)	6,01,45,316	32.86	6,01,45,316	32.86
Nalanda India Equity Fund Limited	1,60,36,938	8.76	1,60,36,938	8.76
Life Insurance Corporation of India	1,50,22,557	8.21	1,15,48,339	6.31

(iv) Details of equity shares held by promoters at the end of the year

Promoter Name	As at March 31, 2026		As at March 31, 2025		% Change during the year
	Number of shares	%	Number of shares	%	
Amara Raja Enterprises Private Limited (Formerly known as RNGalla Family Private Limited)	6,01,45,316	32.86	6,01,45,316	32.86	0%

(v) During the year ended March 31, 2026, the Holding company incorporated the Amara Raja Energy & Mobility ESOS Trust to administer employee stock option plans (ESOPs) for eligible employees. No stock options were granted during the year.

Note 12: Other equity

	As at March 31, 2026	As at March 31, 2025
(i) Reserves and Surplus:		
(a) General reserve	987.18	890.14
This reserve is created by an appropriation from one component of equity (generally retained earnings) to another, not being an item of Other Comprehensive Income. The same can be utilised by the Group in accordance with the provisions of the Companies Act, 2013.		

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2026	As at March 31, 2025
(b) Capital reserve*	0.00	0.00
Any profit or loss on purchase, sale, issue or cancellation of the Group's own equity instruments is transferred to capital reserve.		
(c) Securities premium	702.53	702.53
This reserve represents the premium on issue of shares and can be utilised in accordance with the provisions of the Companies Act, 2013.		
(d) Retained earnings	6,449.83	5,837.82
Retained earnings represents the cumulative undistributed profits of the Group and can be utilised in accordance with the provisions of the Companies Act, 2013.		
(ii) Equity instruments through other comprehensive income	(60.08)	(60.09)
Change in fair value of equity instruments through other comprehensive income.		
(iii) Foreign Currency Translation Reserve	1.19	0.43
This reserve contains balance of foreign exchange differences from translation of financial statements of the Group's foreign subsidiary arising at the time of consolidation of such subsidiary. Exchange differences accounted in this reserve are reclassified to profit or loss on the disposal of the foreign subsidiary.		
Total	**8,080.65**	**7,370.83**

*Amount below ₹ 1 Lakh

Note 13: Borrowings

	As at March 31, 2026	As at March 31, 2025
Current		
Secured - at amortised cost		
Working capital demand loans [Refer note (i) & (ii)]	100.00	-
Cash credit from bank		
- State Bank of India [Refer Note (v)]	-	0.05
Unsecured - at amortised cost		
Working capital demand loans [Refer note (ii)]	70.00	-
Sales tax deferment loans [Refer Note (iii)]	-	0.00*
Short term credit from banks [Refer note (iv)]	106.46	144.52
Total	**276.46**	**144.57**

*Amount below ₹ 1 Lakh

Notes:

(i) The working capital demand loan has been secured by first charge on current assets of the Holding company.

(ii) Outstanding loans carry an interest rate ranging from 5.42% to 7.25% p.a.

(iii) The interest free sales tax deferment loans were availed by the Holding company under the Government of Andhra Pradesh TARGET 2000 New Industrial Policy as per which the loans are repayable at the end of the 14th year from the year in which these loans were availed. The Holding company has also entered into agreements with the Deputy Commissioner of Commercial Taxes, Chittoor in respect of the aforementioned loans as per which the repayment schedule of the loans have been determined as being repayable at the end of the 14th year from the month in which these loans were availed. The Management is however of the view that these loans are repayable at the end of the 14th year from the year in which these loans were availed in terms of the sanction of these loans by the Government of Andhra Pradesh, Commissionerate of Industries and are accordingly making an yearly repayment of these loans.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026
All amounts are in ₹ crores, except share data and where otherwise stated

(iv) Represents commercial credit card facility for payment of direct and indirect taxes with a credit period of 50 days.

(v) All fund & non fund based facilities are secured by hypothecation of stocks and receivables and all chargeable current assets of Amara Raja Power Systems Limited, with collateral security on fixed assets (Land & Building, Plant & machinery). The facility carry an interest rate of 9.4% p.a.

Note 14: Lease Liabilities*

	As at March 31, 2026	As at March 31, 2025
Non-current		
Lease liabilities	99.91	81.36
Total	**99.91**	**81.36**
Current		
Lease Liabilities	29.79	34.87
Total	**29.79**	**34.87**

*Also Refer Note 36

Note 15 : Provisions

	As at March 31, 2026	As at March 31, 2025
Non-current		
Employee benefits		
- Compensated absences	48.24	34.83
- Gratuity [Refer Note 32]	16.46	0.17
Other provisions		
- Product warranty [Refer Note 39(a)]	208.51	175.62
- Extended producer responsibilities [Refer Note 39(b)]	24.24	-
Total	**297.45**	**210.62**
Current		
Employee Benefits		
- Compensated absences	11.01	8.01
- Gratuity [Refer Note 32]	27.71	0.31
Other provisions		
- Product warranty [Refer Note 39(a)]	259.65	168.34
Total	**298.37**	**176.66**

Note 16: Deferred tax assets / liabilities (net)

The following is the analysis of deferred tax assets/(liabilities) presented in the Balance Sheet :

	As at March 31, 2026	As at March 31, 2025
(a) Deferred tax assets	37.43	7.19
(b) Deferred tax liabilities	(94.35)	(74.26)
Total	**(56.92)**	**(67.07)**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

2025-2026 Deferred tax (liabilities) / assets in relation to :	Opening balance	Recognised in profit and loss	Recognised in other comprehensive income	Closing balance
Property, plant and equipment	(88.87)	(31.41)	-	(120.28)
Financial assets measured at fair value	(12.32)	0.87	-	(11.45)
Allowance for expected credit loss	1.40	0.32	-	1.72
Provision for employee benefits	12.85	13.57	-	26.43
Unused tax losses*	12.45	20.38	-	32.83
Others	7.42	6.41	-	13.83
	(67.07)	**10.14**	**-**	**(56.92)**

*At the reporting date, the Group has unused tax losses of ₹ 130.44 (March 31, 2025: ₹ 49.47) available for offset against future profits. A deferred tax asset has been recognised in respect of ₹ 32.83 (March 31, 2025: ₹ 12.45) of such losses on the basis of the probable future taxable profits.

2024-2025 Deferred tax (liabilities) / assets in relation to :	Opening balance	Recognised in profit and loss	Recognised in other comprehensive income	Closing balance
Property, plant and equipment	(75.57)	(13.30)	-	(88.87)
Financial assets measured at fair value	(35.98)	(0.91)	24.57	(12.32)
Allowance for expected credit loss	1.68	(0.28)	-	1.40
Provision for employee benefits	13.16	(0.31)	-	12.85
Unused tax losses*	-	12.45	-	12.45
Others	7.79	(0.37)	-	7.42
	(88.92)	**(2.72)**	**24.57**	**(67.07)**

Note 17: Trade payables

	As at March 31, 2026	As at March 31, 2025
(a) Total outstanding dues of Micro enterprises and small enterprises [Refer Note 31]	90.14	73.90
(b) Total outstanding dues of creditors other than Micro enterprises and small enterprises	1,093.57	1,012.73
	1,183.71	**1,086.63**

Trade Payables ageing schedule

Particulars	Not due	Outstanding for following periods from due date of payment				As at March 31, 2026
		Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
(i) MSME	90.03	0.11	-	-	-	90.14
(ii) Other than MSME	799.51	88.46	0.26	0.13	0.16	888.52
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Other than MSME	205.05	-	-	-	-	205.05
	1,094.59	**88.57**	**0.26**	**0.13**	**0.16**	**1,183.71**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	Not due	Outstanding for following periods from due date of payment				As at March 31, 2025
		Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	
(i) MSME	73.71	0.19	-	-	-	73.90
(ii) Other than MSME	712.05	142.47	0.95	0.19	1.42	857.08
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Other than MSME	155.65	-	-	-	-	155.65
	941.41	**142.66**	**0.95**	**0.19**	**1.42**	**1,086.63**

Note 18: Other financial liabilities

	As at March 31, 2026	As at March 31, 2025
Non-current		
(a) Retention money payable	5.06	-
	5.06	**-**
Current		
(a) Unpaid dividends	2.41	2.48
(b) Interest accrued and due on borrowing	0.11	-
(c) Other payables: [Refer Note (i) below]		
(i) Payables on purchase of property, plant and equipment	394.23	208.00
(ii) Others (employee related, others) [Refer Note (ii) below]	250.11	300.13
Total	**646.86**	**510.61**

Notes:

i. Other payables includes payable to Micro & Small enterprises of ₹ 8.67 (Refer Note 31).

ii. Other liabilities includes employees related payables (including payable to Chairman & Managing Director and Executive Directors) (Refer Note 34), commission payable to Other Directors, outstanding liabilities for incentives and trade promotion schemes, etc.

Note 19: Income tax assets /liabilities (net)

	As at March 31, 2026	As at March 31, 2025
Non-Current		
Advance tax / TDS receivable (net of provisions)	5.65	18.16
Total	**5.65**	**18.16**
Current		
Income tax payable (net of advance tax)	2.74	0.08
Total	**2.74**	**0.08**

Note 20: Other liabilities

	As at March 31, 2026	As at March 31, 2025
Non-current		
(a) Revenue received in advance		

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2026	As at March 31, 2025
(i) Deferred revenue arising from government grant [Refer Note below]	98.43	99.45
(ii) Others	0.12	0.14
Total	**98.55**	**99.59**
Current		
(a) Revenue received in advance		
(i) Deferred revenue arising from government grant [Refer Note below]	15.34	11.19
(b) Statutory remittances (GST, PF, VAT, TDS, etc.)	44.99	94.81
(c) Advances from customers	66.64	57.25
(d) Accruals relating to trade promotion schemes	197.47	196.66
(e) Other current liabilities	0.07	-
Total	**324.51**	**359.91**

Note:

1. The deferred revenue of ₹ 113.77 (March 31, 2025: ₹ 110.64) arises primarily as a result of duty benefit received on import of plant and equipment under Export Promotion Capital Goods (EPCG) schemes of the Government of India. It also includes subsidy received on lease of immovable property from State Industries Promotion Corporation of Tamil Nadu. The deferred revenue will be recognised in the Statement of Profit and Loss in the proportion of depreciation charged on such assets.

2. Movement of Deferred revenue arising from government grant:

	As at March 31, 2026	As at March 31, 2025
Opening balance	110.64	90.05
Accrual of grant related to income	17.66	33.09
Grant related to income realised (Refer Note 21 & Note 37)	(14.53)	(12.50)
Closing balance	**113.77**	**110.64**

Note 21: Revenue from operations

	For the year ended March 31, 2026	For the year ended March 31, 2025
a. Sale of products (Refer Note (i) below)	13,665.39	12,698.56
b. Sale of services (Refer Note (ii) below)	94.56	87.08
c. Other operating revenues (Refer Note (iii) below)	54.05	60.68
Total	**13,814.00**	**12,846.32**
Notes:		
(i) Sale of products comprises:		
Manufactured goods		
- Storage batteries	12,046.60	10,915.26
- Others	90.65	100.76
Sub-total - Sale of manufactured goods	**12,137.25**	**11,016.02**
Traded goods		
- Storage batteries and components	1,095.73	1,329.85
- Home UPS	199.99	185.00
- Others	232.42	167.69
Sub-total - Sale of traded goods	**1,528.14**	**1,682.54**
Total - Sale of products	**13,665.39**	**12,698.56**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	For the year ended March 31, 2026	For the year ended March 31, 2025
(ii) Sale of services comprise:		
- Installation and Commissioning	11.61	7.56
- Operational maintenance services	69.76	58.28
- Others (subject and other matters experts, service charges, etc.)	13.19	21.24
Total - Sale of services	**94.56**	**87.08**
(iii) Other operating revenues comprise:		
- Sale of process scrap	5.49	8.30
- Export benefits (including RoDTEP, Duty Drawback & EPCG benefits) [Refer Note (iv) below]	48.56	52.38
Total - Other operating revenues	**54.05**	**60.68**

(iv) Includes ₹ 14.43 (for the year ended March 31, 2025: ₹ 12.33) recognised as income in proportion to the depreciation charged to the Statement of Profit and Loss. [Refer Note 20]

(v) Reconciliation of gross revenue with the revenue from contracts with customers:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Gross Revenue	14,137.74	13,257.88
Less: Incentives and Discounts	(372.30)	(463.94)
Net revenue recognised from Contracts with Customers	**13,765.44**	**12,793.94**
Add: Export benefits	48.56	52.38
Total revenue from operations	**13,814.00**	**12,846.32**

(vi) Geographical information

The Group operates in India and makes certain sales to customers situated outside India. The revenue from external customers by location of customers is detailed below.

	For the year ended March 31, 2026	For the year ended March 31, 2025
India	12,129.63	11,166.67
Outside India	1,684.37	1,679.65
Total	**13,814.00**	**12,846.32**

Note 22: Other income

	For the year ended March 31, 2026	For the year ended March 31, 2025
a) Interest income		
(i) Interest income earned on financial assets that are not designated as at FVTPL		
- Bank deposits (at amortised cost)	1.17	1.93
- Other financial assets carried at amortised cost	0.18	0.13
- Unwinding of discounts on rental deposits	0.32	0.30
	1.67	**2.36**
b) Dividend income		
(i) Dividend from equity investments designated as at FVTOCI	0.02	0.01
	0.02	**0.01**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	For the year ended March 31, 2026	For the year ended March 31, 2025
c) Other non-operating income		
(i) Interest income on financial assets carried at amortised cost	2.59	3.29
(ii) Sale of non process scrap	13.00	12.16
(iii) Liabilities no longer required written back	4.08	6.04
(iv) Reversal of allowance for expected credit loss on trade receivables	0.12	0.23
(v) Others	19.51	16.16
	39.30	**37.88**
d) Other gains and losses		
(i) Gain on disposal of mutual fund units	20.09	29.01
(ii) Net foreign exchange gains	39.80	38.27
(iii) Net gain arising on current financial assets mandatorily measured at FVTPL [Refer Note below]	4.04	7.37
(iv) Gain on de-recognition of Right-of-use assets	1.26	0.69
	65.19	**75.34**
Total (a+b+c+d)	**106.18**	**115.59**

Note:

The amount represents the increase in fair value on non-derivative current investments which are mandatorily measured at fair value. [Refer Note 5]

Note 23: Changes in inventories of finished goods, work-in-progress and stock-in-trade

	For the year ended March 31, 2026	For the year ended March 31, 2025
Inventories at the beginning of the year		
Finished goods	651.01	600.36
Work-in-progress	436.74	404.39
Stock-in-trade	277.95	197.02
[A]	**1,365.70**	**1,201.77**
Inventories at the end of the year		
Finished goods	894.58	651.01
Work-in-progress	513.49	436.74
Stock-in-trade	186.09	277.95
[B]	**1,594.16**	**1,365.70**
Total changes in inventories of finished goods, work-in-progress and stock-in-trade [A-B]	**(228.46)**	**(163.93)**

Note 24: Employee benefits expense

	For the year ended March 31, 2026	For the year ended March 31, 2025
(a) Salaries, wages and bonus	776.47	672.81
(b) Contribution to provident and other funds [Refer Note 32]	68.72	59.16
(c) Staff welfare expenses	109.76	91.07
Total	**954.95**	**823.04**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 25: Finance costs

	For the year ended March 31, 2026	For the year ended March 31, 2025
(a) Interest costs:		
(i) Interest on term loan	-	1.85
(ii) Interest on working capital facilities	0.10	0.11
(b) Other borrowing costs:		
(i) Unwinding of discounts on warranty provision [Refer Note 39]	18.42	17.42
(ii) Interest on leases liabilities [Refer Note 36]	11.45	9.89
(iii) Others	14.55	15.03
Total	**44.52**	**44.30**

Note 26: Depreciation and amortisation expense

	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation of property, plant and equipment (including on right-of-use assets) [Refer Note 3.1 and 3.2]	587.12	495.75
Amortisation of intangible assets [Refer Note 4]	22.64	30.27
Less: Depreciation capitalised to property, plant and equipment/ capital work-in-progress	(2.58)	(0.36)
Total	**607.18**	**525.66**

Note 27: Other expenses

	For the year ended March 31, 2026	For the year ended March 31, 2025
Consumption of stores and spares (including packing material)	184.30	167.55
Tools consumed	1.84	1.61
Power and fuel	259.32	352.65
Rent	4.25	4.30
Repairs and maintenance		
- Plant and machinery	17.61	13.88
- Buildings	7.66	8.08
- Others	24.27	12.50
Insurance	65.35	67.08
Rates and taxes	70.53	9.52
Communication	4.68	3.61
Travelling and conveyance	46.55	41.50
Outward freight and handling charges	366.35	352.25
Advertisement and sales promotion	107.49	76.76
Expenditure on Corporate Social Responsibility (Refer Note 44)	22.70	19.85
Legal and professional	79.87	93.08
Payment to auditors	2.18	1.87
Bad trade receivables written off (net)	0.32	0.78
Changes in expected credit loss of trade receivables	1.64	0.40
Loss allowance for doubtful advances and other receivables	3.10	0.59
Loss on sale of property, plant and equipment (net) / written off	8.10	5.05
Net loss arising on Non Current financial assets measured at FVTPL	-	0.04
Warranty expenses (net)	442.47	314.70

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	For the year ended March 31, 2026	For the year ended March 31, 2025
Service expenses	54.63	46.95
Printing and stationery	2.53	2.90
Miscellaneous expenses	209.06	129.77
Total	**1,986.80**	**1,727.27**

Note 28: Income tax recognised in the statement of profit or loss

	For the year ended March 31, 2026	For the year ended March 31, 2025
Current Tax		
In respect of the current year	319.68	324.71
In respect of the prior years	1.58	1.07
Total	**321.26**	**325.78**
Deferred Tax		
In respect of the current year	(10.14)	2.72
Total	**(10.14)**	**2.72**
Total income tax expense recognised	**311.12**	**328.50**

The income tax expense for the year can be reconciled to the accounting profit as follows:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit before tax	**1,206.89**	**1,273.17**
Income tax expense calculated at 25.168% (2025-26 : 25.168%)	303.75	320.43
Effect of taxation of prior year	1.58	1.07
Tax effects of amounts which are not deductible in determining taxable profit	6.62	9.55
Impact of deferred tax in relation to taxes of earlier years	0.54	1.14
Effect of concessions and allowances	(1.40)	(4.54)
Others	0.03	0.85
Income tax expense recognised in the statement of profit or loss	**311.12**	**328.50**

Note:

The tax rate used for the year 2025-2026 and 2024-2025 reconciliations above is the corporate tax rate of 25.168% payable by corporate entities in India on taxable profits under the Indian tax law.

Note 29: Exceptional items

a. Insurance claim

On January 30, 2023, a fire broke out at one of the manufacturing facilities of the Holding company at Chittoor, Andhra Pradesh which caused damage to the Holding company's property, plant and equipment and inventories. There were no loss of lives. The Holding company recognised a loss of ₹ 438.56 arising from such incident and the said losses and the corresponding credit arising from the insurance claim receivable were presented on a net basis during the year ended March 31, 2023.

During the year ended March 31, 2026, the Holding company has received the full and final settlement of ₹ 186.72 from the Insurance Company as full and final settlement payment towards the insurance claim pertaining to reinstatement of property, plant and equipment lodged on account of damage to its assets due to the fire accident at its manufacturing facility in Chittoor on January 30, 2023. An amount of ₹ 181.15 representing difference between the amount received and the insurance claim receivable recognised in books, has been recognised as exceptional item in the Statement of Profit and Loss for the year ended March 31, 2026.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026
All amounts are in ₹ crores, except share data and where otherwise stated

In addition to the above, the Holding company has also received an amount of ₹ 121.79 in respect to the 'Business interruption claim' and the same is presented under exceptional items in the Statement of Profit and Loss.

b. Wage code

On November 21, 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labour Codes') which consolidate twenty-nine existing labour laws into a unified framework governing employee benefits during employment and post-employment.

Based on the draft rules and FAQs issued by the ministry of labour and employment and best available information, the Group has assessed the implications of Labour Codes which has resulted in increase in gratuity liability arising out of past service cost by ₹ 47.63. Considering the impact arising out of an enactment of the new legislation is an event of non-recurring nature, the Group has presented the incremental impact as an "Exceptional Item" for the year ended March 31, 2026. The Group continues to monitor the finalisation of central/state rules and other developments pertaining to labour codes and would provide appropriate accounting effect based on the developments, if any.

Note 30: Contingent liabilities and commitments

(i) Contingent Liabilities (to the extent not provided for) :

Claims against the Company not acknowledged as debt

	As at March 31, 2026	As at March 31, 2025
Matters under dispute:		
- Excise duty / Service tax / Customs	95.28	97.34
- Sales tax/VAT and GST	90.12	81.48
- Income tax	45.45	30.02
- Electricity related (Refer Note below)	54.33	45.61
- Other claims not acknowledged as debt	100.16	8.85

It is not practicable for the Group to estimate the closure of these issues and the consequential timings of cash flows, if any, in respect of the above.

Note:

Includes an amount of ₹ 10.54 (March 31, 2025: ₹ 10.54) which has been claimed by Andhra Pradesh Gas Power Corporation Limited ('APGPCL') with respect to the power supplied by it to the Holding Company through Andhra Pradesh Southern Power Distribution Corporation Limited ('APSPDCL'). The Management of the Holding Company has contended that the said dues charged by APSPDCL as part of the regular electricity bills has been duly discharged by the Company to APSPDCL.

APGPCL has also consequently placed a lien on the investment held by the Holding Company in it for non-payment of dues. The Management of the Holding Company has initiated arbitration proceedings against the claim and the said action of APGPCL and is confident of a favourable outcome in this matter.

(ii) Commitments:

	As at March 31, 2026	As at March 31, 2025
(a) Estimated amount of contracts remaining to be executed on capital account and not provided for (net of capital advances).	1,056.31	822.55
(b) The Group has certain outstanding export obligations/ commitments which the Management is confident of meeting within the stipulated period of time / obtaining suitable extensions, wherever required.		

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	As at March 31, 2026	As at March 31, 2025
(c) The Group has entered into a Memorandum of Understanding with the Government of Telangana for setting up of new energy related projects in the State of Telangana. As part of the Memorandum of Understanding, Amara Raja Advanced Cell Technologies Private Limited ('ARACT') has during the year executed an 'Agreement for sale of plot' with Telangana State Industrial Infrastructure Corporation Limited (TSIIC) for purchase of land to set up advanced chemistry cells manufacturing facility and battery pack assembly unit. Under the said agreement, ARACT has committed ₹ 1,000 as fixed capital investment in the project. Of which an amount of ₹ 649.70 (FY 2024-25 ₹ 286.73) has been spent.		
(d) The Holding company has committed a capital investment of ₹ 495.51 to the State Industries Promotion Corporation of Tamil Nadu Limited upon entering into a lease agreement for land in Cheyyar for 99 years.		
(e) As per the Battery Waste Management Rules, 2022, as amended, the Group has an obligation to complete the Extended Producer Responsibility (EPR) targets based on batteries placed in the market. The Group is confident of fulfilling the obligation of EPR targets through the generation of required EPR credits from waste batteries collection and other approved mechanisms.		
(f) As per the E-Waste (Management) Rules, 2022, as amended, the Holding company has an obligation to complete the Extended Producer Responsibility (EPR) targets. The obligation for a financial year is measured based on sale of inverters made in the preceding 7th year. The Holding company shall fulfil its obligation for the current financial year through purchase of EPR credits. The Holding company believes that it will have an e-waste obligation for future years, only if it participate in the market in such years.		

Note 31: Based on and to the extent of information available with the Group under Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act), the relevant particulars as at reporting date are furnished below:

Particulars	As at March 31, 2026^	As at March 31, 2025^
(i) Principal amount due to suppliers under MSMED Act and remaining unpaid as at the end of the year*	98.81	90.15
(ii) Interest accrued and due to suppliers under MSMED Act on the above amount as at the end of the year	0.04	0.00
(iii) Principal amounts paid to suppliers under MSMED Act (other than interest) beyond the appointed day, during the year	13.36	1.07
(iv) Interest paid to suppliers under MSMED Act (Section 16) beyond the appointed day, during the year	0.02	-
(v) Interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the period) but without adding interest specified under the Micro, Small and Medium Enterprises Act, 2006	0.04	0.01
(vi) The amount of interest accrued and remaining unpaid at the end of each accounting year (ii) + (v)	0.08	0.01

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for the year ended March 31, 2026
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Particulars	As at March 31, 2026^	As at March 31, 2025^
(vii) Interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprises	0.08	0.01

* includes ₹ 8.67 (March 31, 2025: ₹ 16.26) payable towards other current financial liabilities (Refer Note 18).

^ includes payable towards payments for purchase of property, plant and equipment including capital work-in-progress.

Dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the Management.

Note 32: Employee benefits

The Group has adopted Indian Accounting Standard - 19 (Ind AS 19) on 'Employee Benefits'. These consolidated financial statements include the obligations as per the requirement of this standard except for the subsidiary which is incorporated outside India which has determined the valuation provision for employee benefits as per the requirements of Sharjah, U.A.E. In the opinion of the Management the impact of this deviation is not considered material.

a. Defined contribution plans

The Group makes Provident Fund, Superannuation Fund, National Pension Scheme (NPS) and Employees' State Insurance Scheme contributions which are defined contribution plans, for qualifying employees and recognises such contributions in the Statement of Profit and Loss. Contributions made to the defined benefit plans were:

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Provident Fund	26.80	23.80
Superannuation Fund	22.38	22.12
National Pension scheme (NPS)	2.55	1.47
Employees' State Insurance Scheme	6.31	5.25

b. Defined benefit plans

The Group provides to the eligible employees defined benefit plans in the form of gratuity. The gratuity plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 days' salary payable for each completed year of service. Vesting occurs upon completion of five continuous years of service. The measurement date used for determining retirement benefits for gratuity is March 31.

These plans typically expose the Group to actuarial risks such as investment risk, interest rate risk, longevity risk and salary risk.

Risk Management:

Investment risk - The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

Interest rate risk - The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to market yields at the end of the reporting period on government bonds. A decrease in yields will increase the fund liabilities and vice-versa.

Longevity risk - The present value of defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

Salary risk - The present value of the defined benefit plan is calculated with reference to the future salaries of participants under the plan. Increase in salary due to adverse inflationary pressures might lead to higher liabilities.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

(i) Balance Sheet

The assets, liabilities and surplus / (deficit) position of the defined benefit plans at the Balance Sheet date were:

	As at March 31, 2026	As at March 31, 2025
Present value of obligation	147.82	94.72
Fair value of plan assets	(103.65)	(96.11)
Net liability/(asset) recognized in the Balance Sheet	**44.17**	**(1.39)**

(ii) Movements in Present Value of Obligation and Fair Value of Plan Assets

	Plan Assets	Plan Obligation	Total Net
As at March 31, 2024	**93.67**	**89.30**	**(4.37)**
Current service cost	-	5.64	5.64
Past service cost	-	-	-
Interest cost	-	6.14	6.14
Interest income	6.46	-	(6.46)
Actuarial (gain)/loss arising from changes in financial assumptions	-	2.70	2.70
Actuarial (gain)/loss arising due to experience	-	(1.20)	(1.20)
Contributions	3.37	-	(3.37)
Benefit payments	(4.03)	(4.03)	-
Return on plan assets, excluding interest income	0.47	-	(0.47)
Transfer between Group Companies	(3.83)	(3.83)	-
As at March 31, 2025	**96.11**	**94.72**	**(1.39)**
Current service cost	-	8.45	8.45
Past service cost (Refer Note 29(b))	-	47.63	47.63
Interest cost	-	7.44	7.44
Interest income	6.63	-	(6.63)
Actuarial (gain)/loss arising from changes in financial assumptions	-	(4.96)	(4.96)
Actuarial (gain)/loss arising due to experience	-	(1.37)	(1.37)
Contributions	4.03	-	(4.03)
Benefit payments	(4.31)	(4.31)	-
Return on plan assets, excluding interest income	0.97	-	(0.97)
Transfer to Group Companies	0.22	0.22	-
As at March 31, 2026	**103.65**	**147.82**	**44.17**

(iii) Statement of Profit and Loss

The charge to the Statement of Profit and Loss comprises:

	For the year ended March 31, 2026	For the year ended March 31, 2025
Employee Benefit Expenses		
Current service cost	8.45	5.64
Past service cost (Refer Note 29(b))	47.63	-
Interest cost	7.44	6.14
Interest income	(6.63)	(6.46)
Net impact on profit before tax	**56.89**	**5.32**
Remeasurement of the net defined benefit plan		
Actuarial (gain)/loss arising from changes in financial assumptions	(4.96)	2.70

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for the year ended March 31, 2026

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	For the year ended March 31, 2026	For the year ended March 31, 2025
Actuarial (gain)/loss arising due to experience	(1.37)	(1.20)
Return on plan assets, excluding interest income	(0.97)	(0.47)
Net impact on other comprehensive income before tax	**(7.30)**	**1.03**

(iv) Assets

The major categories of plan assets as a % of the total plan assets

	As at March 31, 2026	As at March 31, 2025
Funded with Life Insurance Corporation of India	100%	100%

(v) Assumptions

With the objective of presenting the plan assets and plan obligations of the defined benefits plans at their fair value on the Balance Sheet, assumptions under Ind AS 19 are set by reference to market conditions at the valuation date.

	As at March 31, 2026	As at March 31, 2025
Discount rate	7.16% - 7.23%	6.71%
Withdrawal rate	10.00%	10.00%
Salary escalation rate	7.00% - 7.50%	7.00% - 10%

The estimates of future salary increases, considered in actuarial valuation, takes into account inflation, seniority, promotion and other relevant factors such as supply and demand factors in the employment market.

Demographic assumptions

Mortality in Service: Indian Assured Lives Mortality 2012-14 (Urban)

(vi) Sensitivity analysis

The sensitivity of the overall plan obligations to changes in the weighted key assumptions are:

	As at March 31, 2026		As at March 31, 2025	
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(8.02)	9.03	(5.10)	5.73
Salary escalation rate (1% movement)	7.71	(7.15)	4.85	(4.54)

The sensitivity analysis above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the year and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. When calculating the sensitivity to the assumption, the same method used to calculate the liability recognised in the Balance Sheet has been applied. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared with the previous year.

(vii) Maturity analysis

Maturity profile of defined benefit obligation:

	As at March 31, 2026	As at March 31, 2025
Within 1 year	17.42	10.88
1-2 year	16.28	10.23
2-3 year	17.73	11.01

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

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	As at March 31, 2026	As at March 31, 2025
3-4 year	17.50	11.12
4-5 year	15.77	10.75
6-10 year	63.10	40.23
> 10 Year	101.49	53.94

The Group expects to contribute ₹ 28.62 (March 31, 2025: ₹ 4.15) to its defined benefit plans during the next fiscal year.

Note 33: Segment reporting

A. Description of segments and principal activities:

The identification of operating segments is based on and consistent with performance assessment and resource allocation by the Chief Operating Decision Maker (CODM). The Group's Chairman & Managing Director who has been identified as the CODM examines the Group's performance on the basis of its business units and has identified two reportable segments:

i) **Lead acid batteries and allied products:** The lead acid business include manufacture and sale of lead acid storage batteries for both automotive and industrial applications including manufacture and sale of its related components.

ii) **New energy business:** The new energy business includes primarily manufacture and sale of li-thium ion battery packs, chargers and other allied products.

Segment revenue, segment results and other information

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
A. Segment revenue (Revenue from Operations):		
Lead acid batteries and allied products	13,005.29	12,345.13
New energy business	808.71	501.19
Revenue from operations	**13,814.00**	**12,846.32**
B. Segment results		
Lead acid batteries and allied products	1,270.46	1,233.63
New energy business	(135.15)	(45.89)
Total Segment Results	**1,135.31**	**1,187.74**
Add / (Less) :		
Other un-allocable income net of un-allocable expenditure	71.58	85.43
Total Profit before tax	**1,206.89**	**1,273.17**

Particulars	As at March 31, 2026	As at March 31, 2025
C. Segment assets		
Lead acid batteries and allied products	8,287.69	7,838.69
New energy business	1,843.50	961.51
Total Segment Assets	**10,131.19**	**8,800.20**
Un-allocated Corporate Assets	1,325.53	1,368.09
Total Assets	**11,456.72**	**10,168.29**
D. Segment liabilities		
Lead acid batteries and allied products	2,558.31	2,430.53
New energy business	303.48	127.30
Total Segment Liabilities	**2,861.79**	**2,557.83**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	As at March 31, 2026	As at March 31, 2025
Un-allocated liabilities	495.97	221.33
Total Liabilities	**3,357.76**	**2,779.16**
E. Capital Employed [C-D]	**8,098.96**	**7,389.13**

Unallocable corporate income includes majorly interest income, Net foreign exchange gain, dividends and investment related gains. Unallocable expenditure includes majorly donations and corporate social responsibility expenses not allocated to segments. Unallocable corporate assets comprise majorly bank balance, investments and goodwill, tax assets and others. Unallocable liabilities comprise majorly tax liabilities, borrowings and others.

Note 34: Related party transactions

(a) Details of related parties

Entity exercising significant influence

Amara Raja Enterprises Private Limited (Formerly know as "RNGalla Family Private Limited")

Key Management Personnel (KMP)

Jayadev Galla	Chairman & Managing Director
Harshavardhana Gourineni	Executive Director
Vikramadithya Gourineni	Executive Director
Ramasamy Annush	Independent Director
Amar Patnaik	Independent Director
Radhika Shapoorjee (from May 22, 2025)	Independent Director
Bhairavi Jani (till August 14, 2025)	Independent Director
N Sri Vishnu Raju (till August 5, 2024)	Independent Director
T R Narayanaswamy (till August 5, 2024)	Independent Director
Daiva Prakash G*	Whole time director
Muralimohan Reddy Penna*	Director & Chief Executive Officer
Delli Babu Y	Chief Financial Officer
Rachapudi Murali Krishna*	Chief Financial Officer
Vikas Sabharwal	Company Secretary
Naresh Kumar Miryala*	Company Secretary
Ravali Mulagada*	Company Secretary

Relative of Key Management Personnel^

Dr. Ramachandra N. Galla	Relative of Jayadev Galla
Dr. Ramadevi Gourineni	Relative of Jayadev Galla
G. Amara Kumari	Relative of Jayadev Galla
Ashok Galla	Relative of Jayadev Galla
Siddharth Galla	Relative of Jayadev Galla

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Entities in which KMP / Relatives of KMP exercise significant influence^

Rajanna Foundation
Amara Raja Education Society
Amara Raja Electronics Limited
Amara Raja Design Alpha Private Limited
G2 Healthcare Private Limited
Golkonda Resorts Private Limited
Jayabheri Automotives Private Limited

Subsidiaries of the entity exercising significant influence

Mangal Industries Limited
Amara Raja Infra Private Limited

* Pertaining to Subsidiaries of the Holding company.

^ Related parties are disclosed to the extent of transactions with such related parties.

(b) Transactions with the above related parties during the year were:

Particulars	For the year ended	
	March 31, 2026 *	March 31, 2025 *
Sale of goods (Net of sale returns)		
Amara Raja Electronics Limited	(0.01)	0.24
Mangal Industries Limited	0.21	0.49
Amara Raja Infra Private Limited	0.80	0.05
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	-	0.04
Jayadev Galla	-	0.03
Rental Income		
Mangal Industries Limited	1.59	0.42
Amara Raja Electronics Limited	-	1.19
Sale of property, plant and equipment including capital work-in-progress		
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	-	0.00#
Mangal Industries Limited	-	2.81
Amara Raja Infra Private Limited	-	0.38
Purchase of goods		
Amara Raja Electronics Limited	212.14	209.62
Mangal Industries Limited	400.32	357.53
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	1.07	0.80
Availing of services		
Amara Raja Infra Private Limited	148.30	128.35
Rajanna Foundation	0.90	0.48
G2 Healthcare Private Limited	1.58	0.59
Amara Raja Design Alpha Private Limited	-	0.18
Golkonda Resorts Private Limited	-	0.06
Jayabheri Automotives Private Limited	-	0.15
Purchase of property, plant and equipment including capital work-in-progress		
Amara Raja Design Alpha Private Limited	0.20	-

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All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	For the year ended	
	March 31, 2026 *	March 31, 2025 *
Amara Raja Electronics Limited	40.21	-
Mangal Industries Limited	55.54	80.15
Amara Raja Infra Private Limited	579.63	443.96
Jayabheri Automotives Private Limited	0.15	-
Royalty Expense		
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	6.76	-
Rent Expense		
Jayadev Galla	5.69	5.37
Dr. Ramachandra N. Galla	0.68	0.66
Dr. Ramadevi Gourineni	5.29	4.99
Harshavardhana Gourineni	0.04	0.04
Vikramadithya Gourineni	0.04	0.03
G. Amara Kumari	0.05	0.05
Ashok Galla	0.03	0.03
Siddharth Galla	0.03	0.03
Amara Raja Infra Private Limited	2.43	2.43
Mangal Industries Limited	-	0.29
Donation Expense (including CSR Expense)		
Rajanna Foundation	17.40	17.13
Amara Raja Education Society	10.00	10.00
Expenses reimbursed to		
Amara Raja Electronics Limited	0.00 #	0.01
Amara Raja Infra Private Limited	1.13	-
Mangal Industries Limited	0.17	2.66
Rajanna Foundation	0.00 #	-
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	0.01	0.05
Dividends Paid (including interim dividend)		
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	63.75	62.55
Expenses recovered from		
Amara Raja Electronics Limited	2.06	1.60
Mangal Industries Limited	11.43	11.91
Amara Raja Infra Private Limited	18.28	13.83
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	1.56	1.74
Interest Income		
Amara Raja Electronics Limited	0.02	0.01
Mangal Industries Limited	0.01	0.04
Amara Raja Infra Private Limited	0.10	0.05
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	0.01	0.01
Remuneration		
Jayadev Galla	62.95	67.29
Harshavardhana Gourineni	31.48	33.64
Vikramadithya Gourineni	31.48	33.64
Independent directors	1.31	1.13
Other KMP's	5.03	3.36

* Transactions have been disclosed net of applicable taxes.

Amount below ₹ 1 lakh

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All amounts are in ₹ crores, except share data and where otherwise stated

(c) Balances receivable from / payable to related parties are as follows:

Particulars	As at March 31, 2026	As at March 31, 2025
Trade Receivables		
Mangal Industries Limited	0.01	0.00#
Amara Raja Infra Private Limited	0.38	-
Amara Raja Electronics Limited	-	0.20
Other Receivables		
Amara Raja Infra Private Limited	0.73	-
Receivables on sale of Property, plant and equipment		
Amara Raja Infra Private Limited	-	0.01
Security Deposits		
Jayadev Galla	2.31	2.30
Dr. Ramachandra N. Galla	0.32	0.32
Dr. Ramadevi Gourineni	2.23	2.22
Interest Receivable		
Amara Raja Electronics Limited	0.00 #	0.00 #
Mangal Industries Limited	0.00 #	0.00 #
Amara Raja Infra Private Limited	0.02	0.02
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	0.00 #	0.00 #
Rent Receivable		
Mangal Industries Limited	0.34	0.05
Advances (including contractually reimbursable expenses)		
Amara Raja Electronics Limited	6.64	1.27
Mangal Industries Limited	4.41	2.50
Amara Raja Infra Private Limited	39.78	74.72
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	0.48	0.39
Rajanna Foundation	-	0.00 #
Trade payables		
Amara Raja Electronics Limited	7.90	6.81
Mangal Industries Limited	9.19	12.33
Amara Raja Infra Private Limited	34.48	15.24
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	0.01	-
Payables on purchase of Property, plant and equipment including capital work-in-progress		
Mangal Industries Limited	12.45	16.37
Amara Raja Infra Private Limited	170.50	71.44
Other Payables		
Rajanna Foundation	4.48	6.48
Amara Raja Infra Private Limited	0.74	0.03
Amara Raja Enterprises Private Limited (formerly known as "RN Galla Family Private Limited")	0.00 #	-

Amount below ₹ 1 lakh

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	As at March 31, 2026	As at March 31, 2025
Other Payables (Employee Related)		
Jayadev Galla	60.05	64.38
Harshavardhana Gourineni	30.27	32.44
Vikramadithya Gourineni	30.27	32.44
Rent Payable		
Jayadev Galla	0.53	0.49
Dr. Ramachandra N. Galla	0.06	0.06
Dr. Ramadevi Gourineni	0.58	0.49
Harshavardhana Gourineni	0.03	0.04
Vikramadithya Gourineni	0.03	0.03
G. Amara Kumari	0.04	0.05
Ashok Galla	0.02	0.03
Siddharth Galla	0.02	0.03
Amara Raja Infra Private Limited	0.44	-
Capital commitments (Refer note 30(ii))		
Mangal Industries Limited	14.40	16.68
Amara Raja Infra Private Limited	364.72	430.19
Amara Raja Design Alpha Private Limited	0.24	0.17

Note 35: Earnings per share (EPS)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Profit for the year (in ₹ crores) [A]	895.77	944.67
Weighted average number of equity shares outstanding during the year (No's) [B]	18,30,25,364	18,30,25,364
Earnings per share (Face Value of ₹ 1 per share)		
- Basic (in ₹) [A/B]	48.95	51.62
- Diluted (in ₹) [A/B]	48.95	51.62

Note 36: Leases

(i) The Group's leased asset primarily consist of leases for land and buildings for factory premises, warehouses and branch offices having various lease terms. The Group also has certain leases with lease term of 12 months or less. The Group applies the 'short-term lease' recognition exemption for these leases. Payment made towards leases of low value assets are recognised in the Statement of Profit and Loss as rent expense over the tenure of such leases.

Particulars	As at March 31, 2026	As at March 31, 2025
(ii) The following is the breakup of current and non-current lease liabilities		
Current liabilities (refer note 14)	29.79	34.87
Non-current liabilities (refer note 14)	99.91	81.36
	129.70	**116.23**
(iii) The following is the movement of lease liabilities during the year ended March 31:		
Balance at the beginning	116.23	103.36
Additions during the year	66.42	52.47
Deletions during the year	(14.75)	(6.03)
Finance cost accrued during the year	11.45	9.89
Payment of lease liabilities	(49.65)	(43.46)
Balance at the end	**129.70**	**116.23**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Particulars	As at March 31, 2026	As at March 31, 2025
(iv) Contractual maturities of lease liabilities		
Less than one year	45.06	34.87
One to five years	87.40	77.45
More than five years	31.29	3.91
	163.75	**116.23**

(v) Amount recognised in the statement of profit and loss

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation charge of right-of-use assets	45.97	39.82
Finance cost accrued during the year (included in finance cost) (refer note 25)	11.45	9.89
Expense related to short term leases and low value leases (included in other expense) (refer note 27)	4.25	4.30
	61.67	**54.01**

Note 37: Revenue expenditure capitalized to Property, plant and equipment/ capital work-in-progress

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
(a) Cost of material consumed (net) [Refer Note below]	14.62	3.51
(b) Power and Fuel	2.79	2.41
(c) Depreciation and amortization expense [net of deferred revenue arising from government grant of ₹ 0.10 (year ended March 31, 2025: ₹ 0.17)]	2.48	0.19
(d) Employee benefits expense	11.97	9.77
(e) Others	0.97	2.78
Total	**32.83**	**18.66**

Note: Net of income from sale of batteries, scrap, etc., ₹ 11.72 (year ended March 31, 2025: ₹ 2.67)

Note 38: Details of expenditure incurred on research and development pertaining to Holding Company

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue expenditure:		
(a) Cost of materials consumed	0.04	0.19
(b) Consumption of stores and spares (including secondary packing material)	0.42	1.20
(c) Employee benefits expense	9.41	7.83
(d) Power and fuel	0.88	1.06
(e) Others	2.55	2.16
Total Revenue expenditure [A]	**13.30**	**12.44**
Capital expenditure [B]	**1.40**	**1.28**
Total [A+B]	**14.70**	**13.72**

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 39: Details of Provisions

(a) Provision for warranty:

(i) Provision for warranty is made for estimated warranty claims in respect of sale of certain storage batteries, battery chargers, integrated power supply systems & EV chargers which are still under warranty at the end of the reporting period, the estimated cost of which is accrued at the time of sale. These claims are expected to be settled as and when warranty claims arise. The provision for warranty claims represents the present value of the Management's best estimate of the future outflow of economic benefits that will be required under the Group obligation for warranties. Management estimates the provision based on historical warranty claim information and may vary as a result of new materials, altered manufacturing processes or other events affecting product quality. The products are generally covered under a free warranty period ranging from 6 months to 60 months.

(ii) The disclosure of provisions movement as required under the provisions of Ind AS 37 is as follows:-

	As at March 31, 2026	As at March 31, 2025
Balance as at April 1	**343.96**	**279.78**
Additional provisions recognised, net	414.35	284.87
Amount utilised during the year	(308.56)	(238.11)
Unwinding of discount and effect of changes in the discount rate	18.42	17.42
Balance as at March 31	**468.16**	**343.96**
Out of the above,		
Classified under Non-current provisions (Refer Note 15)	208.51	175.62
Classified under Current provisions (Refer Note 15)	259.65	168.34

(b) Provision for Extended producer responsibilities:

(i) The provision for Extended Producer Liabilities represents the estimated obligation towards compliance with the Extended Producer Responsibility (EPR) requirements under the Battery Waste Management Rules, 2022. The obligation has been determined based on the estimated cost of procuring EPR certificates corresponding to the target dry weight of batteries placed in the market, net of the expected EPR certificates to be generated through collection and recycling of waste batteries. The Group expects to fulfil its Extended Producer Responsibility (EPR) obligations for the next financial year through anticipated collections, net of EPR certificates available for compliance. Accordingly, the related provision has been classified as a non-current liability.

(ii) The disclosure of provisions movement as required under the provisions of Ind AS 37 is as follows:-

	As at March 31, 2026	As at March 31, 2025
Balance as at April 1	**-**	**-**
Additional provisions recognised (net)	46.15	-
Amount utilised during the year	(21.91)	-
Balance as at March 31	**24.24**	**-**
Out of the above,		
Classified under Non-current provisions (Refer Note 15)	24.24	-
Classified under Current provisions (Refer Note 15)	-	-

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for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 40: Financial instruments and related disclosures

A. Capital Management

The Group's capital management objective is to safeguard its ability to continue as going concern and support its strategic priorities. It aims to provide adequate capital to its businesses for growth and creation of sustainable stakeholder value through an optimum mix of debt and equity within the overall capital structure.

The capital structure of the Group is based on Management's judgment of its strategic capital requirements with a focus on gearing ratio. Gearing ratio is net debt divided by total equity. Net debt includes interest bearing loans and borrowings, less cash and bank balances.

The Group's management and the Board of Directors monitor the return on capital as well as the level of dividends to shareholders. The Group may take appropriate steps in order to maintain, or if necessary, adjust its capital structure. The Group is not subject to any externally imposed capital requirements.

Particulars	As at March 31, 2026	As at March 31, 2025
a. Total equity	8,098.96	7,389.13
b. Borrowings	276.46	144.57
c. Cash and bank balances (refer note 9(a) and 9(b))	258.67	174.61
d. Net debt (d = b-c)	**17.79**	**(30.04)**
e. Gearing ratio (e = d/a)	**0.00**	**(0.00)**

B. Categories of Financial Instruments

Particulars	Carrying value		Fair value	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Financial assets				
Measured at amortised cost				
(i) Cash and cash equivalents	226.00	157.83	226.00	157.83
(ii) Other bank balances	32.67	16.78	32.67	16.78
(iii) Trade receivables	1,243.21	1,263.09	1,243.21	1,263.09
(iv) Other financial assets	39.95	36.00	39.95	36.00
Measured at FVTOCI				
(i) Investments in equity instruments	351.89	351.90	351.89	351.90
Measured at FVTPL				
(i) Investments in equity instruments	-	0.19	-	0.19
(ii) Current investment- Mutual funds	111.94	329.41	111.94	329.41
Total Financial assets	**2,005.66**	**2,155.20**	**2,005.66**	**2,155.20**
Financial liabilities				
Measured at amortised cost				
(i) Borrowings	276.46	144.57	276.46	144.57
(ii) Trade payables	1,183.71	1,086.63	1,183.71	1,086.63
(iii) Other financial liabilities	651.92	510.61	651.92	510.61
(iv) Lease Liabilities	129.70	116.23	129.70	116.23
Total Financial liabilities	**2,241.79**	**1,858.04**	**2,241.79**	**1,858.04**

C. Financial risk management objectives

The Group has a system-based approach to risk management, anchored to policies and procedures and internal financial controls aimed at ensuring early identification, evaluation and management of key financial risks (such as market risk, foreign currency risk, credit risk and liquidity risk) that may arise as a consequence of its business operations as well as its investing and financing activities. Accordingly, the Group's risk management framework has the objective of ensuring that such risks

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

are managed within acceptable and approved risk parameters in a disciplined and consistent manner and in compliance with applicable regulation. It also seeks to drive accountability in this regard. The key risks and mitigating actions are overseen by the Board of Directors of the Group.

Liquidity Risk

The Group manages its liquidity risk by ensuring, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due. Cash flow from operating activities provides the funds to service the financial liabilities on a day to day basis. The Group regularly maintains the rolling forecasts to ensure it has sufficient cash on an on-going basis to meet operational needs.

The Group current assets aggregate ₹ 4,532.79 (March 31, 2025 ₹ 4,246.65) including Current investments, Cash and cash equivalents and Other bank balances of ₹ 370.61 (March 31, 2025: ₹ 504.02) against an aggregate current liability of ₹ 2,762.44 (March 31, 2025 ₹ 2,313.33).

Further, while the Group's borrowings stands at ₹ 276.46 (March 31, 2025: ₹ 144.57), it has total equity of ₹ 8,098.96 (March 31, 2025: ₹ 7,389.13). In such circumstances, liquidity risk or the risk that the Group may not be able to settle or meet its obligations as they become due does not exist.

Maturity profile of financial liabilities:

The table below provides the details regarding the remaining contractual maturities of financial liabilities at the reporting date based on contractual undiscounted payments:

As at March 31, 2026

	Less than 1 year	1 to 5 years	More than 5 years	Total
Other financial liabilites	646.86	5.06	-	651.92
Borrowings	276.46	-	-	276.46
Lease liabilities	45.06	87.40	31.29	163.75
Trade payables	1,183.71	-	-	1,183.71

As at March 31, 2025

	Less than 1 year	1 to 5 years	More than 5 years	Total
Other financial liabilites	510.61	-	-	510.61
Borrowings	144.57	-	-	144.57
Lease liabilities	34.87	77.45	3.91	116.23
Trade payables	1,086.63	-	-	1,086.63

Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risks: interest rate risk, currency risk and other price risk. Financial instruments affected by market risk include borrowings, investments, trade payables, trade receivables and derivative financial instruments.

i) Securities price risk

The Company continues to hold certain investments in equity for long term value accretion which are accordingly measured at fair value through Other Comprehensive Income. The value of investments in such equity and preference share instruments as at March 31, 2026 is ₹ 351.89 (March 31, 2025 ₹ 351.90). Accordingly, fair value fluctuations arising from market volatility is recognised in Other Comprehensive Income.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

ii) Interest rate risk

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Since, the Group has insignificant interest bearing borrowings, the exposure to risk of changes in market interest rates is minimal. Further, treasury activities, focused on managing current investments are administered under a set of approved policies and procedures guided by the tenets of liquidity, safety and returns. This ensures that investments are only made within acceptable risk parameters after due evaluation. However, given the relatively short tenure of underlying portfolio of the Mutual Fund schemes in which the Group has invested, such price risk is not significant. Fixed deposits are held with highly rated banks and have a short tenure and are not subject to interest rate volatility.

iii) Commodity Price Risk

Material cost is the largest cost component for the Group, thus exposing it to the risk of price fluctuations based on the supply and demand conditions of those materials. Commodity price risk exposure is evaluated and managed through operating procedures and sourcing policies. The Group has put in place a mix of long-term and short-term mitigation plans. The long-term price view consisted of identifying single vendor dependency and finding alternate vendors and sources for the same. The Group also has a robust process of estimating the prices periodically, analyzing deviations, if any, and taking short-term corrective measures in addition to altering the outlook for the long-term, if required. The Group also leverages its financial resources to modify the inventory levels as required keeping in mind the price outlook in the near term. Similarly, the Group modifies the contract period in negotiations with the vendors to either lock in prices or link them to expected market prices. During the year ended March 31, 2026 and March 31, 2025, the Group had not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

iv) Foreign Currency Risk

The Group is subject to the risk that changes in foreign currency values impact the Group export revenues and import of raw materials and property, plant and equipment. The Group is exposed to foreign exchange risk arising from currency exposures, primarily with respect to US Dollars, EURO and GBP. Financial assets and liabilities denominated in foreign currency, are also subject to reinstatement risk.

The Group manages currency exposures within prescribed limits. The aim of the Group approach to management of currency risk is to leave the Group with no material residual risk.

The carrying amounts of foreign currency denominated monetary financial assets and liabilities are as follows:

As at March 31, 2026

	USD	EURO	GBP	Other currencies*	Total
Financial Assets					
- Trade receivables	86.24	3.46	2.36	-	92.07
- Cash and cash equivalents	39.67	-	-	-	39.67
Financial Liabilities					
- Trade Payables	(157.69)	(4.77)	(2.99)	(7.10)	(172.56)
- Other financial liabilities	(135.24)	(27.22)	(3.27)	(0.75)	(166.49)
Net financial asset / (liability)	**(167.02)**	**(28.53)**	**(3.90)**	**(7.85)**	**(207.31)**

As at March 31, 2025

	USD	EURO	GBP	Other currencies*	Total
Financial Assets					
- Trade receivables	166.72	0.53	-	-	167.25
- Cash and cash equivalents	139.91	-	-	-	139.91

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

	USD	EURO	GBP	Other currencies*	Total
Financial Liabilities					
- Trade Payables	(131.70)	(5.66)	(1.35)	0.15	(138.56)
- Other financial liabilities	(50.62)	(34.53)	-	-	(85.15)
Net financial asset / (liability)	**124.31**	**(39.66)**	**(1.35)**	**0.15**	**83.45**

* Other includes currencies such as Japanese Yen, Chinese Yuan and Dirhams.

Foreign currency sensitivity analysis

For every percentage point increase in the underlying exchange rate of the outstanding foreign currency denominated assets and liabilities, holding all other variables constant, the profit before tax for the year ended March 31, 2026 would change by ₹ 2.07 [March 31, 2025: ₹ 0.82]. For every percentage point decrease in the underlying exchange rate would have led to an equal but opposite effect.

The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for a 1% change in foreign currency rates.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counter-party fails to meet its contractual obligation. Concentration of credit risk with respect to trade receivables are limited, due to Group customer base being large and diverse. All trade receivables are reviewed and assessed for default on a monthly basis. The Group historical experience of collecting receivables and the level of default indicate that credit risk is low and generally uniform across markets; consequently, trade receivables are considered to be a single class of financial assets. All overdue customer balances are evaluated taking into account the age of the dues, specific credit circumstances, the track record of the counterparty etc. loss allowances and impairment is recognised, where considered appropriate by responsible management.

The credit risk on cash and bank balances and fixed deposits is limited because the counterparties are banks with high credit ratings.

D. Fair value measurement

Fair value hierarchy

The fair value of financial instruments as referred to in Note 40.B above have been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active markets for identified assets or liabilities [Level 1 measurements] and lowest priority to unobservable inputs [Level 3 measurements]

The following levels have been used for classification:

- Level 1: Quoted prices (unadjusted) for identical instruments in active market.
- Level 2: Directly or indirectly observable market inputs, other than Level 1 inputs
- Level 3: Inputs which are not based on observable market data.

If one or more of the significant inputs is not based on observable market data, the fair value is determined using generally accepted pricing models based on a discounted cash flow analysis, with the most significant inputs being the discount rate that reflects the credit risk of counterparty.

The fair value of trade receivables, trade payables and other current financial assets and liabilities is considered to be equal to the carrying amounts of these items due to their short-term nature. Where such items are non-current in nature, the same has been classified as Level 3 and fair value determined using discounted cash flow basis. Similarly for certain unquoted equity instruments where most recent information to measure fair value is insufficient, or if there is a wide range of possible fair value measurements, cost has been considered as the best estimate of fair value.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

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The carrying amount of financial assets and financial liabilities measured at amortised cost in the Financial Statements are a reasonable approximation of their fair values since the Holding Company does not anticipate that the carrying amounts would be significantly different from the values that would eventually be received or settled.

There has been no change in the valuation methodology for Level 3 inputs during the year. The Holding Company has classified certain unquoted equity instruments under Level 3 of the fair value hierarchy. There were no transfers between Level 1 and Level 2 during the year.

Notes:

(i) The performance of investments in unquoted shares of Andhra Pradesh Gas Power Corporation Limited along with the relevant economic and market indicators, supply chain challenges and closure of power plants resulted in diminution in the fair value of the investment. Accordingly, the Holding company had determined the fair value of the Investment as ₹ Nil in the previous years. There has been no change in these factors during the current year.

(ii) During the previous financial year, the Holding company, based on valuation carried out and available market information, has determined the fair value of investment in the equity and preference shares of Log 9 Materials Scientific Private Limited ('Log 9') at ₹ Nil, owing to the business of Log 9 facing challenges of unfavourable economic conditions, operational disruptions and financial distress and recorded the resultant change in fair value in other comprehensive income. There has been no change in these factors during the current year.

(iii) During the previous financial year, the Holding company as part of its strategic initiatives made an additional investment of ₹ 178.94 crores in Inobat AS ('Inobat'). This investment was recorded at transaction cost and irrevocably designated at fair value through other comprehensive income ('FVTOCI'). No fair value change was recorded as at March 31, 2026.

The following table presents the fair value hierarchy of assets and liabilities measured at fair value on a recurring basis :

Particulars	Fair value hierarchy (Level)	As at March 31, 2026	As at March 31, 2025
Financial assets			
a) Measured at fair value through OCI			
i) Equity Shares - Quoted	1	0.61	0.62
ii) Equity and Preference Shares - Unquoted	2	351.28	351.28
Sub-total		**351.89**	**351.90**
b) Measured at fair value through profit or loss			
i) Equity Shares - Quoted	1	-	0.19
ii) Investment in Mutual Funds	1	111.94	329.41
Sub-total		**111.94**	**329.60**
Total		**463.83**	**681.50**
Financial liabilities			
a) Measured at amortised cost			
i) Borrowings	3	276.46	144.57
ii) Lease liabilities	3	129.70	116.23
Total		**406.16**	**260.80**

Note 41: Dividend

Dividend on equity shares paid during the year	FY 2025-26	FY 2024-25
Final dividend for FY 2024-25 (₹ 5.20 per equity share of ₹ 1 each) [for FY 2023-24 ₹ 5.10 per equity share of ₹ 1 each]	95.18	93.35

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026
All amounts are in ₹ crores, except share data and where otherwise stated

Dividend on equity shares paid during the year	FY 2025-26	FY 2024-25
Interim dividend for the FY 2025-26 (₹ 5.40 per equity share of ₹ 1 each) [for FY 2024-25 ₹ 5.30 per equity share of ₹ 1 each]	98.83	97.00
	194.01	**190.35**

Interim dividend of ₹ 5.40 per equity share of face value of ₹ 1 each approved by the Board of Directors of the Holding Company at its meeting held on November 06, 2025 was paid during the current year. The Board of Directors at its meeting held on May 25, 2026 has recommended a dividend of ₹ 5.20 per equity share of face value of ₹ 1 each which is subject to approval of the shareholders at the ensuing Annual General Meeting of the Holding Company and hence is not recognized as a liability. The total dividend (including interim dividend) for FY 2025-26 amounts to ₹ 10.60 per equity share (Previous year ₹ 10.50 per equity share).

Note 42: The wholly-owned subsidiaries (which along with Amara Raja Energy & Mobility Limited (formerly known as Amara Raja Batteries Limited), the Holding Company, constitute the Group) considered in the preparation of these Consolidated Financial Statements is :

Name	Country of Incorporation	Percentage of ownership as at March 31, 2026	Percentage of ownership as at March 31, 2025
Amara Raja Batteries Middle East (FZE)	Sharjah, UAE	100%	100%
Amara Raja Circular Solutions Private Limited (Incorporated on June 2, 2022)	India	100%	100%
Amara Raja Advanced Cell Technologies Private Limited (Incorporated on November 29, 2022)	India	100%	100%
Amara Raja Power Systems Limited (Incorporated on December 6, 1984)	India	100%	100%

These Consolidated Financial Statements are based, in so far as they relate to amounts included in respect of the wholly-owned subsidiaries on the audited financial statements prepared for consolidation in accordance with the requirements of Indian Accounting Standard - 110 (Ind AS 110) on "Consolidated Financial Statements".

Note 43: Additional information as required by Paragraph 2 of the General Instructions for preparation of consolidated financial statements to Schedule III to the Companies Act, 2013:

Name of the entity	As at March 31, 2026		For the year ended March 31, 2026		For the year ended March 31, 2026		For the year ended March 31, 2026	
	Net assets		Share in Profit or (Loss)		Share in other comprehensive income / (loss)		Share in total comprehensive income	
	As % of consolidated net assets	Amount	As % of consolidated profit or (loss)	Amount	As % of consolidated other comprehensive income/(loss)	Amount	As % of consolidated total comprehensive income	Amount
Holding Company:								
Amara Raja Energy & Mobility Limited	100.76%	8,160.75	108.34%	970.43	75.09%	6.06	108.04%	976.49
Subsidiaries:								
Amara Raja Batteries Middle East (FZE)	0.11%	8.53	0.13%	1.19	0.00%	-	0.22%	1.95

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Name of the entity	As at March 31, 2026		For the year ended March 31, 2026		For the year ended March 31, 2026		For the year ended March 31, 2026	
	Net assets		Share in Profit or (Loss)		Share in other comprehensive income / (loss)		Share in total comprehensive income	
	As % of consolidated net assets	Amount	As % of consolidated profit or (loss)	Amount	As % of consolidated other comprehensive income/(loss)	Amount	As % of consolidated total comprehensive income	Amount
Amara Raja Circular Solutions Private Limited	7.60%	615.27	2.40%	21.50	(0.25%)	(0.02)	2.38%	21.48
Amara Raja Advanced Cell Technologies Private Limited	17.67%	1,431.18	(8.19%)	(73.23)	1.73%	0.14	(8.08%)	(73.09)
Amara Raja Power Systems Limited	0.88%	71.44	(2.31%)	(20.69)	14.01%	1.13	(2.17%)	(19.56)
Consolidation adjustment / elimination	(27.02%)	(2,188.21)	(0.37%)	(3.43)	9.42%	0.76	(0.38%)	(3.43)
Total	**100.00%**	**8,098.96**	**100.00%**	**895.77**	**100.00%**	**8.07**	**100.00%**	**903.84**

Name of the entity	As at March 31, 2025		For the year ended March 31, 2025		For the year ended March 31, 2025		For the year ended March 31, 2025	
	Net assets		Share in Profit or (Loss)		Share in other comprehensive income / (loss)		Share in total comprehensive income	
	As % of consolidated net assets	Amount	As % of consolidated profit or (loss)	Amount	As % of consolidated other comprehensive income/(loss)	Amount	As % of consolidated total comprehensive income	Amount
Holding Company:								
Amara Raja Energy & Mobility Limited	99.85%	7,378.27	102.04%	963.90	100.01%	(163.93)	102.46%	799.97
Subsidiaries:								
Amara Raja Batteries Middle East (FZE)	0.09%	6.59	0.18%	1.69	0.00%	-	0.22%	1.69
Amara Raja Circular Solutions Private Limited	8.04%	593.79	(0.64%)	(6.01)	0.08%	(0.14)	(0.79%)	(6.14)
Amara Raja Advanced Cell Technologies Private Limited	11.56%	854.27	(1.28%)	(12.14)	0.00%	(0.08)	(1.56%)	(12.22)
Amara Raja Power Systems Limited	1.23%	91.01	0.08%	0.77	(0.05%)	0.08	0.11%	0.85
Consolidation adjustment / elimination	(20.77%)	(1,534.80)	(0.38%)	(3.54)	(0.09%)	0.15	(0.44%)	(3.40)
Total	**100.00%**	**7,389.13**	**100.00%**	**944.67**	**100.00%**	**(163.92)**	**100.00%**	**780.75**

Notes to the Consolidated Financial Statements

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All amounts are in ₹ crores, except share data and where otherwise stated

Note 44: Corporate Social Responsibility

Particulars		FY 2025-26	FY 2024-25
(i)	Gross amount required to be spent by the Group during the year	22.70	19.85
(ii)	Amount spent during the year on :		
	(a) Construction/acquisition of any assets	13.70	10.68
	(b) On purposes other than (a) above	9.00	9.17
	Total spent	22.70	19.85
(iii)	Related party transactions in relation to Corporate Social Responsibility	22.70	19.85
(iv)	Details of excess amount spent		

	Opening Balance	Amount required to be spent during the year	Amount spent during the year	Closing Balance
Details of excess amount spent	-	22.70	22.70	-

(v) Nature of CSR activities undertaken by the Group :

- Affordable quality education in rural areas
- Construction of School building
- Purchase of School buses and equipments
- Maintenance expenses of educational instituitions

Note 45:

During the year, Amara Raja Advanced Cell Technologies Private Limited, has imported certain capital goods under the Manufacturing and Other Operations in Warehouse ("MOOWR") scheme in accordance with Section 65 of the Customs Act, 1962 and the rules and regulations framed thereunder. Under the scheme, the timing of crystallisation of customs duty and other applicable levies is dependent upon the occurrence of specified events prescribed under the applicable regulations. Accordingly, customs duty and other applicable levies on imported capital goods lying in bonded warehouse have not been recognised as a liability in the financial statements as the obligation to pay had not arisen as at the reporting date.

Note 46:

The Holding Company on April 30, 2021 received closure orders from the Andhra Pradesh Pollution Control Board ('APPCB') for the Holding Company's plants situated at Karakambadi, Tirupati and Nunegundlapalli Village, Chittoor District. Consequently, the Holding Company went in appeal against the said orders to the Hon'ble High Court of Andhra Pradesh at Amravati, which granted interim suspension of the closure orders. The plants of the Holding Company were closed for a period of 5 days during the quarter ended June 30, 2021, from the date of closure orders till the date of the said interim suspension. The Holding Company did not incur any material loss during the period of closure.

APPCB also issued two show cause notices in February, 2022 against which the Holding Company filed a special leave petition with the Hon'ble Supreme Court which vide its order dated February 20, 2023 disposed off the matter for it to be heard at the lower courts and the same is pending disposal.

The Management has also been working with the APPCB to satisfactorily resolve the matter.

Notes to the Consolidated Financial Statements

for the year ended March 31, 2026

All amounts are in ₹ crores, except share data and where otherwise stated

Note 47: The consolidated financial statements are approved for issue by the Audit Committee and Board of Directors at their meetings held on May 25, 2026.

For Price Waterhouse Chartered Accountants LLP
(F.R.N: 012754N/N500016)

Srikanth Pola
Partner
M. No. 220916

For K.S. Rao & Co Chartered Accountants
(F.R.N: 003109S)

Gopikrishna Chowdary Manchinella
Partner
M.No. 235528

Place: Hyderabad
Date: May 25, 2026

For and on behalf of the Board of Directors

Jayadev Galla
Chairman & Managing Director
DIN: 00143610
Place: Ooty

Harshavardhana Gourineni
Executive Director
DIN: 07311410
Place: Hyderabad

Vikramadithya Gourineni
Executive Director
DIN: 03167659
Place: Hyderabad

Delli Babu Y
Chief Financial Officer
Place: Hyderabad

Vikas Sabharwal
Company Secretary
Place: New Delhi
Date: May 25, 2026

GRI Content Index

Statement of use	Amara Raja Energy & Mobility Limited has reported the information cited in this GRI content index for the period April 1, 2025 to March 31, 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO. (as printed in the report)
	2-1 Organizational details	BRSR, Section A, EI Q1-8; Corporate Information	207, 152-153
	2-2 Entities included in the organization's sustainability reporting	BRSR, Section A, Q13, Q23; Board's Report, Subsidiaries and Consolidated Financial Statements	207, 210, 155-156
	2-3 Reporting period, frequency and contact point	BRSR, Section A, EI Q9-12	207, 4-5
	2-4 Restatements of information	Not Available	NA
	2-5 External assurance	BRSR, Section A, EI Q14-15; Independent Practitioner's Limited Assurance Report	207, 271, 172-173
	2-6 Activities, value chain and other business relationships	BRSR, Section A, EI Q16-19; MD&A; Corporate Overview	207-208, 26-27, 34-35, 42-43, 6-17
	2-7 Employees	BRSR, Section A, EI Q20(a); Human Capital chapter	209, 106-121
	2-8 Workers who are not employees	BRSR, Section A, EI Q20(a)	209
	2-9 Governance structure and composition	Corporate Governance Report; Corporate Governance overview	176, 177, 70-71
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report	183-184
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	Corporate Governance Report	175-176
	2-12 Role of the highest governance body in overseeing the management of impacts	"Corporate Governance Report; BRSR, Section B, EI Q8-9"	175-180, 218-219
	2-13 Delegation of responsibility for managing impacts	BRSR, Section B, EI Q9 Executive Sustainability Committee - key responsibilities; Corporate Governance Report, Committee Oversight	219, 72-73
	2-14 Role of the highest governance body in sustainability reporting	BRSR, Section B, EI Q7-8 Director's statement & highest authority for BR policy	218
	2-15 Conflicts of interest	Corporate Governance Report; Code of Conduct (p.104, 118-119); BRSR, Principle 1, EI Q6	222
	2-16 Communication of critical concerns	Corporate Governance Report, Board's Report, Vigil Mechanism	161, 190
	2-17 Collective knowledge of the highest governance body	Corporate Governance Report	179-180
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report	180
	2-19 Remuneration policies	Corporate Governance Report,	186, 183-185
	2-20 Process to determine remuneration	Corporate Governance Report,	183-185
	2-21 Annual total compensation ratio	Board's Report	267

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO. (as printed in the report)
	2-22 Statement on sustainable development strategy	Chairman and Managing Director's Letter; BRSR, Section B, EI Q7	12-13, 218
	2-23 Policy commitments	BRSR, Section B, EI Q1(c)	214-215
	2-24 Embedding policy commitments	BRSR, Section B, EI Q2-3	215
	2-25 Processes to remediate negative impacts	BRSR, Section A, EI Q25-26; BRSR, Principle 5, EI Q5, EI Q8	210-211, 240-242
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance Report, Whistle Blower Policy/Vigil Mechanism; BRSR, Principle 1, EI Q4	190, 222
	2-27 Compliance with laws and regulations	"Board's Report, Secretarial Audit Report & compliance; BRSR, Section B, EI Q10; BRSR, Principle 6, EI Q13"	219, 249
	2-28 Membership associations	BRSR, Principle 7, EI Q1	252
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment chapter; BRSR, Principle 4, EI Q1-3	68-69, 236-238
	2-30 Collective bargaining agreements	BRSR, Principle 3, EI Q7	229
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement and Materiality Assessment chapter; BRSR, Section A, EI Q26	68-69, 211
	3-2 List of material topics	BRSR, Section A, EI Q26	212-213
	3-3 Management of material topics	BRSR, Section A, EI Q26; Principle-wise disclosures, Section C	212-213, 221-259
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Board's Report, Summary of Financial Results; Financial Capital chapter - Net worth, PAT, Dividend Payout; BRSR, Section A, EI Q24 Turnover & Net worth	154, 74-77, 210
	201-2 Financial implications and other risks and opportunities due to climate change	BRSR, Section A, EI Q26 'GHG Emission Management and Climate change' risk/ opportunity; MD&A - Industry risks	212, 36-47
	201-3 Defined benefit plan obligations and other retirement plans	BRSR, Principle 3, EI Q2 Retirement benefits - PF, Gratuity, ESI coverage; Notes to Standalone Financial Statements - Employee Benefit Obligations and Consolidated Financial Statements	227, 301, 370
	201-4 Financial assistance received from government	Not disclosed	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not disclosed	
	202-2 Proportion of senior management hired from the local community	Not disclosed	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	BRSR, Principle 8, EI Q6 CSR beneficiaries table; Board's Report, Annexure V - Annual Report on CSR	255-256, 260-262
	203-2 Significant indirect economic impacts	Board's Report, Annexure V - Annual Report on CSR	260-262
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	BRSR, Principle 8, EI Q4	253

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO. (as printed in the report)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	BRSR, Principle 1, EI Q1-EI Q2; Principle 6, EI Q4	221, 243
	205-2 Communication and training about anti-corruption policies and procedures	BRSR, Principle 1, EI Q1; EI Q4 Anti-corruption/Anti-bribery policy	221, 222
	205-3 Confirmed incidents of corruption and actions taken	BRSR, Principle 1, EI Q2, EI Q5, EI Q7	221-222
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	BRSR, Principle 7, EI Q2	252
GRI 207: Tax 2019	207-1 Approach to tax	Not disclosed	
	207-2 Tax governance, control, and risk management	Not disclosed	
	207-3 Stakeholder engagement and management of concerns related to tax	Not disclosed	
	207-4 Country-by-country reporting	Not disclosed	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	BRSR, Principle 2, LI -3	226
	301-2 Recycled input materials used	BRSR, Principle 2, LI - 3; Principle 6, EI 9-10	226, 247-248
	301-3 Reclaimed products and their packaging materials	BRSR, Principle 2, LI -5	226
GRI 302: Energy 2016	302-1 Energy consumption within the organization	BRSR, Principle 6, EI Q1	243-244
	302-2 Energy consumption outside of the organization	Not disclosed	
	302-3 Energy intensity	BRSR, Principle 6, EI Q1	244
	302-4 Reduction of energy consumption	BRSR, Principle 6, EI Q8	246, 122-133
	302-5 Reductions in energy reEI Quirements of products and services	Not disclosed	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	BRSR, Principle 6, EI Q3-5	244-245, 124-125
	303-2 Management of water discharge-related impacts	BRSR, Principle 6, EI Q4-5	244-245
	303-3 Water withdrawal	BRSR, Principle 6, EI Q3	244
	303-4 Water discharge	BRSR, Principle 6, EI Q4	244-245
	303-5 Water consumption	BRSR, Principle 6, EI Q3	244
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	BRSR, Principle 6, EI Q11	248
	304-2 Significant impacts of activities, products and services on biodiversity	BRSR, Principle 6, LI -3	250
	304-3 Habitats protected or restored	BRSR, Principle 6, EI Q8; Principle 8, LI Q6	247, 256
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not disclosed	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	BRSR, Principle 6, EI Q7	245
	305-2 Energy indirect (Scope 2) GHG emissions	BRSR, Principle 6, EI Q7	245
	305-3 Other indirect (Scope 3) GHG emissions	BRSR, Principle 6, LI -2	250
	305-4 GHG emissions intensity	BRSR, Principle 6, EI Q7, LI -2	245-246, 250
	305-5 Reduction of GHG emissions	BRSR, Principle 6, EI Q8	246-247
	305-6 Emissions of ozone-depleting substances (ODS)	Not disclosed	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	BRSR, Principle 6, EI Q6	245

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO. (as printed in the report)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	BRSR, Principle 6, EI Q9-10	247-248
	306-2 Management of significant waste-related impacts	BRSR, Principle 6, EI Q10	248
	306-3 Waste generated	BRSR, Principle 6, EI Q9	247
	306-4 Waste diverted from disposal	BRSR, Principle 6, EI Q9	247
	306-5 Waste directed to disposal	BRSR, Principle 6, EI Q9	247
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	BRSR, Principle 2, EI Q2; Principle 6, EI Q4	224, 243
	308-2 Negative environmental impacts in the supply chain and actions taken	BRSR, Principle 6, LI Q7	251
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	BRSR, Section A, EI Q22	209, 106-107
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	BRSR, Principle 3, EI Q1(a)-(b)	227
	401-3 Parental leave	BRSR, Principle 3, EI Q5	228
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Not disclosed	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	BRSR, Principle 3, EI Q10(a)	229-230
	403-2 Hazard identification, risk assessment, and incident investigation	BRSR, Principle 3, EI Q10(b)	230
	403-3 Occupational health services	BRSR, Principle 3, EI Q10(d)	231
	403-4 Worker participation, consultation, and communication on occupational health and safety	BRSR, Principle 3, EI Q10, EI Q15	229-231, 233
	403-5 Worker training on occupational health and safety	BRSR, Principle 3, EI Q8; EI Q12	229, 232-233
	403-6 Promotion of worker health	BRSR, Principle 3, EI Q1(a)-(b), EI Q10(d)	227
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	BRSR, Principle 3, LI -5	235
	403-8 Workers covered by an occupational health and safety management system	BRSR, Principle 3, EI Q14	233
	403-9 Work-related injuries	BRSR, Principle 3, EI Q11	232
	403-10 Work-related ill health	BRSR, Principle 3, EI Q11	232
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Human Capital chapter	106-107, 229
	404-2 Programs for upgrading employee skills and transition assistance programs	BRSR, Principle 3, LI -4; Human Capital chapter	235, 106-121
	404-3 Percentage of employees receiving regular performance and career development reviews	BRSR, Principle 3, EI Q9	229
GRI 405: Diversity and EEI Qual Opportunity 2016	405-1 Diversity of governance bodies and employees	BRSR, Section A, EI Q21; Corporate Governance Report, Board composition Table 1	209, 106-107, 176
	405-2 Ratio of basic salary and remuneration of women to men	BRSR, Principle 5, EI Q3(a)	240
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	BRSR, Principle 5, EI Q6	241

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO. (as printed in the report)
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	BRSR, Principle 3, EI Q7	229
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	BRSR, Principle 5, EI Q6, EI Q10	241-242
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	BRSR, Principle 5, EI Q6, EI Q10	241-242
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Not disclosed	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Not disclosed	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	BRSR, Principle 8, EI Q1, EI Q6; Board's Report, Annexure V - CSR Report	253, 260-262
	413-2 Operations with significant actual and potential negative impacts on local communities	BRSR, Principle 8, EI Q2; Principle 6, EI Q11-13	253, 248-249
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	BRSR, Section B, EI Q3; Principle 1, LI -1; Principle 6, EI Q4	215, 223, 243
	414-2 Negative social impacts in the supply chain and actions taken	BRSR, Principle 3, LI -6; Principle 6, EI Q5	235, 243
GRI 415: Public Policy 2016	415-1 Political contributions	Not disclosed	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	BRSR, Principle 9, EI Q2	257
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	BRSR, Principle 9, EI Q4	258
GRI 417: Marketing and Labeling 2016	417-1 ReEI Quirements for product and service information and labeling	BRSR, Principle 9, EI Q1-2, LI Q4	257, 259
	417-2 Incidents of non-compliance concerning product and service information and labeling	BRSR, Principle 9, EI Q6	258
	417-3 Incidents of non-compliance concerning marketing communications	Not disclosed	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	BRSR, Principle 9, EI Q7	258

Glossary

Term	Meaning
41st AGM	41st Annual General Meeting
AC	Audit Committee
ACMA	Auto Component Manufacturers Association
ACT	Companies Act, 2013
AED	Arab Emirates dirham
AGM TECHONOLGY	Absorbent Glass Mat (AGM) Technology AH
AH	Ampere Hours
AOA	Articles of Association
APAC REGION	Asia Pacific region
APPCB	Andhra Pradesh Pollution Control Board
AR	Amara Raja
ARACT	Amara Raja Advanced Cell Technologies Private Limited
ARBL	Amara Raja Batteries Limited
ARBME	Amara Raja Batteries Middle East
ARCS	Amara Raja Circular Solutions Private Limited
ARE&M	Amara Raja Energy & Mobility Limited
AREPL	Amara Raja Enterprises Private Limited (Formerly known as RNGalla Family Private Limited)
ARES	Amara Raja Educational Society
ARGC	Amara Raja Giga Corridor
ARPS	Amara Raja Power Systems Limited
ARSDC	Amara Raja Skill Development Centre
ASBU	Automotive Business Unit
ASI	Additional Shareholders Information
BBS	Behavior-Based Safety
BCI	Brain Computer Interface
BCP	Business Continuity Plan
BESS	Battery Energy Storage Systems
BM	Board Meeting
BMS	Battery Management Systems
Bn	Billion
BoD	Board of Directors
BRSR	Business Responsibility and Sustainability Reporting
BSE	Bombay Stock Exchange (BSE)
OHSAS	Occupational Health and Safety Assessment Series
BWMR	Battery Waste Management Rules, 2022
CDP	Carbon Disclosure Project
CDSL	Central Depository Services Limited
CEO	Chief Executive Officer
CFE	Consent For Establishment
CFO	Chief Financial Officer
CH4	methane
CII	Confederation of Indian Industry
CO2	Carbon dioxide
COMPANY	Amara Raja Energy & Mobility Limited
CPCB	Central Pollution Control Board
CQP	Customer Qualification Plant
CPI	Consumer Price Index
CPO	Charger Point Operators
Cr	Crores
CRISL	Credit Rating Information Services of India Limited.
CS	Company Secretary
CSR	Corporate Social Responsibility

Term	Meaning
DEIB	Diverse, Equitable, Inclusive and Belonging
DIN	Director Identification Number
DJSI	Dow Jones Sustainability Indices
DP	Depository Participant
DP ID	Depository Participant Identification
DPDPA	Digital Personal Data Protection Act, 2023
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
EEPC	Engineering Export Promotion Council
EFB TECHNOLOGY	Enhanced Flooded Battery
EFTA	European Free Trade Association
EFSI	Employers' Federation of Southern India
ELVs	End of Life Vehicles
EPR	Extended Producer Responsivity
EPS	Earnings Per Share
ESG	Environmental, Social and Governance
ESS	Energy Storage Systems
ETP	Effluent Treatment Plant
EU	European Union
EVEN	E-voting Event Number
EVs	Electric Vehicles
E-Waste	Electronic Waste
FAME	Faster Adoption and Manufacturing of Hybrid & Electric Vehicles
FAME-India	Faster Adoption and Manufacturing of Hybrid & Electric Vehicles in India
FAPCCI	Federation of Andhra Pradesh Chambers of Commerce and Industry
FIEO	Federation of Indian Export Organisation
FRN	Firm Registration Number (FRN)
FY	Financial Year
GDP	Gross Domestic Product
GHG	Green House Gases
GHGP	Greenhouse Gas Protocol
GPA	Group Personal Accident Policy
GPTW	Great Place To Work
GRI	Global Reporting Initiative
GST	Goods and Services Tax
GTLI	Group Term Life Insurance
GW	Gigawatts/Gigawatt
GWh	Gigawatt-hour
GWP	Global Warming Potential
HAP	Hazardous Air Pollutants
HEV	Hybrid Electric Vehicles
HFCs	Hydrofluorocarbons
HIRA	Hazard Identification and Risk Assessment
HSE	Health, Safety and Environment.
IBMA	Indian Battery Manufacturers Association
ICC	Internal Complaints Committee
ICE/IC	Internal Combustion Engine
ICQCC	International Convention on Quality Control Circles
ICSI	Institute of Company Secretaries of India
IEPF	Investor Education and Protection Fund
IEPFA	Investor Education and Protection Fund Authority
IGBT	Insulated-Gate Bipolar Transistor
IICA	Indian Institute of Corporate Affairs
IOR	Indian Organ Rim
IR	Integrated Report
ISBU	Industrial Business Unit
ISIN	International Securities Identification Number

Term	Meaning
IT Act	Income Tax Act
ISO	International Organization for Standardization
JIS	Japanese Industrial Standards
JV	Joint Venture
KMP	Key Managerial Personnel
LAB	Lead Acid Battery
Lac	Lakhs
LCA	Life Cycle Assessment
LEV	Light Electric Vehicle
LFP	Lithium Iron Phosphate
LIC	Life Insurance Corporation of India
LI-ON(LITHIUM-ION)/LiB	lithium-ion (Li-ion) battery
LISTING REGULATIONS	SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015
LLP	Limited Liability Partnership
LOTO	Lock Out and Tag Out
LTIFR	Lost Time Injury Frequency Rate
LTPA	Lakh Tones Per Annum
LVRLA	Large Valve Regulated Lead Acid battery
MD	Managing Director
MEA REGION	Middle East and Africa.
MEE	Multiple Effect Evaporators
MENA Region	Middle East and North Africa
MIL	Mangal Industries Limited
MLP	Multilayered Plastic
Mn	Million
MOA	Memorandum of Association
MoU	Memorandum of Understanding
MSCI	Morgan Stanley Capital International
MSME	Micro Small and Medium Enterprises
MTPA	Millions Tons Per Annum
MV	Megavolt
MVRLA	Multi-Valve Regulated Lead Acid battery
N20	Nitrous oxide
NBFC	Non-Banking Financial Company
NCLT	National Company Law Tribunal
NCQC	National Convention on Quality Concepts
NECS	National Electronic Clearing Service
NED	Non-Executive Director
NF3	Nitrogen trifluoride
NFRA	National Financial Reporting Authority
NGRBC	National Guidelines on Responsible Business Conduct
NHSRCL	National High Speed Rail Corporation Limited
NMC	Nickel Manganese Cobalt
Nox	Nitrogen Dioxide
NRC	Nomination and Remuneration Committee
NRC POLICY	Nomination and Remuneration Committee Policy
NSDL	National Securities Depository Limited.
NSE	National Stock Exchange
OAVM	Other Audio Video Means
OEM	Original Equipment Manufacturer
OHC	Occupational Health Centres
OHSMS	Occupational Health and Safety Management Systems
PAN	Permanent Account Number
PAT	Profit After Tax
PFCs	Perfluorocarbons
PHC	Primary Health Center

Term	Meaning
PLI	Production-linked incentive
PMI	Product Manufacturing Information
PMP	Phased Manufacturing Programme
POP	Persistent Organic Pollutants
PPP	Public Private Partnership
R&D	Research and development
RE/RS/INR/₹	Indian Rupee
RMC	Risk Management Committee
RFQ	Request for Quotation
RMSC	Risk Management Steering Committee
RNGFPL/RFPL	RNGalla Family Private Limited (Currently known as Amara Raja Enterprises Private Limited)
RTA	Registrar and Transfer Agents
SAS	Superannuation Scheme
SASB	Sustainability Accounting Standards Board
SBD-1	Small Battery Division -1
SBD-2	Small Battery Division -2
SBTi	Science Based Target Initiative
SCoC	Supplier Code of Conduct
SCRA	Securities Contracts (Regulation) Act, 1956
SEBI	Securities and Exchange Board of India
SEs	Stock Exchanges
SF6	Sulfur Hexafluoride
SGDs	Sustainable Development Goals
SIA	Social Impact Assessments
SLI	Starting, Lighting, and Ignition
SMEs	Small and Medium sized enterprises
SOPs	Standard Operating Procedures
Sox	Sulphur oxides
SRC	Stakeholders Relationship Committee
SS-1	Secretarial Standards-1
SS-2	Secretarial Standards-2
STP	Sewage Treatment Plant
TBD	Tubular Battery Division
TCFD	Task Force on Climate-related Financial Disclosures
TDS	Tax Deducted at Source
TFDF	Treatment Storage Disposal Facilities
UAE	United Arab Emirates
ULABs	Used Lead Acid Batteries
UN SDGs	United Nations Sustainable Development Goals
UNGC	United Nations Global Compact
UPS	Uninterruptible Power Supply
US	United States
USD	United States Dollar
VC	Video Conference
VOC	Volatile Organic Compounds
VRLA	Valve-regulated Lead Acid
WEF	World Economic Forum
WOS	Wholly owned Subsidiary
ZLD	Zero Liquid Discharge

Notice of the Annual General Meeting

To the members of
AMARA RAJA ENERGY & MOBILITY LIMITED

NOTICE is hereby given that the 41st Annual General Meeting (AGM) of the members of Amara Raja Energy & Mobility Limited will be held on Monday, August 10, 2026, from 3:00 PM IST onwards through Video Conferencing ("VC")/Other Audio-Visual Means ("OAVM") to transact the following business:

Ordinary Business:

To consider and if thought fit, to pass, the following resolution nos. from 1 to 3, as **ordinary resolution(s)**.

1. To adopt the audited Financial Statements (standalone and consolidated) of the Company for the Financial Year ended March 31, 2026, the report of the Joint Statutory Auditors' thereon and the report of the Board of Directors.

2. To confirm the payment of the interim dividend and to declare the final dividend of ₹ 5.20/- per share on the Company's equity shares for the Financial Year ending March 31, 2026.

3. To re-appoint Mr. Harshavardhana Gourineni (DIN: 07311410), who retires by rotation as a director and being eligible, offers himself for re-appointment.

Special Business:

4. **To re-appoint Mr. Harshavardhana Gourineni (DIN: 07311410), as an Executive Director of the Company w.e.f June 12, 2026, and fix his remuneration.**

   To consider and, if thought fit, to pass, with or without modification(s), the following resolution as an **ordinary resolution**:

   "**RESOLVED THAT** pursuant to the provisions of Sections 196, 197, 198 read with Schedule V and all other applicable provisions, if any, of the Companies Act, 2013 (the "Act"), and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") (including any statutory modification(s) or amendment(s) thereto or re-enactment(s) thereof for the time being in force), the Articles of Association of the Company and based on the recommendation of the Nomination and Remuneration Committee and approval of the Board of Directors, re-appointment of Mr. Harshavardhana Gourineni (DIN: 07311410) as an Executive Director of the Company for a period of 5 (five) years w.e.f. June 12, 2026 to June 11, 2031, be and is hereby approved on the terms and conditions including remuneration as set out in the Annexure I to the Notice convening this 41st Annual General Meeting.

   RESOLVED FURTHER THAT the Board of Directors (hereinafter referred to as "the Board" which term shall be deemed to include Nomination and Remuneration Committee of the Board) be and is hereby authorised to alter and vary the terms and conditions of the said appointment, including, *inter alia,* designation, remuneration, including authority to determine/ vary from time to time the structure of remuneration i.e amount of salary, perquisites, other benefits and allowances, variable performance pay and commission payable to Mr. Harshavardhana Gourineni in such manner as may be determined by the Board, subject to the total remuneration payable to Mr. Harshavardhana Gourineni, not exceeding 2.5% of the net profits of the Company per annum, being within the limits prescribed under Section 197 read with Schedule V of the Act and Listing Regulations.

   RESOLVED FURTHER THAT the Board of Directors and/ or Company Secretary of the Company, be and are hereby severally authorised to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

5. **To approve payment of remuneration to Mr. Harshavardhana Gourineni (DIN: 07311410), Executive Director of the Company pursuant to Listing Regulations.**

   To consider and, if thought fit, to pass, with or without modification(s), the following resolution as a **special resolution**:

   "**RESOLVED THAT** pursuant to the Regulation 17(6)(e) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, ("Listing Regulations") (including any statutory modification(s) or amendment(s) thereto or re-enactment(s) thereof for the time being in force), and other applicable provisions, if any, consent of the Members of the Company be and is hereby accorded to pay remuneration to Mr. Harshavardhana Gourineni (DIN: 07311410), Executive Director of the Company, for a period of 5 (five) years w.e.f. June 12, 2026 to June 11, 2031, in such manner as may be determined by the Board of Directors (hereinafter referred to as "the Board" which term shall be deemed to include Nomination and Remuneration Committee of the Board), subject to the total remuneration payable to Mr. Harshavardhana Gourineni, not exceeding 2.5% of the net profits of the Company per annum on the terms and conditions including remuneration as set out in the Annexure I to the Notice convening this 41st Annual General Meeting.

RESOLVED FURTHER THAT in terms of requirements of the Listing Regulations the aggregate annual remuneration as determined by the Board, payable to Mr. Jayadev Galla, Chairman, Managing Director & CEO, Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni, Executive Directors (being Promoters) may collectively exceed 5% of the net profits of the Company.

RESOLVED FURTHER THAT the Board of Directors and / or Company Secretary of the Company, be and are hereby severally authorised to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

6. To re-appoint Mr. Vikramadithya Gourineni (DIN: 03167659), as an Executive Director of the Company w.e.f June 12, 2026, and fix his remuneration.

To consider and, if thought fit, to pass, with or without modification(s), the following resolution as an **ordinary resolution**:

"**RESOLVED THAT** pursuant to the provisions of Sections 196, 197, 198 read with Schedule V and all other applicable provisions, if any, of the Companies Act, 2013 (the "Act"), and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") (including any statutory modification(s) or amendment(s) thereto or re-enactment(s) thereof for the time being in force), the Articles of Association of the Company and based on the recommendation of the Nomination and Remuneration Committee and approval of the Board of Directors, re-appointment of Mr. Vikramadithya Gourineni (DIN: 03167659) as an Executive Director of the Company for a period of 5 (five) years w.e.f. June 12, 2026 to June 11, 2031, be and is hereby approved on the terms and conditions including remuneration as set out in the Annexure I to the Notice convening this 41st Annual General Meeting.

RESOLVED FURTHER THAT the Board of Directors (hereinafter referred to as "the Board" which term shall be deemed to include Nomination and Remuneration Committee of the Board) be and is hereby authorised to alter and vary the terms and conditions of the said re-appointment, including, *inter alia,* designation, remuneration, including authority to determine/ vary from time to time the structure of remuneration i.e amount of salary, perquisites, other benefits and allowances, variable performance pay and commission payable to Mr. Vikramadithya Gourineni in such manner as may be determined by the Board, subject to the total remuneration payable to Mr. Vikramadithya Gourineni, not exceeding 2.5% of the net profits of the Company per annum, being within the limits prescribed under Section 197 read with Schedule V of the Act and Listing Regulations.

RESOLVED FURTHER THAT the Board of Directors and/ or Company Secretary of the Company, be and are hereby severally authorised to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

7. To approve payment of remuneration to Mr. Vikramadithya Gourineni (DIN: 03167659), Executive Director of the Company pursuant to Listing Regulations

To consider and, if thought fit, to pass, with or without modification(s), the following resolution as a **special resolution**:

"RESOLVED THAT pursuant to the Regulation 17(6)(e) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, ("Listing Regulations") (including any statutory modification(s) or amendment(s) thereto or re-enactment(s) thereof for the time being in force), and other applicable provisions, if any, consent of the Members of the Company be and is hereby accorded to pay remuneration to Mr. Vikramadithya Gourineni (DIN: 03167659), Executive Director of the Company, for a period of 5 (five) years w.e.f. June 12, 2026 to June 11, 2031, in such manner as may be determined by the Board of Directors (hereinafter referred to as "the Board" which term shall be deemed to include Nomination and Remuneration Committee of the Board), subject to the total remuneration payable to Mr. Vikramadithya Gourineni (DIN: 03167659), not exceeding 2.5% of the net profits of the Company per annum on the terms and conditions including remuneration as set out in the Annexure I to the Notice convening this 41st Annual General Meeting.

RESOLVED FURTHER THAT in terms of requirements of the Listing Regulations the aggregate annual remuneration as determined by the Board, payable to Mr. Jayadev Galla, Chairman, Managing Director & CEO, Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni, Executive Directors (being Promoters) may collectively exceed 5% of the net profits of the Company.

RESOLVED FURTHER THAT the Board of Directors and / or Company Secretary of the Company, be and are hereby

severally authorised to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

8. To ratify the remuneration payable to the Cost Auditors for the FY27

To consider and, if thought fit, to pass, with or without modification(s), the following resolution as an **ordinary resolution**:

"**RESOLVED THAT** pursuant to the provisions of Section 148 and all other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 and any other relevant rules, as amended from time to time, based on recommendation of the Audit Committee and Board of Directors, payment of remuneration of ₹ 4.75 lakhs (Rupees Four Lakhs Seventy Five Thousand only) excluding reimbursement of out-of-pocket expenses and applicable taxes to M/s. Sagar & Associates, Cost Accountants, (Firm Registration No. 000118), appointed by the Board of Directors as Cost Auditors to conduct the audit of the cost records maintained by the Company for the FY27 be and is hereby ratified.

RESOLVED FURTHER THAT the Board of Directors and / or Company Secretary of the Company, be and are hereby severally authorised to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

By Order of the Board of Directors
For **Amara Raja Energy & Mobility Limited**

Vikas Sabharwal
Company Secretary
& General Counsel
FCS: 5354

Date: May 25, 2026
Place: New Delhi

Corporate Identification Number (CIN): L31402AP1985PLC005305
Registered Office: Renigunta-Cuddapah Road, Karakambadi, Tirupati,
Andhra Pradesh – 517 520 Tel: 91 (877) 226 5000 Fax: 91 (877) 228 5600
E-mail id: investorservices@amararaja.com
Website: www.amararajaeandm.com

Notes:

1. The Ministry of Corporate Affairs ("MCA") circulars, the first being General Circular Nos. 14/2020, dated April 8, 2020, in relation to "Clarification on passing of ordinary and special resolutions by companies under the Companies Act, 2013 and the rules made thereunder on account of the threat posed by "COVID-19", the latest one being dated September 22, 2025, and any SEBI circulars issued in this regard (collectively referred to as "Circulars") permitted the holding of the AGM through Video Conferencing (VC) /Other Audio Visual Means (OAVM), without the physical presence of the Members at a common venue. In compliance with the Circulars, the AGM of the Company is being held through VC /OAVM. The venue for the 41st AGM shall be deemed to be the Company's Registered office.

2. The VC/OAVM facility for members to attend the meeting shall be kept open 30 minutes before the start of the AGM. Members can attend and participate in the AGM through VC/OAVM only by following the instructions given in Serial No. 23 of this Notice.

3. Since this AGM is being held pursuant to the aforesaid Circulars through VC/OAVM, physical attendance of members has been dispensed with. Accordingly, the facility for appointing proxies by the Members will not be available for the AGM; hence, the proxy form, attendance slip and route map are not annexed to this Notice.

4. Institutional/Corporate Shareholders (i.e., other than individuals/HUF, NRI, etc.) are required to send a scanned copy (PDF/JPG Format) of their Board or governing body's Resolution/Authorization, etc., authorizing their representative to attend the AGM through VC/OAVM on their behalf and to vote through remote e-voting. The said Resolution/ Authorization should be sent to the Scrutinizer by email through their registered email address to rsaevoting@gmail.com with a copy marked to evoting@nsdl.com.

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

6. An explanatory statement pursuant to Section 102(1) of the Act, the Rules thereunder, Listing Regulations and Secretarial Standards that sets out details relating to the special businesses to be transacted at the meeting is annexed hereto as Annexure-I and forms part of the notice.

7. Brief profiles of Mr. Harshavardhana Gourineni & Mr. Vikramadithya Gourineni, Executive Directors, proposed to be re-appointed, along with the names of the Companies in which they hold directorships and memberships/ chairmanships of Committees, shareholding in the Company and other details as required under Secretarial Standard on General Meetings and Listing Regulations are furnished as Annexure-II and forms part of this notice of the 41st AGM.

8. In compliance with the aforesaid Circulars, the Integrated Annual Report 2025-26, including the notice of the AGM, *inter alia*, indicating the process and manner of remote e-voting, attending AGM through VC/OAVM and instructions for members for e-voting on the day of AGM is being sent by electronic mode to all the members whose e-mail addresses are registered with the Company/ Depositories for communication purposes. Members holding shares in physical/demat form who have not registered their email address with the Company, or the Depository Participants can get their email ids registered with the Company as per the procedure provided in Serial No. 17.

9. Members may also note that the notice of the AGM and the Integrated Annual Report FY26 will be posted on the Company's website, www.amararajaeandm.com, and also on the websites of the stock exchanges, i.e. BSE and NSE at www.bseindia.com and www.nseindia.com respectively. The AGM notice will also be available on the NSDL website at www.evoting.nsdl.com. The Company shall send a physical copy of the Integrated Annual Report FY26 to the Members who specifically request the same by emailing to investorservices@amararaja.com.

10. The registers, i.e. Register of Directors and Key Managerial Personnel and their shareholding, Register of Contracts or Arrangements in which Directors are interested maintained under Section 170 and Section 189 of the Act, respectively and the Certificate from the Secretarial Auditors of the Company certifying that the ESOP Scheme of the Company is being implemented in accordance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, will be available electronically for inspection by members during the AGM. All documents referred to in this Notice and the explanatory statement pursuant to Section 102 of the Act, annexed hereto will also be available for electronic inspection without any fee by the members from the date of circulation of this notice up to the date of AGM, i.e. Monday, August 10, 2026. Members seeking to inspect such documents can send an email to investorservices@amararaja.com.

11. The register of members and share transfer books of the Company will remain closed from Tuesday, July 28, 2026, to Saturday, August 1, 2026 (both days inclusive).

12. The record date for the purpose of the final dividend of FY26 is Monday, July 27, 2026. The final dividend, if declared, shall be paid on or before Wednesday, September 9, 2026, to those members whose names appear in the register of members or in case of shares held in dematerialised form to the beneficiaries as of the close of business hours of the record date, as per details furnished by NSDL and CDSL.

13. Pursuant to the amendments in the Income Tax Act, 2025 (IT Act) dividend income is taxable in the hands of the members. The Company deducts tax at source (TDS) from dividend paid to the Members at prescribed rates. In general, to enable compliance with TDS requirements, members are requested to complete and / or update their Residential Status, PAN and Category as per the IT Act with their Depository Participants or, in case shares are held in physical form, with the Company by sending email to the Company's email address at investorservices@amararaja.com and/or investor@cameoindia.com. For more details, members are requested to refer "Communication on tax deducted at source" appended to this notice.

14. The transcript of the AGM shall also be made available on the website of the Company www.amararajaeandm.com in the Investors section as soon as possible, after the meeting is concluded.

15. Questions prior to AGM: Members seeking any information or asking questions with regard to the financial statements of the Company or on any matter in the Annual Report 2025-26 are requested to write from their registered email address mentioning their name, DP ID and Client ID/ folio number, PAN, mobile number to investorservices@amararaja.com on or before Tuesday, August 4, 2026 (5:00 P.M. IST). Such information sought, or questions raised by the members shall be replied to by the Company suitably.

16. As per Regulation 40 of the Listing Regulations, as amended, securities of listed companies can be transferred only in dematerialised form except in case of request received for transmission or transposition of securities. 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 to dematerialised form. Members can contact the Company's Registrar and Share Transfer Agent (RTA), Cameo Corporate Services Limited, Unit: Amara Raja Energy & Mobility Limited, Subramanian Building, No.1, Club House Road, Chennai – 600002, Tamil Nadu, India ("Cameo" or "RTA") for assistance in this regard.

17. To support the 'Green Initiative', members who have not registered their e-mail addresses so far are requested to register their e-mail address with their Depository participants (DPs), in case the shares are held by them in electronic form/ Demat form and with Cameo Corporate Services Limited in case the shares are held by them in physical form for receiving all communication(s) including Annual Report, Notices, Circulars, etc. from the Company electronically. Alternatively, members holding shares in physical form are requested to visit https://wisdom.cameoindia.com/ to register their e-mail address and mobile number with the RTA.

18. Members are requested to register or intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/ mobile numbers, PAN, nominations, power of attorney, bank details such as, name of the bank and branch details, bank account number, MICR code, IFSC code, etc., to their Depository Participants (DPs) with whom they are maintaining their demat accounts in case the shares are held by them in electronic form/demat form and to Cameo in case the shares are held by them in physical form. Shareholders holding physical shares may, if they so desire, send their nominations in form SH-13 of the Companies (Share Capital and Debentures) Rules, 2015, as amended, to the RTA of the Company. Further, shareholders may cancel/ vary their nomination already made, in form SH-14 by sending it to the RTA. Those holding shares in dematerialised form may contact their respective DPs to avail the nomination facility.

19. SEBI has mandated the submission of PAN by every participant in the securities market. Members holding shares in electronic form are, therefore, requested to submit the PAN and Bank account details to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form can submit their PAN and Bank details to the RTA. The following documents need to be provided for updation of Bank Account Details - Name and Branch of the Bank in which you wish to receive the dividend, Bank Account type, Bank Account number, 9 digits MICR Code number, 11 digits IFSC Code and a scanned copy of the cancelled cheque bearing the name of the first shareholder.

20. Pursuant to the provisions of Section 124(5) of the Act, the amount of dividend(s) declared and remaining unpaid for 7 years consecutively has been transferred, from time to time within respective due dates, to the Investors Education and Protection Fund (IEPF). During the year, the Company transferred the final dividend for FY18 and interim dividend for FY19, which had remained unclaimed and unpaid for seven consecutive years, to the IEPF. The due dates for transferring final dividend declared for FY19 and interim dividend for the FY20 which have remained unclaimed/unpaid thereafter to IEPF are given in the Additional Shareholder Information i.e. Annexure E to Corporate Governance report. Details of unpaid/unclaimed dividend lying with the Company as of March 31, 2026, is available on the Company's website i.e. www.amararajaeandm.com.

21. As per the provisions of Section 124 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2017 and amendments made thereunder (Rules), all shares in respect of which dividend remains unpaid or unclaimed for seven consecutive years, or more, are required to be transferred to the Investor Education and Protection Fund (IEPF) Authority. The shareholders are requested to claim their unpaid/ unclaimed dividends in order to avoid the transfer of shares to the IEPF Authority. During FY26, the

Company has transferred to the IEPF Authority all shares in respect of which final dividend declared in FY18 and interim dividend in FY19, had remained unpaid or unclaimed for seven consecutive years or more as per the Rules. The details of shares transferred to the IEPF have also been uploaded on the website of the IEPF Authority, and the same can be accessed at www.iepf.gov.in. Members may note that shares, as well as unclaimed dividend transferred to IEPF Authority, can be re-claimed. In such case, the members are requested to write to the Company / RTA for understanding the process for re-claiming such unclaimed dividend and shares transferred to IEPF. The members may refer to the 'Shareholders' Manual' available on the Company's website at https://www.amararajaeandm.com/Investors/corporate-governance-policies.

22 Voting through Electronic Means (Remote e-voting):

a. In compliance with the provisions of Section 108, 110 of the Act and Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time and the provisions of Regulation 44 of the Listing Regulations, the Company is pleased to provide e-voting facility to the members to exercise their right to vote on resolutions set forth in the notice convening the 41st AGM by electronic means. The Company has engaged the National Securities Depository Limited (NSDL) services as the authorised agency to provide e-voting facility. The instructions for remote e-voting are given in Serial No. 23.

b. The remote e-voting event number (EVEN) is 139764. The remote e-voting will commence on Thursday, August 06, 2026 (9:00 a.m. IST) and end on Sunday, August 09, 2026 (5:00 p.m. IST). During this period, members of the Company, holding shares either in physical form or in dematerialised form as on Monday, August 03, 2026, i.e. cut-off date, may cast their vote electronically. NSDL shall disable the e-voting module for voting on August 09, 2026, after 5.00 p.m. IST. Once the vote on a resolution is cast, the Member shall not be allowed to change it subsequently or cast the vote again.

c. Any person holding shares in physical form and non-individual shareholders who acquire shares of the Company and become a member of the Company after the notice is sent through e-mail and holding shares as of the cut-off date i.e. Monday, August 03, 2026, may obtain the login ID and password by sending a request at evoting@nsdl.co.in or Company/RTA. However, if you are already registered with NSDL for remote e-voting, you can use your existing user ID and password to vote. If you forgot your password, you can use the "Forgot User Details/ Password" or "Physical User Reset Password" option available on www.evoting.nsdl.com or call on toll free no. 1800 1020 990 and 1800 22 44 30. In case of Individual Shareholders holding securities in demat mode who acquire shares of the Company and become Members of the Company after sending the Notice and holding shares as of the cut-off date i.e. Monday, August 03, 2026, may follow the steps mentioned in the Serial No 23 of this Notice of the AGM under 'Access to NSDL e-Voting system'.

d. Members who have cast their vote by e-voting prior to the meeting may also attend the AGM through VC/OAVM but are not entitled to cast their vote again.

e. The facility for remote e-voting shall be made available during the AGM, and those members who will be present in the AGM through VC/OAVM facility and have not cast 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 during the AGM. The procedure for e-voting on the day of the AGM is the same as the instructions given in Serial No. 23 for Remote e-voting.

f. The voting rights of the members shall be in proportion to the paid-up value of their shares in the Company's equity capital as on the cut-off date, i.e. Monday, August 03, 2026. A person whose name is recorded in the register of members or in the register of beneficial owners maintained by the Depositories as on the cut-off date, i.e. Monday, August 03, 2026, shall only be entitled to avail the facility of remote e-voting and e-voting during the AGM.

g. The Board of Directors have appointed Mr. R. Sridharan, Practising Company Secretary (Membership No. FCS 4775 and CP No. 3239) Managing Partner, M/s. R. Sridharan & Associates, Company Secretaries as Scrutinizer and failing him Ms. Srinidhi Sridharan, (Membership No. FCS 12510 and CP No. 17990) from M/s. Srinidhi Sridharan & Associates to scrutinize the remote e-voting process and voting during the AGM in a fair and transparent manner.

h. The Scrutinizer shall, immediately after the conclusion of voting during the meeting, first count the votes cast at the meeting, thereafter unblock the votes cast through remote e-voting in the presence of at least two (2) witnesses not in employment of the Company and not later than two (2) working days from the conclusion of the meeting, prepare and submit a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, forthwith to the Chairman or a person authorised by the Chairman for counter signature.

i. The Results shall be declared by the Chairman or by an authorised person of the Chairman, and the resolutions will be deemed to have been passed on the date of the AGM, subject to receipt of the requisite number of votes in favour of the resolutions.

j. After the declaration of the results, the voting results shall be placed along with the Scrutinizer's Report(s) on the website of the Company www.amararajaeandm.com and on NSDL's website https://evoting.nsdl.com and communicated to the Stock Exchanges i.e. BSE and NSE, where the shares of the Company are listed, for placing the same on their website(s).

23. E- Voting instructions:

The Company's EVEN is: 139764. The remote e-voting period begins on Thursday, August 06, 2026 at 09:00 A.M. IST and ends on Sunday, August 09, 2026 at 05:00 P.M. 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. Monday August 03, 2026, may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being Monday, August 03, 2026.

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 shareholders 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.	1. 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. 2. 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. 3. 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 4. 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.

	5. Shareholders/Members can also download NSDL Mobile App "**NSDL Speede**" facility by scanning the QR code mentioned below for seamless voting experience.
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login 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. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) 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?

1. 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.

2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/ Member' section.

3. 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 139764 then user ID is 139764001***

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

   a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.

   b) 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.

   c) How to retrieve your 'initial password'?

      (i) 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'.

      (ii) 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:

   a) 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.

b) **Physical User Reset Password?** (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

c) 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.

d) 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?

1. 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 shareholders (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 rsaevoting@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (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 Mr. Amit Vishal 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 investorservices@amararaja.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 (investorservices@amararaja.com). If you are an Individual shareholders 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.

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

1. Members 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.

2. Members are encouraged to join the Meeting through Laptops for better experience.

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. Shareholders who would like to express their views/have questions may send their questions in advance mentioning their name demat account number/folio number, email id, mobile number to investorservices@amararaja.com. The same will be replied by the Company suitably.

6. Registration of Speaker: Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending their request from their registered email address mentioning their name, DP ID and Client ID/folio number, PAN, mobile number at investorservices@amararaja.com from Thursday, July 30, 2026 to Tuesday, August 4, 2026, (5:00 p.m. IST). Those members who have registered themselves as a speaker in advance will only be allowed to express their views/ask questions during the AGM.

7. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

8. In case any assistance is needed, members may contact NSDL on evoting@nsdl.co.in or at toll free no. 1800 1020 990 and 1800 22 44 30.

Annexure-I

Statement pursuant to Section 102(1) of the Companies Act, 2013 ("Act") and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and relevant Secretarial Standards

The following statement sets out all material facts relating to the special businesses mentioned in the accompanying notice dated May 25, 2026, and shall form part of the notice.

Item No 4, Item No 5:

The members of the Company, at the Annual General Meeting held on August 14, 2021, had appointed Mr. Harshavardhana Gourineni as an Executive Director of the Company for a period of five years, from June 12, 2021 to June 11, 2026, with total remuneration not exceeding 2.5% of the net profits of the Company for each financial year. His current tenure is set to expire on June 11, 2026.

The members are informed that Company underwent significant changes during the previous year, including retirement of key senior management personnel, induction of a new Independent Director, conclusion of term of a seasoned Independent Director along with highly volatile global business environment.

The members are further informed that as a part of its terms of reference and the Company's Nomination & Remuneration Policy, the Nomination and Remuneration Committee (NRC) periodically reviews the composition of the Board vis-a-vis peer companies and continues to evaluate potential profiles of business leaders and industry experts for induction on the Board.

After considering the current Board composition, Company's succession planning and the outcome of Board evaluation of Mr. Harshavardhana Gourineni, the Board and NRC have considered appropriate to maintain the existing composition of the Board, in order to safeguard stakeholders' interest. The Board and NRC deem necessary that Mr. Harshavardhana's continued presence on the Board as a business enabler would be beneficial to the Company.

Recognizing his invaluable contributions to the Automotive and Industrial business of the Company as detailed in Annexure II to this Notice of AGM, the Board and NRC has recommended Mr. Harshavardhana's re-appointment as Executive Director on the terms and conditions, including remuneration as set out herein below, for a further period of five years, effective from June 12, 2026 to June 11, 2031, pursuant to the provisions of the Act, rules thereunder and Listing Regulations, subject to the approvals of the members.

As per the provisions of Sections 196, 197 and 198 read with Schedule V and other applicable provisions of the Act, rules thereunder and Listing Regulations, approval of the members by way of an ordinary resolution is required for the re-appointment and payment of remuneration to Mr. Harshavardhana Gourineni as the Executive Director for the period from June 12, 2026 to June 11, 2031.

Further, as per Regulation 17(6)(e) of the Listing Regulations, approval of the members by way of a special resolution is required if there are more than one executive directors, who are promoters or belong to the promoter group and the aggregate annual remuneration to such director(s) exceeds 5% of the net profits of the Company.

The aggregate annual remuneration proposed to be paid to Mr. Harshavardhana Gourineni, Executive Director along with Mr. Jayadev Galla, Chairman, Managing Director & CEO, and Mr. Vikramadithya Gourineni, Executive Director (being promoters), may exceed the threshold of 5% of the net profits of the Company. Accordingly, in compliance with the regulatory provisions, approval of the members is also being sought through a special resolution.

The broad particulars of the terms and conditions of re-appointment including remuneration payable to Mr. Harshavardhana Gourineni as Executive Director, are as follows:

1. The Executive Director shall, subject to the supervision and control of the Board of Directors, carry out such duties as may be entrusted to him by the directors and shall exercise such powers as are delegated to him by the Board of Directors.

2. Period of appointment/agreement: 5 years from June 12, 2026, to June 11, 2031.

3. Remuneration comprising of salary, perquisites/ benefits and variable component determined as commission shall be as follows:

    a. Salary: ₹ 12,00,000/- per month

    b. Perquisites/benefits

        i. **Housing:** Rent Free accommodation or House Rent Allowance as may be applicable to the employees of the Company or provision of furnished accommodation.

        ii. **Medical reimbursement:** Reimbursement of medical expenses incurred for self and family and dependent parents, subject to a ceiling of one month's salary per year.

        iii. **Leave travel concession:** Leave Travel Concession for self and family to and from any place in India, once in a year in accordance with the rules of the Company.

        IV. **Provident fund:** Contribution to Provident Fund, Superannuation Fund or Annuity Fund to

the extent these, either singly or put together, are not taxable under the Income Tax Act, 2025.

V. **Leave encashment:** Encashment of leave as per the rules of the Company.

VI. **Gratuity:** Gratuity payable at a rate not exceeding half a month's salary for each completed year of service.

VII. **Car:** Company's car with driver for business purposes.

VIII. **Telephone/Mobile:** Telephone/Communication facilities at residence for business purposes.

IX. **Club fee:** Club fee subject to a maximum of two clubs. No admission and life membership fee will be paid.

c **Commission:** as a % of profit to be determined annually by the Nomination and Remuneration Committee after considering the performance of the Company, Mr. Harshavardhana Gourineni's strategic contribution and performance metrics, which shall not exceed 2.5% of the net profits of the Company.

4 **Overall remuneration:** The aggregate of salary, perquisites and commission payable to Mr. Harshavardhana Gourineni in any financial year shall not exceed 2.5% of the net profits of the Company calculated as per Section 198 of the Companies Act, 2013 and shall be in compliance with the section 197 of the Act and Listing Regulations.

5 **Minimum remuneration:** Where in any financial year, during the tenure of Mr. Harshavardhana Gourineni, the Company has no profits or its profits are inadequate, the Company shall pay him remuneration by way of salary, commission and perquisites not exceeding the limits as specified under Section II of Part II of Schedule V to the Act, as amended from time to time.

6. Mr. Harshavardhana Gourineni shall be entitled to reimbursement of all actual expenses including travel, entertainment or other out-of-pocket expenses incurred by him for and on behalf of the Company, in furtherance of its business.

7. The terms and conditions of the said re-appointment may be altered, enhanced or varied from time to time by the Board as it may, in its discretion, deem fit.

8. The employment may be terminated by either party after giving the other party three months' notice.

9. Mr. Harshavardhana Gourineni shall not be entitled to receive any fees for attending meetings of the Board/Committees.

The particulars of Mr. Harshavardhana Gourineni viz., qualifications, directorships and memberships of Board Committees, shareholding and other details as required under Secretarial Standards and Listing Regulations are furnished hereunder as Annexure-II to this notice.

The Board, after taking into consideration, the valuable contributions made by Mr. Harshavardhana Gourineni and based on the recommendation of the Nomination and Remuneration Committee, unanimously recommends the proposal for re- appointment of Mr. Harshavardhana Gourineni as the Executive Director of the Company and payment of the remuneration in compliance with Listing Regulations, for approval of the members through ordinary resolution, special resolution, respectively as set out at item no. 4, item no. 5 of this notice.

Mr. Harshavardhana Gourineni and Mr. Vikramadithya Gourineni, Executive Directors are related to each other. Further, Mr. Jayadev Galla, Chairman, Managing Director & CEO is deemed to be related to Mr. Harshavardhana and Mr. Vikramadithya and all three of them are promoters of the Company. They are concerned or interested in the resolutions as set out in item no. 4, item no. 5 of this notice with regard to re-appointment and payment of remuneration to Mr. Harshavardhana Gourineni.

None of the other directors and key managerial personnel or their relatives are interested financially or otherwise in the resolution as set out in item no. 4, item no. 5 of this notice.

Item No 6, Item No. 7:

The members of the Company, at the Annual General Meeting held on August 14, 2021, appointed Mr. Vikramadithya Gourineni as Executive Director of the Company for a period of five years, from June 12, 2021 to June 11, 2026, with total remuneration not exceeding 2.5% of the net profits of the Company for each financial year. The current tenure is set to expire on June 11, 2026.

The members are informed that Company underwent significant changes during the previous year, including retirement of key senior management personnel, induction of a new Independent Director, conclusion of term of a seasoned Independent Director along with highly volatile global business environment.

The members are further informed that as a part of its terms of reference and the Company's Nomination & Remuneration Policy, the Nomination and Remuneration Committee (NRC) periodically reviews the composition of the Board vis-a-vis peer companies and continues to evaluate potential profiles of business leaders and industry experts for induction on the Board.

After considering the current Board composition, Company's succession planning and the outcome of Board evaluation of Mr. Vikramadithya Gourineni, the Board and NRC have considered appropriate to keep the existing composition of the whole-time directors on the Board unchanged, in order to safeguard stakeholders' interest. The Board and NRC deemed necessary that Mr. Vikramadithya's continued presence on the Board as a business enabler would be beneficial to the Company.

Recognizing his invaluable contributions in spearheading the New Energy business as detailed in Annexure II to this Notice of AGM and other key initiatives, the Nomination and Remuneration Committee (NRC) has recommended Mr. Vikramadithya's re-appointment as Executive Director on the terms and conditions, including remuneration as set out herein below for a further period of five years, effective from June 12, 2026 to June 11, 2031, pursuant to the provisions of the Act, rules thereunder and Listing Regulations, subject to the approval of the members.

As per the provisions of Sections 196, 197 and 198 read with Schedule V and other applicable provisions of the Act, rules thereunder and Listing Regulations, approval of the members by way of an ordinary resolution is required for the re-appointment and payment of remuneration to Mr. Vikramadithya Gourineni as the Executive Director for the period from June 12, 2026 to June 11, 2031.

Further, as per Regulation 17(6)(e) of the Listing Regulations, approval of the members by way of a special resolution is required if there are more than one director, who are promoters or belong to the promoter group and the aggregate annual remuneration to such director(s) exceeds 5% of the net profits of the Company.

The aggregate annual remuneration proposed to be paid to Vikramadithya Gourineni, Executive Director along with Mr. Jayadev Galla, Chairman, Managing Director & CEO and Mr. Harshavardhana Gourineni Executive Director (being promoters), may exceed the threshold of 5% of the net profits of the Company. Accordingly, in compliance with the regulatory provisions, approval of the members is also being sought through a special resolution.

The broad particulars of the terms and conditions of re-appointment including remuneration payable to Mr. Vikramadithya Gourineni as Executive Director are as follows:

1 The Executive Director shall, subject to the supervision and control of the Board of Directors, carry out such duties as may be entrusted to him by the directors and shall exercise such powers as are delegated to him by the Board of Directors

2 Period of appointment/ agreement: 5 years from June 12, 2026, to June 11, 2031.

3. Remuneration comprising of salary, perquisites/ benefits and variable component determined as commission shall be as follows:

   a. Salary: ₹ 12,00,000/- per month

   b. Perquisites/benefits

      i. **Housing:** Rent Free accommodation or House Rent Allowance as may be applicable to the employees of the Company or provision of furnished accommodation.

      ii **Medical reimbursement:** Reimbursement of medical expenses incurred for self and family and dependent parents, subject to a ceiling of one month's salary per year.

      iii. **Leave travel concession:** Leave Travel Concession for self and family to and from any place in India, once in a year in accordance with the rules of the Company.

      iv. **Provident fund:** Contribution to Provident Fund, Superannuation Fund or Annuity Fund to the extent these, either singly or put together, are not taxable under the Income Tax Act, 2025.

      v **Leave encashment:** Encashment of leave as per the rules of the Company.

      vi. **Gratuity:** Gratuity payable at a rate not exceeding half a month's salary for each completed year of service.

      vii. **Car:** Company's car with driver for business purposes.

      viii. Telephone/Mobile: Telephone / Communication facilities at residence for business purposes.

      ix. **Club fee:** Club fee subject to a maximum of two clubs. No admission and life membership fee will be paid.

   c. **Commission:** as a % of profit to be determined annually by the Nomination and Remuneration Committee after considering the performance of the Company, Mr. Vikramadithya Gourineni's strategic contribution and performance metrics, which shall not exceed 2.5% of the net profits of the Company.

4. **Overall remuneration:** The aggregate of salary, perquisites and commission payable to Mr. Vikramadithya Gourineni in any financial year shall not exceed 2.5% of the net profits of the Company calculated as per Section 198 of the Companies Act, 2013 and shall be in compliance with the Section 197 of the Act and Listing Regulations.

5. **Minimum remuneration:** Where in any financial year, during the tenure of Mr. Vikramadithya Gourineni, the Company has no profits or its profits are inadequate, the Company shall pay him remuneration by way of salary, commission and perquisites not exceeding the limits as specified under Section II of Part II of Schedule V to the Act, as amended from time to time.

6. Mr. Vikramadithya Gourineni shall be entitled to reimbursement of all actual expenses including travel, entertainment or other out-of-pocket expenses incurred by him for and on behalf of the Company, in furtherance of its business.

7. The terms and conditions of the said re-appointment may be altered, enhanced or varied from time to time by the Board as it may, in its discretion, deem fit.

8. The employment may be terminated by either party after giving the other party three (3) months' notice.

9. Mr. Vikramadithya Gourineni shall not be entitled to receive any fees for attending meetings of the Board/Committees

The particulars of Mr. Vikramadithya Gourineni viz., qualifications, directorships and memberships of Board Committees, shareholding and other details as required under secretarial standards and Listing Regulations are furnished hereunder as Annexure-II to this notice.

The Board, after taking into consideration, the valuable contributions made by Mr. Vikramadithya Gourineni and based on the recommendation of the Nomination and Remuneration Committee, unanimously recommends the proposal for re-appointment of Mr. Vikramadithya Gourineni as the Executive Director of the Company and payment of the remuneration, for approval of the members through ordinary resolution, special resolution, respectively as set out at item no. 6, item no. 7 of this notice.

Mr. Vikramadithya Gourineni and Mr. Harshavardhana Gourineni, Executive Directors, are related to each other. Further, Mr. Jayadev Galla, Chairman, Managing Director & CEO is deemed to be related to Mr. Vikramadithya and Mr. Harshavardhana and all three of them are promoters of the Company. They are concerned or interested in the resolution as set out in item no. 6, item no. 7 of this notice with regard to re-appointment and payment of remuneration to Mr. Vikramadithya Gourineni.

None of the other directors or key managerial personnel or their relatives are interested financially or otherwise in the resolution as set out in item no. 6, item no. 7 of this notice.

Item no. 8

The Board of Directors, at their meeting held on May 25, 2026, on the recommendation of the Audit Committee, approved the appointment of M/s. Sagar & Associates, Cost Accountants, (Firm Registration No. 000118) as Cost Auditors of the Company to conduct the audit of the cost records of the Company in respect of products manufactured by the Company falling under CETA code 8507 i.e. Electric Accumulators, including separators for the FY27 at a remuneration of ₹ 4.75 lakhs (Four lakhs seventy five thousand only) excluding reimbursement of out-of-pocket expenses and applicable taxes.

Pursuant to the provisions of Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014, approval of the members is sought by way of an ordinary resolution as set out in Item no. 8 of this notice ratifying the remuneration payable to the Cost Auditors for the FY27. The Board, based on the Audit Committee's recommendation, unanimously recommends the ordinary resolution as set out in Item no. 8 of this notice. None of the Directors, key Managerial Personnel, or their relatives are interested financially or otherwise in the resolution, as set out in Item no. 8 of this notice.

By Order of the Board of Directors
For **Amara Raja Energy & Mobility Limited**

Vikas Sabharwal
Company Secretary
& General Counsel,
FCS: 5354

Date: May 25, 2026
Place: New Delhi

Annexure-II

Brief particulars of the Director(s) proposed for re-appointment at the Annual General Meeting and other details pursuant to the Companies Act, 2013 (the Act), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations) and Secretarial Standard-2 on General Meetings:

Brief Profile of Mr. Harshavardhana Gourineni, Executive Director:

Mr. Harshavardhana Gourineni (DIN: 07311410) (Age: 38 years) is an accomplished industrial leader and Executive Director – Automotive & Industrial at Amara Raja Energy & Mobility Limited (ARE&M), where he leads businesses generating over USD 1.5 billion in revenue. He plays a pivotal role in driving the Company's transformation into a future-ready energy and mobility enterprise, anchored in operational excellence, innovation and global expansion.

Mr. Harshavardhana holds a degree in Industrial and Organizational Psychology from Purdue University, USA, and began his career with Johnson Controls (now Clarios) in the United States, gaining early exposure to world-class manufacturing systems and demand planning. This foundation continues to shape his leadership approach, combining performance discipline with agility and continuous improvement.

As an Executive Director of ARE&M since 2021, Mr. Harshavardhana has led several strategic initiatives that reinforce ARE&M's market leadership. Under his leadership, the Company has delivered strong business momentum, including consistent revenue and volume growth across core automotive segments, expansion into high-growth adjacencies and the successful introduction of advanced battery technologies such as AGM and EFB for both OEM and aftermarket applications. He has also played a critical role in deepening OEM partnerships, resulting in multiple quality, delivery, and sustainability recognitions from leading automotive manufacturers, while strengthening the Company's position across key platforms and programs.

A strong proponent of operational excellence, Mr. Harshavardhana has institutionalized a culture of continuous improvement across manufacturing, with large-scale employee participation in quality initiatives that have earned national and international recognition. At the same time, he has accelerated the Company's digital transformation journey, enabling smart manufacturing through real-time analytics, automation, and data-driven decision-making to improve productivity, quality and cost efficiency.

Mr. Harshavardhana has been instrumental in expanding ARE&M's global footprint, with the company's products now reaching over 70 countries. He continues to focus on strengthening international markets, building strategic customer relationships, and enhancing brand visibility worldwide.

A strong advocate of sustainability and clean energy, Harsha has championed initiatives in renewable energy adoption, circularity, and responsible manufacturing, including investments in solar power and recycling capabilities. Known for his execution-oriented mindset, collaborative leadership style, and future-focused vision, Harshavardhana Gourineni remains a key force behind ARE&M's continued growth and its evolution into a globally competitive, innovation-driven energy and mobility enterprise.

He played a pivotal role in the establishment of ARCS, a wholly owned subsidiary, and the setting up of a state-of-the-art battery recycling plant at Cheyyar, Tamil Nadu. The facility, which will be the first in India to use de-sulphurisation technology, is expected to significantly contribute to the Company's lead and alloy requirements while enabling higher lead recovery and minimising waste, further strengthening the Company's commitment to sustainable growth.

Terms and conditions of appointment including remuneration proposed to be paid: As laid out in Item no. 4, item no. 5 of the Annexure I of this Notice. His office as a director is subject to retirement by rotation.

Date of first appointment to the Board, last drawn remuneration and number of Board meetings attended: Mr. Harshavardhana was first appointed to the Board on June 12, 2021 as Executive Director for a term of five years till June 11, 2026. Other details pertaining to Mr. Harshavardhana are provided in the corporate governance report of this Integrated Annual Report 2025-26. He attended all the Board, Committee and Shareholders' meetings held during the FY26.

Expertise in specific functional area and skills and capabilities required for the role and the manner in which he meets such requirements: In addition to his educational qualifications, extensive functional experience, and significant contribution to the growth of the Company's automotive business, he brings deep expertise in strategy, corporate governance, board leadership, business management, finance, technology, and human resources.

Shareholding in the Company as on the date of this Report: Mr. Harshavardhana, Promoter of the Company does not hold any shares/ convertible instruments in the Company. He is also a Director in Amara Raja Enterprises Private Limited (AREPL, formerly known as RNGalla Family Private Limited (RFPL)), promoter of the Company. AREPL holds 32.86% of the equity share capital of the Company.

Disclosure of relationships between directors inter-se: He is nephew of Mr. Jayadev Galla, Chairman, Managing Director & CEO and brother of Mr. Vikramadithya Gourineni, Executive Director.

Listed entities (other than this Company) in which Mr. Harshavardhana holds directorship and committee membership: Nil

Listed entities from which Mr. Harshavardhana has resigned in the past three years: Nil

Directorships and Committee positions:

S. No.	Name of the Company	Designation
i.	Amara Raja Power Systems Limited, WOS	Director
ii.	Amara Raja Advanced Cell Technologies Private Limited, WOS	Director
iii.	Amara Raja Circular Solutions Private Limited, WOS	Director
iv.	Amara Raja Enterprises Private Limited (Formerly known as RNGalla Family Private Limited)	Director
v.	HG Global Private Limited	Director
vi.	Mangal Industries Limited*	Director
vii.	Amara Raja Media Private Limited	Director
viii.	Amara Raja Infra Private Limited	Director

*He is a member of Audit Committee.

The Committee positions held in ARE&M are already provided in the Corporate Governance section of this Annual Report.

Brief Profile of Mr. Vikramadithya Gourineni, Executive Director:

Mr. Vikramadithya Gourineni (DIN: 03167659) (Age: 37 years) serves as the Executive Director – New Energy Business at Amara Raja Energy & Mobility Limited (ARE&M), where he leads ARE&M's strategic transition into next-generation energy and mobility solutions, as the head of the New Energy Business. His visionary and transformational approach has positioned the company to spearhead the next phase of growth.

An exceptional leader, he plays a pivotal role in driving transformation and growth at the Company. With a Bachelor's degree in Biochemistry from the prestigious University of Wisconsin - Madison, he brings a strong academic foundation to his current position.

As Executive Director of ARE&M since 2021, Mr. Vikramadithya has revolutionised the energy and mobility segment of the Company, contributing to a greener and more sustainable future. Under his leadership, the New Energy business was repositioned to align with ARE&M's broader Energy & Mobility strategy, with a focus on advanced power electronics and integrated energy solutions including EV charging infrastructure, home energy solutions, stationary energy storage systems and critical power applications.

As part of ARE&M's New Energy initiative, Mr. Vikramadithya played a key role in driving the business of Amara Raja Advanced Cell Technologies Private Limited (ARACT) and Amara Raja Power Systems Limited (ARPS), wholly owned subsidiaries. He is currently spearheading the development of the Amara Raja Giga Corridor, ~300-acre integrated energy storage manufacturing corridor comprising advanced research facilities, lithium-ion cell manufacturing, battery pack assembly and advanced systems integration for mobility and stationary storage applications.

ARACT is developing one of India's largest integrated new energy manufacturing ecosystems, including a 16 GWh gigafactory and e^+ Energy Labs, a collaborative R&D platform focused on developing advanced chemistries and energy storage technologies tailored for Indian operating conditions. ARACT today supplies advanced battery packs, chargers and energy solutions to leading mobility and industrial customers across India.

ARPS continued to strengthen its presence across industrial chargers, integrated power systems, EV charging solutions, Battery Energy Storage Systems (BESS) and Home Energy portfolio through development of lithium-based Home UPS (HUPS) systems and hybrid inverter platforms for residential and small commercial applications. It recorded improved commercial traction in DC fast charging solutions, expanding its customer base across Charge Point Operators (CPOs), infrastructure developers and OEMs, supported by increased order inflows and localisation initiatives aligned with Phased Manufacturing Programme (PMP) guidelines.

In addition to his operational responsibilities, Mr. Vikramadithya has also contributed to enterprise-wide strategic initiatives spanning strategic planning, organizational development, corporate communications and capability building across the ARE&M.

Terms and conditions of appointment including remuneration proposed to be paid: As laid out in Item no. 6, Item no. 7 of the Annexure I of this Notice. His office as a director is subject to retirement by rotation

Date of first appointment to the Board, last drawn remuneration and number of Board meetings attended: Mr. Vikramadithya was first appointed to the Board on June 12, 2021 as Executive Director for a term of five years till June 11, 2026. Other details pertaining to Mr. Vikramadithya are provided in the corporate governance report of this Integrated Annual Report 2025-26. He attended all the Board, Committee and Shareholders' meetings held during the FY26.

Expertise in specific functional area and skills and capabilities required for the role and the manner in which he meets such requirements: In addition to his educational qualifications and extensive functional experience, he has made significant contributions to the growth of the Company's New Energy business. He has played a pivotal role in driving the Company's lithium-ion cell manufacturing initiative in India by leading technology evaluation, strategic partnerships, cross-border collaborations, and technology tie-ups. His areas of expertise include strategy, technology, corporate governance, board leadership, business management, finance, and human resources.

Shareholding in the Company as on the date of this Report: Mr. Vikramadithya, Promoter of the Company does not hold any shares/ convertible instruments in the Company. He is also a Director in Amara Raja Enterprises Private Limited (AREPL, formerly known as RNGalla Family Private Limited (RFPL)), promoter of the Company. AREPL holds 32.86% of the equity share capital of the Company.

Disclosure of relationships between directors inter-se: He is nephew of Mr. Jayadev Galla, Chairman, Managing Director & CEO and brother of Mr. Harshavardhana Gourineni, Executive Director.

Listed entities (other than this Company) in which Mr. Vikramadithya holds directorship and committee membership: Nil

Listed entities from which Mr. Vikramadithya has resigned in the past three years: Nil

Directorships and Committee positions:

S. No.	Name of the Company	Designation
i.	Amara Raja Power Systems Limited, WOS	Director
ii.	Amara Raja Advanced Cell Technologies Private Limited, WOS	Director
iii.	Amara Raja Circular Solutions Private Limited, WOS	Director
iv.	Amara Raja Electronics Limited*	Director
v.	Amara Raja Enterprises Private Limited (Formerly known as RNGalla Family Private Limited)	Director
vi.	Amara Raja Media Private Limited	Director
vii.	Amara Raja Infra Private Limited*	Director
viii.	Amara Raja Design Alpha Private Limited	Director
ix.	Inobat AS, Norway	Director

*He is a member of Audit Committee

The Committee positions held in ARE&M are already provided in the Corporate Governance section of this Annual Report.

Communication on tax deducted at source

Dear Shareholders,

As you may be aware that as per the revised provisions of the Income Tax Act 2025 ("IT Act"), dividends paid or distributed by a company after April 1, 2020 are taxable in the hands of the shareholders. The Company shall therefore be required to deduct tax at source (TDS) at the applicable rates at the time of making the payment of dividends as and when declared by the Company.

As per revised provisions the IT Act, 2025 (Act), companies paying dividend are required to withhold tax at the applicable tax rates (for Resident shareholder at 10% with valid Permanent Account Number (PAN) or at 20% without/invalid PAN and for Non-Resident shareholders at the rates prescribed under the Act or Tax Treaty, read with Multilateral Instruments, if applicable). The TDS vary depending on the residential status of the shareholder and documents submitted by them and accepted by the Company in this regard. Accordingly, the dividend, when declared, will be paid after deducting TDS. However, no withholding of tax is applicable if the dividend payable to resident individual shareholders having valid PAN is less than Rs. 10,000 per annum.

Hence we request your attention to the below requirements:

For Resident Shareholders:

Particulars	Applicable TDS Rate	Documents required (if any)
With PAN	10%	Update the PAN, if not already done: a. (In case of shares held in Demat mode): With the depositories b. (In case of shares held in physical mode) : With the Company's Registrar and Transfer Agents - Cameo Corporate Services Limited at https://investors.cameoindia.com .
Without PAN/ Invalid PAN	20%	N. A.
Failed to link PAN with Aadhaar	20%	N.A.
Submit Form 121 (Erstwhile Form 15G/15H)	NIL	Declaration in Form No. 121, fulfilling certain conditions under the Act. Form 121 can be downloaded from https://investors.cameoindia.com . The Form 121 can be uploaded at https://investors.cameoindia.com provided by the Company's RTA .
Submit Order under Section 395 of the Act	Rate provided in the Order	Lower/NIL withholding tax certificate obtained from Income Tax authority.
Shareholders to whom Section 393(1) Table: Sl.no. 7 of the Act is not applicable	NIL	Documentary evidence that the said provisions are not applicable.
Persons Covered under Section 393(5) of the Act (e.g. Mutual Funds, Govt., RBI)	NIL	Documentary evidence that the shareholder is covered under Section 393(5) of the Act and Declaration that their income is exempt under Section Section 11 read with Schedule VII of the Income Tax Act, 2025 and therefore no TDS is required under Section 393(5)(d) of the Income Tax Act, 2025.
Alternative Investment Funds (AIF) registered with SEBI	Nil	AIF established/incorporated in India - Self- declaration that its income is exempt under Section 11 read with Schedule V of the Income Tax Act, 2025and they are governed by SEBI regulations as Category I or Category II AIF along with self- attested copy of the PAN card and registration certificate

For Non-Resident Shareholders

Particulars	Applicable Rate	Documents required (if any)
Non-resident shareholders including Foreign Institution Investors (FIIs) / Foreign Portfolio Investors (FPI's)	20% (plus applicable surcharge and cess) OR Tax Treaty Rate** (whichever is lower)	Non-resident shareholders may opt for tax rate under Double Taxation Avoidance Agreement ("Tax Treaty"). The Tax Treaty rate shall be applied for tax deduction at source on submission of following documents to the Company: 1. Self-attested copy of the PAN Card, if any, allotted by the Indian authorities 2. Self-attested Tax Residency Certificate (TRC) obtained from the tax authorities of the country of which the shareholder is a resident. 3. Self-declaration in electronically filed Form-41(Erstwhile Form 10F) (online link at https://eportal.incometax.gov.in/) with effect from April 1, 2023 to avail the benefit of DTAA. 4. Self-declaration from Non-resident, primarily covering the following: i. Shareholder is and will continue to remain a tax resident of the Country of its residence during the financial year for which it is declared ii. Shareholder is eligible to claim the beneficial DTAA rate for the purposes of tax withholding on dividend declared by the Company iii. Shareholder has no reason to believe that its claim for the benefits of the DTAA is impaired in any manner iv. Shareholder is the ultimate beneficial owner of its shareholding in the Company and dividend receivable from the Company; and v. Shareholder does not have a taxable presence or a permanent establishment in India during the financial year for which it is declared
Submitting Order u/s 395 of the Act (i.e. lower or NIL withholding tax certificate)	Rate provided in the Order	Lower/NIL withholding tax certificate obtained from tax authority.

** The Company is not obligated to apply the beneficial Tax Treaty rates at the time of tax deduction/withholding on dividend amounts. Application of beneficial Tax Treaty Rate shall depend upon the completeness of the documents submitted by the Non-Resident shareholder and review to the satisfaction of the company.

Shareholders holding shares under multiple accounts under different status/category and single PAN, may note that, higher of the tax rate as applicable to the status in which shares held under a PAN will be considered on their entire holding in different accounts.

1. As per Section 262 of the Income Tax Act, 2025, every person who has been allotted a PAN and who is eligible to obtain Aadhaar, shall be required to link the PAN with Aadhaar. In case of failure to comply to this, the PAN allotted shall be deemed to be invalid/inoperative and tax shall be deducted at the rate of 20% as per the provisions of section 397 of the Act. The Company will be using functionality of the Income-tax department for the above purpose. Provisions will be effective from July 1, 2023. Shareholders may visit https://www.incometax.gov.in/iec/foportal/ for FAQ issued by Government on PAN Aadhar linking.

2. Shareholders who are exempted from TDS provisions through any circular or notification may need to provide documentary evidence in relation to the same to enable the Company in applying the appropriate TDS on Dividend payment to such shareholder. The aforesaid documents, as applicable, are required to be duly completed, signed and shall be sent to investor@cameoindia.com or investorservices@amararaja.com. The Company shall determine the appropriate TDS / withholding tax rate applicable based on the declarations received by it as on the Record Date(s) fixed by it for the dividend(s) proposed, if any.

3. The updation of PAN, submission of Form 121(Erstwhile Form 15G/15H), submission of documents including declaration from non-resident shareholders and any documents submission with regard to TDS shall reach the RTA at investor@cameoindia.com.

4. The above communication on TDS sets out the provisions of the law in a summary only and does not purport to be a complete analysis or listing of all potential tax consequences. Shareholders should consult with their own tax advisors for the tax provisions that may be applicable to them.

5. Kindly note that no claim shall lie against the Company for the tax deducted at source on Dividend. It may further be noted that in case the tax on said dividend is deducted at a higher rate in absence of receipt of the aforementioned details/documents from the shareholders, the shareholders may file return of income and claim refund of tax, as appropriate.

6. The Company shall arrange to email the soft copy of TDS certificate at your registered email ID in due course, post payment of the dividend. Shareholders will also be able to see the credit of TDS in Form 168 (Erstwhile Form 26AS), which can be downloaded from their e-filing account at https://www.incometaxindiaefiling.gov.in/

7. In the event of any income tax demand (including interest, penalty, etc.) arising from any misrepresentation, inaccuracy or omission of information provided / to be provided by the Shareholder(s), such Shareholder(s) will be responsible to indemnify the Company and also, provide the Company with all information / documents and co-operation in any appellate proceedings.

8. In the event the registered shareholder intends to transfer the TDS credit on the dividend income to other persons as per Rule 203 of the Income Tax Rules 2026, such shareholder is required to submit the duly signed Declaration containing the name, address and PAN of the person to whom the TDS credit is to be given and the reasons for giving the credit to such person. Incomplete declaration forms will not be entertained by the company for transfer of TDS credit. The registered shareholder shall indemnify the Company for any incorrect or misleading information furnished in the Declaration.

9. **Updation of PAN, Email address and other details:** All the shareholders are requested to update their KYC details such as residential status, email address, mobile number, residential address, category and other details with their relevant depositories through their depository participants, in case the shares are held in electronic form or with the Company, in case the shares are held in physical form, as may be applicable. The Company is obligated to deduct TDS based on the records made available by National Securities Depository Limited and Central Depository Services (India) Limited (collectively referred to as 'the Depositories') in case of shares held in demat mode and from the records of the Company in case of shares held in physical mode and no request will be entertained for revision of TDS return. The forms can be downloaded from the Company's website, i.e. www.amararajaeandm.com.

10. **Updating of Bank Account:** Shareholders holding shares in demat mode are requested to ensure that their bank account details are updated with their respective demat accounts, to enable the Company to make timely credit of dividends in their respective bank accounts.

11. In order to enable us to determine the appropriate tax rate at which tax has to be deducted at source under the respective provisions of the Act, we request you to provide the above-mentioned details and documents as applicable to you on or before Monday, August 3, 2026. The dividend will be paid after deduction of TDS as determined on the basis of the aforementioned documents provided by the respective shareholders as applicable to them and satisfactory review of the documents by the Company. No communication on the tax determination/ deduction shall be considered after Monday, August 3, 2026.

In case of any query, you reach out to us by sending an email at investor@cameoindia.com or investorservices@amararaja.com or contact Mr. P Muralidharan, Manager, Cameo Corporate Services Limited at +91 44 28460718.

Notes

Notes

Amara Raja Energy & Mobility Limited
(Formerly known as Amara Raja Batteries Limited)

Corporate Operations Office
TERMINAL A, 1-18/1/AMR/NR, Nanakramguda, Gachibowli, Hyderabad - 500 032, India.
Tel No. +91 40 23139000,
Fax No. +91 40 23139001, E-mail: investorservices@amararaja.com

Registered Office & Works
Karakambadi-517 520, Tirupati, Andhra Pradesh, India. Tel No:+91 877 2265000, Fax No. +91 877 2285600,
E-mail: investorservices@amararaja.com, Website: www.amararajaeandm.com,
Corporate Identification Number: L31402AP1985PLC005305.