# PUDUMJEE PAPER PRODUCTS LTD.

**Registered Office:**
Survey No. 25, 26, 29 & 30, Chinchwad Road, Near Aditya Birla Hospital,
Thergaon, Mulshi, Pune, Maharashtra 411 033, India.
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**CIN: L21098PN2015PLC153717 | GSTIN: 27AAHCP9601Q1ZQ**


SW: 583 05th August, 2026

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| The Manager,<br>Listing Department,<br>**National Stock Exchange of India Ltd.,**<br>Exchange Plaza, 5th Floor,<br>Plot No. C/1, G Block,<br>Bandra Kurla Complex, Bandra (E),<br>Mumbai – 400 051.<br><br>**Scrip Code:- PDMJEPAPER** | The Manager,<br>Corporate Relationship Department,<br>**BSE Ltd.,**<br>Phiroze Jeejeebhoy Towers,<br>Dalal Street,<br>MUMBAI – 400 001.<br><br>**Scrip Code:- 539785** |

Dear Sir/Madam,

Subject: Annual Report for the Financial Year 2025-26.

Pursuant to the Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 we have enclosed the Annual Report of the Company for the Financial Year 2025-26 for your information and record.

The said Annual Report is also available on the website of the Company at www.pudumjee.com.

Thanking you,

Yours Faithfully,

For **Pudumjee Paper Products Limited**

Shrihari Shrikant Waychal
Digitally signed by Shrihari Shrikant Waychal
Date: 2026.08.05 15:30:39 +05'30'

Shrihari Waychal
Company Secretary & Compliance Officer
ICSI Membership No.: A62562
Encl.: As Above

PUDUMJEE

# PRIDE IN EXCELLENCE

Pudumjee Paper Products Limited

Annual Report 2025-26




## Forward-looking statement

In this annual report, we have disclosed forward-looking information to enable investors to comprehend our prospects and make informed investment decisions. This report and other statements – written and oral – that we periodically produce/ publish, may contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried wherever possible to identify such statements by using words such as 'anticipates', 'estimates', 'expects', 'projects', 'intends', 'plans', 'believes' and words of similar substance in connection with any discussion of future performance. We cannot guarantee that these forward-looking statements would be fully realised, although we believe we have been prudent in our assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. If known or unknown risks or uncertainties materialise, or if underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

## CONTENTS



## HIGHLIGHTS, FY2025-26 PERFORMANCE

### REVENUE

807.88

₹ Cr, total revenue generated during FY2025-26

### EBITDA

145.01

₹ Cr, profit before interest, depreciation and tax

### PROFIT AFTER TAX

92.30

₹ Cr, profit after tax earned during FY2025-26

### EARNINGS PER SHARE

9.86

₹, earnings attributable per equity share

# PRIDE IN
# EXCELLENCE

At Pudumjee Paper Products, we do not seek to be the biggest in size in our space.

We seek to be the best.

This aspiration is based on a culture of excellence.

This culture is driven by product innovation, disciplined execution and prudent financial management.

***The objective is singular: To deliver specialty papers for customer delight.***

CORPORATE SNAPSHOT

# PUDUMJEE PAPER PRODUCTS LTD.

The Company partners businesses from concept to customised product development to the delivery of sustainable fibre-based alternatives.

The Company, built around technical expertise to manufacture specialty papers with a focus on environmental stewardship, is committed to transform everyday applications of its products into sustainable outcomes.

The Company empowers brands to transition to responsible packaging alternatives, helping create a cleaner world.

## Vision

To create a dynamic organisation with all round development of people, so as to lead themselves and the organisation towards sustainability and growth.

## Mission

To offer value-added Specialty Paper products to customers and constantly develop challenging products for emerging applications. Minimise the environmental impact through energy conservation, use of renewable energy and adoption of best available technology.

## Leadership

Arun Kumar Jatia, aged 62, is the Executive Chairman and has been associated with the Company as its promoter since inception. A Singapore citizen, he holds a Bachelor of Science degree in Finance and Business Economics from the University of Southern California, USA, and is an alumnus of Harvard Business School. Hailing from a distinguished industrial background, he brings close to five decades of experience in the specialty paper industry. Under his guidance, the Company has defined its strategic direction and translated vision into execution. His deep sectoral understanding has played a critical role in addressing industry challenges and steering the Company towards long-term growth. As of 31st March, 2026, the Promoter and Promoter Group owned approximately 71.55% of the Company's equity share capital.

## Corporate evolution

Pudumjee Paper Products Limited was incorporated as a public limited company on 14th January, 2015 under the Companies Act, 2013. Pursuant to an order of the Hon'ble Bombay High Court dated 8th January, 2016, the paper manufacturing and hygiene products businesses, together with nearly six decades of accumulated goodwill and technical expertise from multiple entities, were consolidated into the Company with effect from 1st April, 2014. The Company focuses on the manufacture of specialty papers, supported by advanced production infrastructure and technical capabilities.

## Pedigree

Pudumjee Paper Products Limited is anchored in a long-standing tradition of specialty paper manufacturing excellence. Its foundation rests on decades of technical expertise, operational discipline and sectoral insight. The Company reflects an industrial lineage strengthened by strategic consolidation, experienced leadership and a consistent focus on value-added solutions. This enduring legacy enables Pudumjee to combine credibility, innovation and reliability in serving evolving market needs.

## Respect

Pudumjee Paper Products Limited commands respect within the specialty paper industry segment through its consistent quality standards, responsible manufacturing practices and customer focused approach. The Company's commitment to reliability, regulatory compliance and sustainable initiatives has strengthened long standing relationships across its stakeholder ecosystem. Its disciplined operations and ethical business conduct continue to reinforce its credibility and standing in the market.

## Our offerings

The Company manufactures an extensive spectrum of specialty paper grades serving diverse applications. Its offerings include papers designed for food packaging, decorative uses, pharmaceutical applications, super calendared varieties, specialty grades, crepe tissue, towels, as well as high opacity and low grammage printing papers. The Company also supplies hygienic hand wash systems and cleaning equipment, enabling end to end solutions for its customers. These solutions support hygiene management and operational convenience across commercial environments such as hotels, restaurants, canteens and food courts.

## Manufacturing strength

The Company operates a manufacturing facility at Thergaon, Pune, with an installed capacity of 72000 MTPA, representing the largest specialty paper manufacturing unit at a single location in India. The facility produces diverse specialty paper grades across lower and varied grammages, supported by experienced professionals and a well-established distribution network spanning the country.

## Footprint

Pudumjee Paper Products Limited has established a strong market presence supported by a well-integrated distribution network across India, along with an expanding international footprint in Europe, the Middle East, Africa, South East Asia and Australia. The Company is recognised for delivering reliable specialty paper solutions backed by a compelling price value proposition.

## Customer engagement

The Company remains focused on exceeding customer expectations through the consistent delivery of high-quality products and dependable after-sales support. Its broad specialty paper portfolio caters to varied industry requirements, ensuring that consumers, stockists, distributors, wholesalers and retailers are served effectively. By prioritising quality, reliability and service consistency, the Company has cultivated enduring relationships founded on trust. A sustained emphasis on innovation and sustainability was reinforced its standing as a preferred business partner.

## Workforce

As an established player in India's specialty paper segment, Pudumjee Paper Products Limited comprised a workforce of 646 employees as of 31st March, 2026. With an average employee age of 43 years, the organisation reflects a balanced blend of experienced professionals and dynamic young talent, creating a well-rounded and capable organisation.

## Quality accreditations

The Company adheres to internationally recognised quality and compliance standards across its operations.

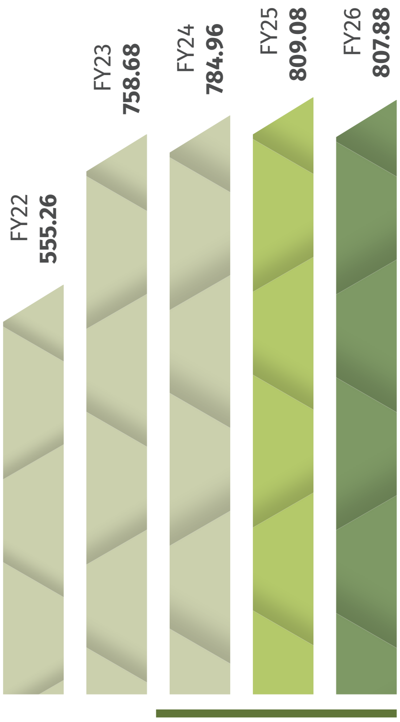
**US Foods and Drugs Administration, FDA**: Certification aligned with global regulatory benchmarks for products used in food and medical applications, including those related to pharmaceuticals and medical devices.

**ISO certifications**: Integrated management system certifications covering quality and environmental frameworks. ISO 9001 pertains to the Quality Management System, ISO 14001 addresses Environmental Management, and ISO 22000 confirms adherence to Food Safety Management System requirements relevant to paper hygiene applications.

**ISO 45001**: Occupational health and safety management certification focused on workplace safety, employee well-being and risk management

# HOW PUDUMJEE HAS DELIVERED FINANCIAL VALUE

## Revenues
(₹ Cr)



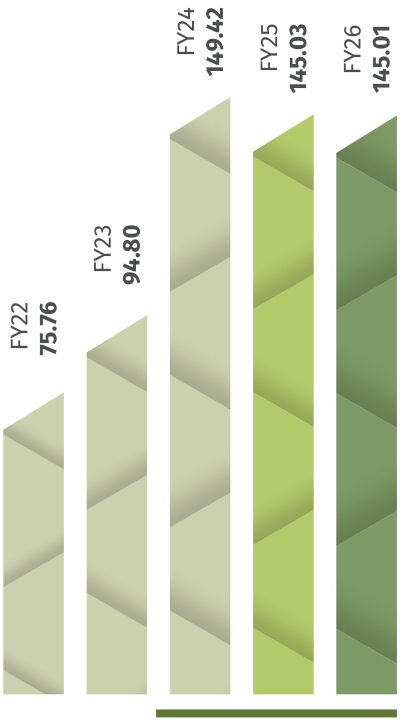

**Definition**
Growth in sales net of taxes.

**Why is this measured?**
It is an index that showcases the Company's ability to maximise revenues, which provides a basis against which the Company's performance can be compared with sectoral peers.

**What does it mean?**
Enhanced revenues provide visibility, index of market share and a base across which fixed expenses can be effectively amortised.

**Value impact**
The Company reported revenues of ₹807.88 Cr during FY2025-26 compared with ₹809.08 Cr in the previous year. Revenue performance remained stable, reflecting a sustained demand across specialty paper applications and a continued focus on value-added products.

## EBITDA
(₹ Cr)



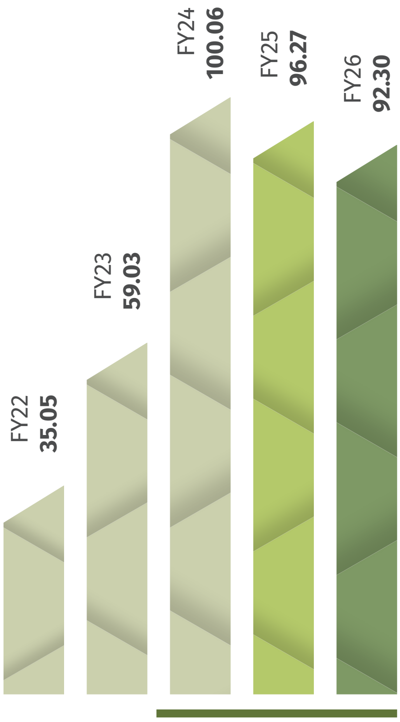

**Definition**
Earnings before the deduction of fixed expenses (interest, depreciation, extraordinary items, and tax).

**Why is this measured?**
It is an index that showcases the Company's ability to generate a surplus after operating costs, creating a base for comparison with sectoral peers.

**What does it mean?**
Helps create a robust surplus generating engine that facilitates reinvestment.

**Value impact**
The Company reported an EBITDA of ₹145.01 Cr during FY2025-26 compared with ₹145.03 Cr in the previous year. Operating profitability remained stable despite moderated industry realisations, supported by disciplined cost management and operational efficiencies.

## Net profit
(₹ Cr)




**Definition**
Profit earned during the year after deducting all expenses, provisions and tax.

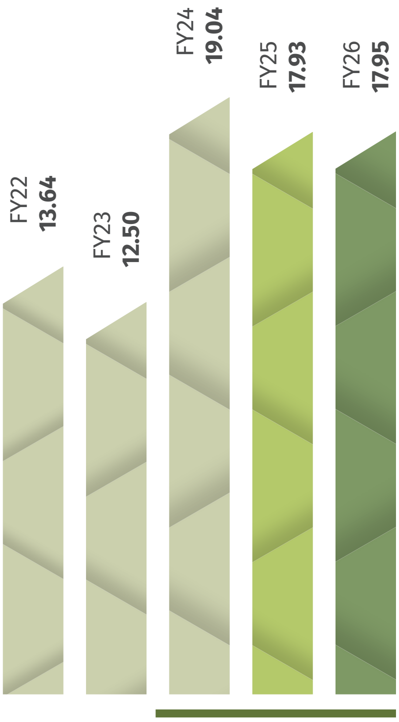
**Why is this measured?**
It highlights the strength of the business model in generating value for shareholders.

**What does it mean?**
Ensures that adequate cash is available for reinvestment and allows the Company's growth engine to sustain momentum.

**Value impact**
The Company reported a net profit of ₹92.30 Cr during FY2025-26 compared with ₹96.27 Cr in the previous year. Profitability remained healthy despite higher depreciation and finance costs arising from strategic investments undertaken to strengthen long-term operational efficiency, sustainability and manufacturing capabilities

## EBITDA margin

(%)




**Definition**

EBITDA margin is a profitability ratio used to measure a company's pricing strategy and operating efficiency

**Why is this measured?**

The EBITDA margin provides a perspective of how much a company earns (before accounting for interest, depreciation, and taxes) on each rupee of sales.

**What does it mean?**

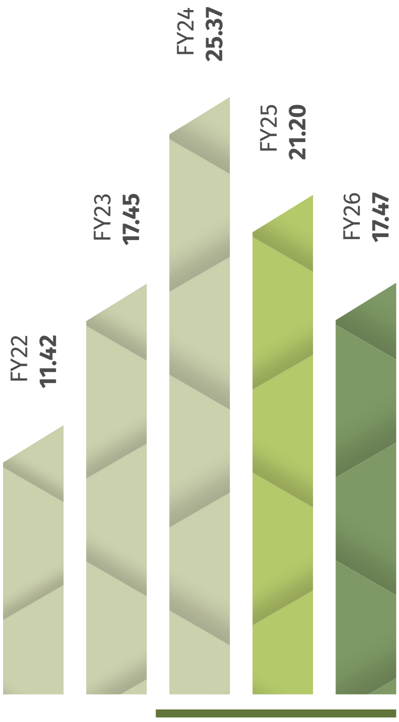
This demonstrates adequate buffer in the business expressed as a percentage, which, when multiplied by scale, can enhance the surpluses.

**Value impact**

The Company reported an EBITDA margin of 17.95% during FY2025-26 compared with 17.93% in the previous year. Margins remained stable despite moderated industry pricing conditions, following cost management, operational efficiencies and value-added products.

## RoCE

(%)




**Definition**

It is a financial ratio that measures a company's profitability and the efficiency with which its capital is employed in the business.

**Why is this measured?**

RoCE is a useful metric for comparing profitability across companies based on the amount of capital they use – especially in capital-intensive sectors.

**What does it mean?**

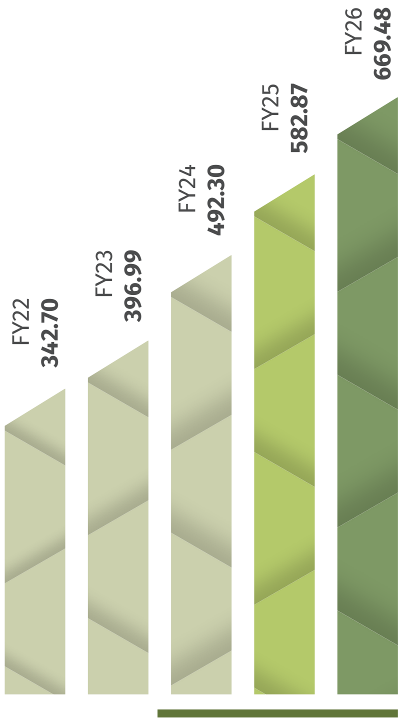
Enhanced RoCE can potentially drive valuations and perception.

**Value impact**

The Company reported an RoCE of 17.47% during FY2025-26 compared with 21.20% in the previous year. The moderation was an account of significant capital deployment towards renewable energy integration, manufacturing reliability and product quality enhancement initiatives, the benefits of which are expected to accrue progressively.

## Net worth

(₹ Cr)




**Definition**

This is derived through the accretion of shareholder owned funds.

**Why this is measured?**

Net worth indicates the financial soundness of the Company – the higher the better.

**What does it mean?**

This indicates the borrowing capacity of the Company and influences the gearing (which, in turn, influences the cost at which the Company can mobilise debt).

**Value impact**

The Company's net worth strengthened to ₹669.48 Cr during FY2025-26 from ₹582.87 Cr in the previous year. The increase reflected sustained earnings accretion and prudent financial management, reinforcing the Company's Balance Sheet.

# A BILLION UNNOTICED INTERACTIONS

Most consumers may not have heard of Pudumjee.

Yet they may encounter its products several times a day.

When they unwrap a biscuit.

When they read a medicine leaflet.

When they dry their hands at an airport.

When they carry food home in a paper bag.

When they use tissue products in a hotel or restaurant.

*Pudumjee's success lies not in visibility, but in reliability.*

The Company's papers may not occupy the centre stage but they work quietly in the background, protecting products, preserving hygiene, enabling sustainability and enhancing everyday experiences.

This is the essence of specialty papers: invisible to the eye, most of the time but indispensable in daily life.

# THESE ARE THE USER SEGMENTS WE ADDRESS

### PHARMACEUTICALS
- Medical paper (Bactite)
- SIRIPAC - Medical packaging paper
- Yellow interleaving paper
- OLB pharma

### FOOD PROCESSING & FOOD PACKAGING
- Grease-proof paper
- Wet strength grease-proof
- Grease-proof slip easy paper
- TDL poster paper
- Vegetable parchment paper
- Bake oven paper
- Solid bag paper
- Solid wrap paper

### FLEXIBLE PACKAGING PAPERS
- FMCG

### LABELS & ADHESIVES
- S/C kraft paper / Release base paper

### PERSONAL HYGIENE PRODUCTS
- Facial tissue
- Napkin tissue
- Bathroom/toilet tissue
- Diaper tissue
- Towelling tissue

### PRINTING PAPERS
- Thin printing paper
- Bible printing

### NICHE SPECIALTY APPLICATIONS
- Packing tissue paper
- Parchment paper
- Anti-rust tissue paper
- Absorbent porous kraft paper
- Saturating base paper
- Carbon base paper
- Melamine crockery paper

### LAMINATION & WOOD SURFACING
- Base Papers for Decorative Laminate Segment

# WHAT WE MAKE

### PHARMACEUTICAL GRADES
- Medical paper (Bactite)
- SIRIPAC – Medical packaging paper
- Yellow interleaving paper

### SUPER CALENDAR GRADES
- Glassine
- Super white glassine
- S. W. Glassine (LC)
- S/C kraft paper / Release base paper
- Opaque laminating base paper (OLB)

### LOW GSM WRITING & PRINTING GRADES
- Thin printing papers
- Bible printing

### DÉCOR GRADES
- Overlay papers
- Barrier paper
- Print base paper
- Absorbent kraft paper
- Shuttering base paper

### FOOD GRADE PAPERS
- Grease-proof paper
- Wet strength grease proof
- Grease-proof slip easy paper
- TDL poster paper
- Vegetable parchment paper
- Bake oven paper
- Solid bag paper
- Solid wrap paper

### OTHER SPECIALTIES
- Packing tissue paper
- Parchment paper
- Anti-rust tissue paper
- Absorbent porous kraft paper
- Saturating base paper
- Carbon base paper
- Melamine crockery paper

### CREPE TISSUE & TOWELS
- Facial tissue
- Napkin tissue
- Bathroom/toilet tissue
- Diaper tissue
- Towelling tissue

## THE TRAVELLER WHO NEVER NOTICED

A passenger lands at Mumbai Airport after a long flight. He visits a washroom, dries his hands with a tissue and walks out - without a second thought.

What he may never realise is that the tissue solution supporting that experience could have originated from Pudumjee's hygiene ecosystem.

Every day, thousands of travellers interact with products enabled by Pudumjee. The Company's focus on hygiene, reliability and sustainability helps create cleaner public spaces while reducing environmental impact.

**Pudumjee touchpoint**: Institutional hygiene solutions.

## THE CUPCAKE THAT STAYED PERFECT

A young mother buys cupcakes for her daughter's birthday celebration.

The butter paper beneath the cupcake prevents oil seepage, preserves freshness and ensures the product reaches the consumer exactly as intended.

What appears to be a simple sheet of paper represents years of technical development in grease resistance, food safety and product consistency.

Behind that small moment of delight may be a specialty paper engineered by Pudumjee.

**Pudumjee touchpoint**: Food-grade greaseproof and bakery papers.

## THE MEDICINE THAT ARRIVED SAFELY

An elderly patient opens a pharmaceutical package to access a prescribed medicine.

The leaflet explaining dosage, precautions and usage instructions is often printed on ultra-light specialty paper designed to maximise information while minimising material consumption.

Such applications demand consistency, printability and regulatory compliance.

For millions of consumers, safe access to healthcare information may begin with specialty paper manufactured by Pudumjee.

**Pudumjee touchpoint**: Pharmaceutical and printing grades.

## THE TAKEAWAY MEAL WITHOUT PLASTIC

A college student orders food online.

The food arrives wrapped in fibre-based packaging designed to resist grease while remaining recyclable.

The consumer enjoys the meal. The restaurant strengthens its sustainability credentials. The environment avoids one more layer of single-use plastic.

This transition from plastic to paper is taking place quietly across India.

Pudumjee is helping make that transition possible.

**Pudumjee touchpoint**: Food packaging and sustainable paper solutions.

GLOBAL PRESENCE

# PUDUMJEE. GLOBAL BRAND. INDIAN ORIGIN.

The Company serves customers across India and the international markets, strengthening its footprint in Europe, the Middle East, Africa, South East Asia and Australia.

Its growing global presence reflects a sustained focus on quality standards, dependable supply, technical responsiveness and a compelling price value equation.

Built on trust and consistency, Pudumjee relationships transcend geography, reinforcing its reputation as a reliable specialty paper partner across borders.

As one overseas associate aptly remarked, ‘Distance defines geography, not partnership.’


Europe
Middle East
South-East Asia
Africa
Australia

# THERE IS A VAST MULTI-YEAR GROWTH HEADROOM OPPORTUNITY THAT PUDUMJEE ADDRESSES

When you buy branded soap from one of India's largest FMCG companies, the wrapper inside is likely to have been manufactured by Pudumjee.

**Global FMCG packaging market**

827.1
UD$ Bn, in 2025

1,152.4
UD$ Bn, by 2034E

3.75
%, CAGR, during 2026-2034

(Source: IMARC group)

**Indian FMCG packaging market**

110.23
UD$ Bn, in 2025

284.2
UD$ Bn, by 2034E

9.93
%, CAGR during 2025-2034

(Source: Custom markets insights)

The branded toilet paper that you use is likely to have been manufactured by Pudumjee.

**Global toilet paper market**

57.6
UD$ Bn, in 2025

89.07
UD$ Bn, by 2033E

5.60
%, CAGR during 2025-2033

(Source: Cognitive market research)

**Indian toilet paper market**

1.589
UD$ Bn, in 2025

9.4
%, CAGR during 2025-2031

(Source: Cognitive market research)

**Global tissue and hygiene paper market**

116.4
UD$ Bn, in 2026

456.2
UD$ Bn, by 2033E

21.5
%, CAGR during 2026-2033
(Source: Persistence market research)

**Indian tissue and hygiene paper market**

42.80
UD$ Bn, in 2025

5.4
%, CAGR through 2029
(Source: Statista)

The soft tissue paper you turn to was probably manufactured by Pudumjee.

**Global tableware market**

53.33
UD$ Bn, in 2025

83.14
UD$ Bn, by 2032E

6.54
%, CAGR during 2026-2032
(Source: Research and markets)

**Indian tableware market**

5.67
UD$ Bn, in 2025

4.8
%, CAGR through 2029
(Source: Fortune business insights)

The excellent printable paper used in your melamine tableware could be a Pudumjee creation.

The stylish design of your laminated dining table could have been created with Pudumjee's paper.

**Global decorative laminates market**

68.72
UD$ Bn, in 2026

80.12
UD$ Bn, by 2035E

1.72
%, CAGR during 2026-2035

(Source: Industry research)

**Indian decorative laminates market**

1.39
UD$ Bn, in 2026

(Source: Mordor intelligence)

The non-grease wrapper inside a *mithai ka dabba* (sweet box) is likely to have been manufactured by Pudumjee.

**Global food packaging market**

421.60
UD$ Bn, in 2025

598.98
UD$ Bn, by 2033E

4.3
%, CAGR during 2026-2033

(Source: Grand view research)

**Indian food and beverage packaging market**

40.73
UD$ Bn, in 2026

55.67
UD$ Bn, by 2031E

6.44
%, CAGR, during 2026-2031

(Source: Mordor intelligence)

**Global bread and bakery products market**

239.44
UD$ Bn, in 2025

316.6
UD$ Bn, by 2030E

5.9
%, CAGR, during 2025-2030

(Source: Business Research Company)

**Indian bread and bakery market**

31.5
UD$ Bn, by 2033E

9.12
%, CAGR, during 2025-2033

(Source: IMARC, Business Research Company)

The yellow protective paper used to wrap bread could well be from Pudumjee.

**Global bakery market**

951.96
UD$ Bn, in 2025

994.24
UD$ Bn, in 2026

4.4
%, CAGR, during 2025-2026

(Source: Business Research Company)

**Indian bakery market**

15.05
UD$ Bn, in 2025

32.05
UD$ Bn, by 2034E

8.76
%, CAGR, during 2026-2034

(Source: IMARC)

The non-oil, specialty-grade butter paper that comes with your cupcake is likely to be from Pudumjee.

BIG NUMBER

# 80+

Specialty paper grades manufactured by Pudumjee enjoy the widest portfolios in India's specialty paper industry

The laminated paper used in flexible packaging for various pharmaceutical products may be from Pudumjee.

**Global pharmaceutical packaging market**

166.38
UD$ Bn, in 2025

353.09
UD$ Bn, by 2033E

9.9
%, CAGR, during 2026-2033

(Source: Grand view research)

**Indian pharmaceutical packaging market**

5.55
UD$ Bn, in 2026

8.18
UD$ Bn, by 2031E

8.05
%, CAGR, during 2026-2031

(Source: Mordor intelligence)

Textile yarn cones are often wrapped in Pudumjee's paper to indicate the yarn count.

**Global textile market**

2,123.72
UD$ Bn, in 2025

4,016.50
UD$ Bn, by 2034E

7.35
%, CAGR, during 2025-2034

(Source: Precedence research)

**Indian textile and apparel market**

248.70
UD$ Bn, in 2025

656.31
UD$ Bn, by 2034E

11.38
%, CAGR, during 2026-2034

(Source: IMARC)

**Note:** The specialty paper produced by Pudumjee Paper Products Limited (PPPL) is used by convertors and brand owners. Some products given here are for illustration purpose, showing the end use applications. PPPL does not claim that all these brands have used PPPL paper. All rights reserved with respective brand owners. No commercial use is intended.

**Global biscuit market**

125.8
UD$ Bn, in 2025

216.4
UD$ Bn, by 2035E

5.7
%, CAGR, during 2026-2035

(Source: Research nester)

**Indian biscuits market**

8.693
UD$ Bn, by 2030E

6.5
%, CAGR, during 2025-2030

(Source: Grand view research)

Unwrapping biscuits from their packaging box, the thin protective layer inside could be from Pudumjee.

**Global luxury packaging market**

18.2
UD$ Bn, in 2025

25.1
UD$ Bn, by 2034E

3.55
%, CAGR, during 2026-2034

(Source: IMARC Group)

**Indian luxury packaging market**

0.62
UD$ Bn, in 2025

0.88
UD$ Bn, by 2031E

5.92
%, CAGR, during 2026-2031

(Source: Packing Market Insight)

When you open luxury apparel or premium footwear packaging, the thin specialty paper inside is likely to have been manufactured by Pudumjee.

BIG PICTURE

# HOW VOLATILITY HAS RESHAPED THE SPECIALTY PAPER SECTOR. . .

How Pudumjee's resilience is now its competitive advantage

## Overview

The global packaging industry is undergoing a structural transition driven by sustainability considerations, evolving consumer preferences, changing regulatory frameworks, and the accelerating shift away from single-use plastics.

As concerns around plastic waste intensify, businesses across sectors are accelerating the adoption of recyclable, biodegradable, and fibre-based alternatives. In this transition, specialty paper is emerging as a preferred packaging substrate because it combines sustainability with functionality, versatility, and premium product presentation.

## Advancements

Advancements in product engineering are enabling specialty paper solutions to deliver enhanced performance across multiple applications. Modern paper packaging solutions are increasingly being designed around:

- Grease resistance
- Moisture protection
- Food safety compatibility
- Heat-sealing capabilities
- Strong printability
- Improved recyclability

At the same time, global brands are prioritising environmentally responsible solutions such as fluoro-free specialty papers, recyclable barrier packaging, and bio-based coating technologies.

## Growing preferances

Paper packaging is also gaining preference due to its natural texture, premium appearance, and stronger alignment with evolving consumer expectations around sustainability.

Consumers increasingly turn to packaging that combines convenience with safety, functionality, and sustainability. This evolving preference is strengthening demand for specialty paper products used across:

- Food wrapping
- Takeaway packaging
- ·Paper cups
- Napkins
- Paper bags
- Institutional hygiene applications

As hygiene awareness and food safety standards continue to rise, packaging is no longer viewed merely as a functional necessity. It is increasingly becoming an extension of brand trust and consumer experience.

Customers increasingly require customised solutions tailored to specific applications rather than standardised commodity products manufactured at scale. As a result, businesses capable of innovation, flexibility, technical collaboration, and application expertise are steadily strengthening their market relevance.

## The Pudumjee differentiator

This changing landscape is creating a clearer distinction between commodity-oriented paper manufacturers and specialty-focused solution providers like Pudumjee.

Pudumjee's specialty paper portfolio remains aligned with these evolving consumption trends through its focus on food-grade and application-specific packaging solutions.

Pudumjee differentiates itself from large paper businesses through the following attributes.

The Company's business model is characterised by:

- Customised product development
- Specialty-focused manufacturing
- Flexible production runs
- Application-led solutions
- Innovation-driven operations
- Value-oriented positioning
- 'Sell-to-make' approach

## Customised

Rather than competing purely on scale, the Company focuses on developing customised specialty paper solutions aligned with evolving customer requirements. This approach enables greater flexibility, stronger customer engagement, and premium positioning within specialised market segments.

Pudumjee remains focused on strengthening these capabilities while continuing to build a business aligned with the evolving future of sustainable specialty packaging.

## BIG NUMBER

**90**

%, consumers preferring sustainable packaging

**43**

%, consumers are willing to pay extra for a product with sustainable packaging

CHAIRMAN PROFILE

# MEET THE CHAIRMAN

STEWARDING A LEGACY. SHAPING THE FUTURE.

## Arun Kumar Jatia

serves as the Executive Chairman and Promoter of Pudumjee Paper Products Limited, which traces its origins to the erstwhile Pudumjee Pulp & Paper Mills Limited, a legacy enterprise with more than 100 years of presence in the Indian paper industry.

Representing the second generation of leadership, Mr. Jatia has played pivotal role in strengthening Pudumjee's position as a pioneer in specialty papers. In line with the vision of Atmanirbhar Bharat, the Company has developed domestic manufacturing capabilities for specialised paper grades that were historically dependent on imports.

Today, Pudumjee manufactures a diverse portfolio of specialty papers, including Glassine, Greaseproof, Vegetable Parchment, Medical Packaging, Décor and Food Packaging papers, along with several customised and user-specific grades developed to meet evolving customer requirements.

Mr. Jatia brings decades of industry experience and more than two decades of cross-border trading expertise across markets including Myanmar, Vietnam, Russia, Nepal, China, Japan and other Asian countries. He is a graduate of the University of Southern California, Los Angeles, with a degree in Finance and International Business, and an alumnus of Harvard Business School.

His journey with Pudumjee began during his student years as a stores clerk during summer vacations. He subsequently trained across various departments of the paper mill, gaining hands-on experience and developing a deep understanding of the business from the ground up.

Under his stewardship, Pudumjee has evolved into a modern, inclusive and professionally managed organisation committed to creating sustainable long-term value for all stakeholders. The Company continues to maintain enduring relationships with customers, vendors, distributors, employees and shareholders, many of whom have been associated with Pudumjee for more than five decades.

A defining aspect of Mr. Jatia's leadership has been the Company's commitment to sustainability and continuous modernisation. Pudumjee has significantly reduced its dependence on fossil fuels through investments in wind and solar power, with more than 38% of its total energy requirements now met through renewable sources. The Company has also upgraded all its paper machines and invested in advanced manufacturing capabilities, including the installation of an offline coater machine, enhancing operational efficiency and product quality.

Mr. Jatia has also championed the growth of the Hygiene Products Division, which today enjoys a pan-India presence through a multi-channel distribution model comprising online sales, direct-to-consumer platforms and an extensive distributor network serving SMEs, institutional customers and large-scale consumers.

A strong advocate of professional management, Mr. Jatia believes promoters should act as facilitators who empower capable professionals to lead organisations and create enduring stakeholder value. This philosophy continues to guide Pudumjee's governance framework, sustainability agenda and long-term growth journey.

### TRANSFORMING PUDUMJEE SINCE 2013

**600%** growth in profit before tax

**300%** growth in reserves

**300%** growth in cash accruals

**136.89%** growth in total revenue

**60.19%** reduction in debt

The transformation achieved over the last decade reflects a balanced approach to value creation, combining growth with financial discipline, continuous modernisation and sustainability-led progress. This strategic focus has strengthened the Company's operational capabilities, financial resilience and long-term competitiveness.

CHAIRMAN'S STATEMENT

# MEASURED GROWTH IN AN UNPREDICTABLE WORLD

## Overview

In a world that resists prediction, leadership is tested not by certainty, but by preparedness.

The year under review unfolded against a backdrop of unusual volatility - geopolitical tensions, commodity price swings, and an uneven demand environment that challenged even the most seasoned participants in the global paper and packaging industry.

In such a climate, strategy cannot be anchored in foresight alone; it must be grounded in resilience. The most prudent approach, therefore, has been to prepare for the worst while remaining open to the possibilities of the best.

## Navigating an unsteady landscape

The global pulp and specialty paper markets remained unsettled through much of the year. Prices softened for a considerable period, but reversed somewhat in the closing quarter. This duality - of decline followed by an abrupt spike- created an environment of uncertainty not just for manufacturers, but also for customers.

Buyers, faced with ambiguity around pricing trends, chose caution over commitment. Procurement cycles shortened, inventories were pared down, and consumption became increasingly calibrated.

Compounding this dynamic was the resurgence in energy prices. The late-year spike in oil prices had a cascading impact: increasing not only direct energy costs but also inflating chemical inputs and freight expenses. The cost ecosystem, in effect, experienced a broad-based escalation, exerting pressure on operating margins across the value chain.

In such circumstances, the Company adopted a calibrated response. While it was necessary to pass on a part of the cost increases to customers, this was done with a clear recognition that higher prices could dampen consumption. The emphasis, therefore, was not merely on price transmission, but on maintaining long-term customer alignment and trust.

## Performance: Stability amidst flux

Despite these headwinds, the Company delivered a steady performance. Revenues for the year nearly remained same, even as production volumes rose by about 2% to 68344 Tons of paper. The apparent moderation in revenue growth, relative to volume expansion, was largely attributable to the decline in pulp prices during a significant part of the year, which influenced end-product realisations.

Profit after tax remained broadly stable at ₹94 Cr in FY2025-26, compared to ₹96 Cr in the previous year. This stability, achieved in the face of sharply contrasting raw material cycles, underscores the robustness of the Company's operating model. The ability to navigate a prolonged phase of declining input costs, followed by a sudden spike of about 10% in the final quarter, is a testament to the Company's agility, discipline, and competitive resilience.

## The pursuit of self-sufficiency

If there is one enduring lesson from the past year, it is the importance of self-sufficiency in an interconnected yet unpredictable world. The Company has, over the years, consciously moved towards reducing its vulnerability to external disruptions — be it in raw materials, energy, or operational efficiency. During the year under review, this strategic intent became even more pronounced.

A key pillar of this approach has been the continuous enhancement of throughput without significant incremental investment in gross block. This has not been the result of any single intervention, but rather the cumulative outcome of sustained efforts - equipment balancing, process optimisation, tighter monitoring, and the aggregation of incremental improvements. It reflects a culture where efficiency is not episodic, but institutional.

Equally important has been the Company's commitment to innovation. In an industry where differentiation is increasingly defined by functionality and sustainability, new product development remains central. The Company deepened its engagement with customers, anticipating their evolving needs and translating these insights into targeted research and development initiatives. A notable outcome of this effort has been the successful development and commercialisation of fluoro-free food grade packaging paper grades - a product aligned with global environmental expectations and one that has already begun to generate encouraging market traction.

## Strengthening resource security

The Company continues to operate with a calibrated approach to inventory management. Given its dependence on imported pulp - constituting approximately 72% of total consumption - and the lead time of around 90 days for material to reach the Pudumjee facility, maintaining an optimal inventory buffer is both a necessity and a strategic choice.

During the year, the Company made a conscious decision to deploy a part of its liquid resources towards securing pulp at advantageous prices. This not only insulated operations from subsequent price increases but also enhanced customer confidence in the Company's ability to ensure uninterrupted supply. In an environment where reliability is as critical as price, such measures serve as a differentiator.

## Building a brand of trust and quality

The Company's brand continues to be anchored in its unwavering commitment to quality. By focusing on the manufacture of high-performance specialty packaging paper, the Company has positioned itself as a preferred partner for discerning customers. This positioning is not incidental; it is the result of consistent product excellence, reliability of supply, and a deep understanding of application-specific requirements.

As global supply chains evolve and regulatory frameworks become more stringent, customers are increasingly seeking partners who can combine quality with compliance and innovation. The Company's emphasis on specialty grades places it at the forefront of this transition.

## Advancing sustainability through renewable energy

Sustainability is no longer an adjunct to business strategy; it is integral to long-term competitiveness. Recognising this, the Company has continued to invest in renewable energy capacity, leveraging its annual surplus to build a cleaner and more cost-efficient energy base.

## Performance snapshot, FY2012-13 vs FY2025-26

| Particulars | FY13 | FY26 | Change |
|---|---|---|---|
| Sales volume (MT) | 44,080 | 68,257 | 54.85% |
| Finished production (MT) | 41,875 | 68,344 | 63.21% |
| Total revenue (₹ Cr) | 350 | 829 | 136.89% |
| Profit before tax (₹ Cr) | 18 | 126 | 600.00% |
| Reserves (₹ Cr) | 165 | 660 | 300.00% |
| Debt (₹ Cr) | 108 | 43 | 60.19% |
| Cash accrual (₹ Cr) | 28 | 112 | 300.00% |

The benefits of this approach are twofold. **First**, captive renewable energy provides power at a cost that is often lower and more stable than grid-based alternatives, thereby enhancing cost competitiveness. **Second**, it reinforces the Company's credentials as a responsible manufacturer, aligned with global environmental priorities.

By the end of the financial year, approximately 27% of the Company's energy requirements were met through renewable sources. This proportion is expected to increase to around 50% over the next two years, marking a significant step forward in the Company's sustainability journey.

## Expanding global footprint

The Company remains committed to serving quality-conscious customers beyond India. During the year under review, exports increased to about ₹34 Cr, accounting for over 4% of total revenues. The depreciation of the Indian rupee during the year - provided a favourable tailwind, supporting higher realisations in export markets.

However, beyond currency movements, the growth in exports reflects the Company's ability to meet stringent international standards and its success in building enduring relationships with global customers. In an increasingly competitive landscape, this international presence serves as a growth driver and a hedge against domestic cyclicality.

## Hygiene Products division: Building adjacencies with intent

In a year marked by volatility in the core business, the Hygiene Products Division advanced as a deliberate growth adjacency, built on new segment creation, product innovation, and expanding market reach. The Institution segment remained the Division's primary revenue contributor during the year, supported by the onboarding of marquee accounts such as Mumbai Airport, with supplies commencing within the year. The Company also progressed towards customised solutions through the development of specialised napkins for an all India outlet backed by the installation of a dedicated manufacturing line, with supplies expected to commence in FY2026-27. This was complemented by strong retention across existing key accounts, ensuring continuity and stability in the base business. Going forward, the focus will remain on strengthening relationships with institutional clients such as Facilities Managers, Airports, Corporates etc.

FY2025-26 also marked the Company's entry into the HoReCa segment with the launch of Chefsmartr, its branded range of paper cups and paper bags. Despite initial operational challenges, the segment witnessed encouraging market acceptance, aided by the onboarding of a large retail chain during the year, and will now focus on scaling through larger accounts who are spread throughout India. Alongside this, the SME segment expanded its reach into Tier 2 and Tier 3 cities under the Greenlime brand, while the Company also launched the ForthIQ brand in the plant-based green chemicals space, with development underway on offerings such as urinal blocks and fly repellent solutions. Supporting these emerging segments was a continued focus on capability enhancement through the implementation of CRM Software, deployment of a DMS platform, and integration of a WhatsApp-based interface across business segments.

## Outlook: Building resilience for an unpredictable future

As we look ahead, volatility is unlikely to recede. Geopolitical uncertainties, evolving trade dynamics, and the accelerating transition towards sustainable materials will continue to reshape the operating landscape.

In such an environment, competitiveness cannot rely on scale alone. It must be built through efficiency, differentiation, and strategic agility.

The Company will therefore sharpen its focus on value engineering, extracting greater productivity from existing operations while strengthening cost competitiveness. At the same time, the continued shift towards value-added products will remain central to improving

realisations and enhancing margins. Innovation will continue to be a strategic priority. As customer expectations evolve, the Company will deepen its focus on product development, with a particular emphasis on sustainable and application-driven offerings.

Across businesses, the priorities are clearly defined. The Company will work towards expanding key accounts across segments, scaling emerging businesses such as HoReCa and Chemicals, and strengthening the SME distribution network to improve reach, contribution, and market presence.

The continued expansion of renewable energy capacity will remain another important lever, supporting both cost efficiency and environmental responsibility.

A key strategic milestone ahead is the advancement of the proposed new Specialty Paper manufacturing project, which will manufacture many products as a replacement for plastics. The immediate focus will be on securing the necessary clearances, following which the Company will move towards the placement of orders for plant and machinery. This initiative represents an important step towards expansion of its more value-added offerings with sustainability and environment protection.

Alongside these priorities, the Company will continue to deploy its financial resources with discipline, ensuring resilience in working capital and uninterrupted access to critical inputs.

In an unpredictable world, resilience is no longer a response. It is a capability.

And that capability, built through operational discipline, strategic investments, and an enduring commitment to quality, will continue to shape the Company's path forward.

## A measured optimism

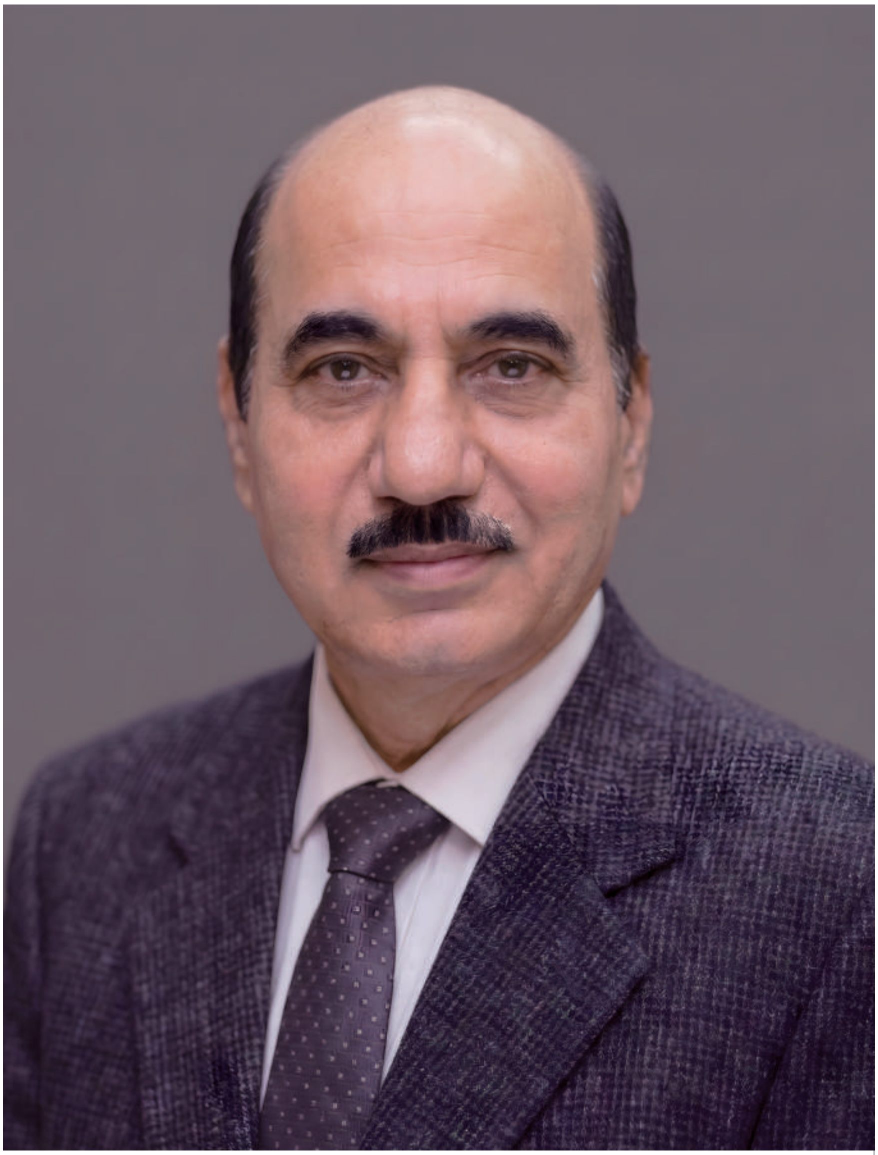
In closing, while the world around us may remain unpredictable, the Company's response will continue to be anchored in discipline, adaptability, and foresight. The interplay of operational efficiency, strategic investments, and a steadfast commitment to quality positions the Company well to navigate uncertainty and create enduring value.

We remain cautiously optimistic that these efforts will translate into a creditable performance in the years ahead.

**Arun Jatia**
Executive Chairman

***Every challenge presents a choice between reaction and preparation: we chose to strengthen the capabilities that endure.***

# WE ARE STRENGTHENING LEADERSHIP IN SPECIALTY PAPERS THROUGH INNOVATION, QUALITY AND OPERATIONAL EXCELLENCE



**Dr. Ashok Kumar**
Executive Director

## Overview

The specialty segment of the paper and paperboard industry focuses on papers that are tailored for specific industrial, medical and commercial applications. Specialty papers require specific paper manufacturing processes, chemical treatments, coatings, finishing and converting machinery. The market is divided into several high-performance segments.

The specialty paper and packaging industry is evolving faster than any other segment of the paper industry. The key market drivers are growing consumer awareness, higher hygiene standards, sustainability considerations, value addition and the increasing restrictions on plastic packaging products. While demand is growing and consumer expectations continue to rise, customers expect paper-based packaging solutions to be developed faster than the industry can practically deliver them. At the same time, the majority of customers are unwilling to pay a higher price for these alternatives.

Plastic-based packaging has existed for a long time and has matured in terms of product quality, affordability, customer acceptance and compatibility with a wide range of converting and packaging machinery developed over the years. Consequently, the transition from plastic-based packaging to paper-based packaging solutions is not as simple or as rapid as it is often perceived to be. Developing sustainable paper-based alternatives at affordable and competitive prices requires significant research and development, along with the development of suitable converting and packaging lines capable of processing these products efficiently.

## A differentiated specialty paper franchise

Pudumjee Paper Products Ltd., as a specialty paper manufacturing company, enjoys more than six decades of experience in this business. The Company possesses a manufacturing capacity of 72,000 MT per annum of specialty paper products across four paper machines.

The pulp used for manufacturing specialty papers is sourced from several countries, depending on the type of paper being produced. Pudumjee possesses one of the most comprehensive databases of all relevant pulp varieties used in its business, enabling the Company to procure the most suitable pulp for each application.

Although the specialty paper segment offers products across a wide range of applications, Pudumjee's portfolio primarily caters to the Health, Hygiene, Food, Pharma and other industrial segments. The Company has evolved beyond being merely a specialty paper manufacturer and can now be regarded as a specialty paper packaging solutions provider.

## Strengthening leadership in the domestic market

Backed by its extensive experience in specialty paper manufacturing, Pudumjee has established a strong market presence in India and is widely recognised for the quality of its products and customer service.

Following the COVID-19 pandemic, several domestic paper mills that were traditionally engaged in manufacturing commodity paper grades such as Writing & Printing paper, Photocopier paper and Kraft paper have also entered selected specialty paper categories, particularly those used for manufacturing paper bags, paper straws, paper cups and similar applications. While this has intensified competition, the domestic market continues to offer adequate opportunities for all such products.

Recognising this changing market environment at an early stage, the Company consciously shifted from these relatively commoditised grades towards higher value-added specialty products. This transition has been supported by sustained investments in research and development to develop superior-quality products. As a result, Pudumjee has been able to retain its customer base and strengthen long-term customer relationships.

The Company acknowledges that domestic competition continues to grow. However, it also believes that increasing competition encourages continuous improvement, driving the development of more cost-effective and superior specialty paper grades while reinforcing operational excellence and product innovation.

## Competing in a changing global market

From a global perspective, Pudumjee remains relatively smaller in scale and offers a comparatively limited range of specialty paper products. Nevertheless, the Company possesses distinct strengths within the product segments in which it operates.

Several global specialty paper manufacturers operate significantly larger manufacturing facilities, own integrated pulp production units and have invested extensively in research and development over many years. These companies manufacture a broader portfolio of specialty papers across multiple production locations, supported by advanced manufacturing assets and technical expertise.

Pudumjee is also witnessing competition from imports originating primarily from Asian countries such as China and Indonesia, where surplus production in certain specialty paper grades has resulted in competitively priced imports into the Indian market.

Despite these competitive pressures, Pudumjee continues to benefit from its dedicated dealer network, strong customer relationships, faster deliveries and superior customer service. These strengths have enabled the Company to maintain its market position and ensure a consistent flow of customer orders.

At the same time, the Company remains fully conscious of the growing competitive landscape and continues to take appropriate steps to strengthen its existing product portfolio while developing new specialty paper grades with enhanced value propositions for customers.

## Product development and innovation

Product mix optimisation remains a continuous and integral part of the Company's business strategy.

The Company's Research & Development initiatives are focused on developing higher-barrier specialty paper products capable of replacing selected plastic-based packaging applications across the Food and other specialty segments.

Several new paper grades have already been successfully developed, commercialised and introduced into the market. Their adoption is steadily increasing across India, while some of these products are also being exported, reflecting growing customer acceptance.

## Capacity expansion and growth strategy

The Company continuously monitors market developments and reviews its strategy to address emerging opportunities and challenges.

At its existing manufacturing site, further capacity enhancement in terms of production volume is not feasible due to the congested urban environment surrounding the mill.

**7.3**

%, growth in sustainable packaging adoption

***The strongest organisations do not avoid uncertainty; they build the capability to thrive through it.***

To support future growth, the Company has planned a greenfield specialty paper manufacturing facility at Mahad.

The Company has already received the Consent to Establish from the Maharashtra Pollution Control Board (MPCB). In the initial phase, two specialty paper machines with a combined production capacity of approximately 68,000 MT per annum have been planned. The approval for the No Objection Certificate (NOC) to commence construction is under process.

Technical negotiations relating to the machine concept and imported machinery have been completed. However, in view of the prevailing global uncertainties, the final commercial negotiations are pending. The Company will review the situation as the global environment improves and take an appropriate decision regarding project implementation.

## Operational excellence

Operational excellence continues to remain a key management priority.

The Company maintains a continuous focus on improving operational efficiencies through downtime reduction, enhanced asset utilisation, elimination of obsolescence, inventory optimisation, cost control, manpower optimisation, environmental performance and overall business sustainability.

These initiatives are implemented across the organisation through a regular dissemination of information, employee training programmes and continuous interaction with staff members and workmen at all levels.

## Raw material and input cost environment

Imported pulp continues to remain the principal raw material used in the manufacturing process.

Pulp prices fluctuated during the year on a month-to-month basis but have largely stabilised. Management believes that, if the prevailing geopolitical situation improves, global pulp prices may witness a downward trend.

Imported waste paper prices increased by approximately UD$ 30-40 per MT during the period and have not yet moderated. In addition, foreign exchange movements adversely impacted the landed cost of most imported raw materials.

Although the Company did not experience any significant operational disruptions owing to adequate inventories of key inputs, prices of certain materials - including Titanium Dioxide ($TiO_2$), coal and plastic-based packaging materials - increased sharply during the last quarter because of global developments.

Similarly, prices of several chemicals also increased due to container shortages and higher transportation and logistics costs.

Our management believes that, with the recent indications of an easing geopolitical situation, customer sentiment and the overall business environment are expected to improve, supporting greater business viability and stability.

## Brand and customer trust

Brand plays an important role in Pudumjee's long-term growth. Over the years, the Company has worked consistently to build its brands through dedication, sincere efforts and an unwavering commitment to quality.

A product brand should not only assure product quality but also command the respect and trust of customers. The Company remains committed to strengthen this trust and continue to earn the confidence of its consumers.

In line with this objective, initiatives have been undertaken to obtain certifications for new products from globally recognised certification agencies, reinforcing product credibility and expanding market acceptance.

## Way forward

Going forward, the Company's focus will remain on delivering value-added specialty paper products that address evolving customer requirements while remaining affordable and commercially viable.

The Company will continue to assist its end users by recommending suitable paper-based packaging solutions that meet application-specific requirements and support the transition towards more sustainable packaging alternatives.

At the same time, our management will continue to monitor changing market conditions, raw material dynamics, customer expectations and competitive developments, while maintaining its emphasis on innovation, operational efficiency, product quality and responsible growth.

Pudumjee remains committed to conducting its business with transparency, integrity and a collaborative approach, while creating sustainable value for customers, employees, business partners, shareholders and all other stakeholders.

**Dr. Ashok Kumar**
Executive Director

FINANCIAL REVIEW

# HOW WE STRENGTHENED OUR FINANCIAL RESILIENCE THROUGH DISCIPLINED CAPITAL ALLOCATION AND OPERATIONAL EFFICIENCY

**Hanuman Prasad Birla**
Chief Financial Officer

## Overview

In the business of niche specialty paper manufacture, our priority is to generate a superior profitability that is higher than the industry average, redeploy in increasing manufacturing capacity with an emphasis on grades to move away from competition in commodity segment.

Across the decades, Pudumjee has consistently demonstrated fiscal discipline to focus on niche product manufacture, higher-than-industry margins and resource deployment in the same line of business. The result is that the Company is recognised as the largest manufacturers of specialty papers. .

FY2025-26 represented another year of measured execution for the Company amid moderated industry pricing conditions and evolving raw material dynamics. Despite softer paper realisations during the year, Pudumjee maintained stable operating profitability supported by disciplined execution, operational efficiencies and calibrated pricing actions. Even after undertaking a sizeable capital expenditure programme (renewable energy, operational reliability and manufacturing enhancement), Pudumjee remained conservatively leveraged with strong liquidity and financial flexibility to address long-term opportunities.

## Year in perspective, FY2025-26

The Company reported revenues of ₹807.88 Cr during FY2025-26 compared with ₹809.08 Cr in the previous year. EBITDA remained stable at ₹145.01 Cr compared with ₹145.03 Cr in FY2024-25, while EBITDA margins improved marginally to 17.95% from 17.93% in the previous year, reflecting disciplined cost management and stable operating performance despite moderated industry pricing conditions.

Net profit for the year stood at ₹92.30 Cr compared with ₹96.27 Cr in the previous year. Return on Capital Employed (RoCE) stood at 17.47% against 21.20% in FY2024-25, reflecting incremental capital deployment towards renewable energy integration, operational reliability and manufacturing capability enhancement initiatives undertaken during the year benefits of which have come only in later part of the year.

This performance would have been better but for an operating environment in FY2025-26 that was influenced by unforeseen movements in global pulp prices and corresponding pricing adjustments that were needed across the specialty paper industry. Net sales realisations declined by approximately ₹3,000 per Ton during the year primarily due to lower raw material prices (the moderation in realisations was linked to input cost corrections rather than any weakening in demand fundamentals or customer positioning).

The Company implemented calibrated pricing adjustments aligned with movements in raw material costs, enabling preservation of value addition and operating profitability. Towards the latter part of the financial year, raw material prices began witnessing some upward movement again, while optimisation in energy costs supported overall margin stability during the period.

The Company continued to focus on increasing value addition rather than pursuing undifferentiated volume expansion. During the year, the Company strengthened its positioning in food-grade paper and other specialised applications where customer qualification cycles are relatively longer but create enduring customer relationships and high entry barriers over time.

## Long term credit rating

The Company continued to maintain a strong external credit profile during the year under review. Pudumjee's conservative leverage, strong liquidity position and disciplined financial management supported continuation of its CRISIL A/Positive rating.

| Particulars | FY24 | FY25 | FY26 |
|---|---|---|---|
| Credit rating | CRISIL A/ Positive | CRISIL A/ Positive | CRISIL A/ Positive |

## Revenue performance

The Company maintained stable revenue performance during FY2025-26 despite moderated industry pricing conditions. Demand across specialty paper applications remained steady, supported by continued customer engagement and focus on specialised grades.

Revenues stood at ₹807.88 Cr during FY2025-26 compared with ₹809.08 Cr in the previous year. Average realisations per ton stood at ₹116,548 during FY2025-26 compared with ₹119,736 per Ton in FY2024-25, primarily reflecting calibrated pricing adjustments aligned with lower raw material costs across the specialty paper industry.

| Particulars | FY24 | FY25 | FY26 |
|---|---|---|---|
| Revenue (₹ Cr) | 784.96 | 809.08 | 807.88 |

## Profitability

Operating profitability remained resilient during FY2025-26 – marginally lower EBITDA and marginally lower profit after tax - despite moderated paper realisations and ongoing investments towards operational enhancement initiatives during the year. Disciplined cost management, calibrated pricing actions and operating efficiencies supported overall margin stability despite fluctuations in raw material pricing.

| Particulars | FY24 | FY25 | FY26 |
|---|---|---|---|
| EBITDA (₹ Cr) | 149.42 | 145.03 | 145.01 |
| EBITDA margin (%) | 19.04 | 17.93 | 17.95 |
| Net profit (₹ Cr) | 100.06 | 96.27 | 92.30 |

The Company continued to maintain healthy operating margins and stable earnings supported by its focus on specialised paper applications, customer-specific solutions and disciplined operational execution.

The Company continued its focus on specialised and application-oriented paper grades where technical capabilities, product customisation and long-standing customer relationships support relatively superior value addition and business stability over the long term.

## Capital efficiency and allocation

FY2025-26 marked an important investment phase for Pudumjee as the Company undertook a capital expenditure programme of approximately ₹125 Cr focused on renewable energy integration, operational reliability and manufacturing efficiency.

Approximately ₹110 Cr was incurred on these initiatives during the year. These investments were executed with limited incremental borrowing, reflecting strong internal accrual generation, disciplined capital allocation and prudent financial management.

The 15.4 MW solar project commissioned during the year contributed towards reduction in power costs and strengthening long-term cost competitiveness. Including wind energy contribution, renewable energy insourced is nearly 27% of overall annual power consumption.

Despite incremental capital deployment towards these initiatives, Return on Capital Employed (RoCE) stood at 17.47% during FY2025-26, reflecting a stable operating profitability during an important investment phase for the Company where benefits from these initiatives were only generated in only the later part of the year.

The Company's ability to fund a significant portion of its capital expenditure programme through internal accruals reflected the strength of its operating cash flow profile and disciplined financial management.

| Particulars | FY24 | FY25 | FY26 |
|---|---|---|---|
| ROCE (%) | 19.04 | 21.20 | 17.47 |

## Debt management

One of Pudumjee's enduring strengths continued to be its conservative Balance Sheet and prudent leverage. Despite operating in a capital-intensive sector, the Company maintained comfortable leverage levels during FY2025-26. Consolidated debt increased during the year primarily on account of selective borrowings linked to the execution of capital expenditure projects.

| Particulars | FY24 | FY25 | FY26 |
|---|---|---|---|
| Debt-Equity ratio (x) | 0.04 | 0.02 | 0.06 |
| Consolidated debt (₹ Cr) | 19.49 | 12.07 | 42.51 |

Leverage levels nevertheless remained low relative to the Company's net worth and annual cash generation. The debt-equity ratio stood at only 0.06x at the close of the year under review.

## Working capital management

Pudumjee continued to maintain disciplined working capital management during the year under review. Working capital requirements were largely financed internally without reliance on short-term bank borrowings except for routine letter-of-credit facilities.

Customer credit periods generally ranged between 30 to 45 days depending on customer profile, product category and commercial arrangements.

A penal interest of approximately 18% continued to be charged on overdue receivables as part of the Company's established financial discipline framework. Recoveries from delayed payment charges amounted to nearly ₹2 Cr during the year.

| Particulars | FY24 | FY25 | FY26 |
|---|---|---|---|
| Receivables cycle (days) | 35 | 31 | 34 |
| Inventory cycle (days) | 12 | 15 | 15 |

The Company continued to maintain an adequate inventory of imported pulp varieties to support manufacturing continuity, product customisation flexibility and supply reliability.

## Balance Sheet strength and liquidity

Pudumjee continued to maintain a conservative financial position during FY2025-26. Even after execution of the ongoing capital expenditure programme, the Company retained nearly ₹250 Cr of cash and cash equivalents. Annual cash generation remained healthy at nearly ₹100 Cr, supported by stable operating profitability and disciplined working capital management.

| Particulars | FY24 | FY25 | FY26 |
|---|---|---|---|
| Net worth (₹ Cr) | 492.30 | 582.87 | 669.48 |

Management continued to prioritise liquidity preservation, prudent leverage management and disciplined capital deployment while maintaining preparedness for future expansion opportunities.

## Way forward

Pudumjee entered FY2026-27 with a strong Balance Sheet, stable operating profitability and enhanced operational capabilities following investments undertaken during the year towards energy optimisation, manufacturing reliability and product quality improvement.

The Company will continue its focus on increasing value addition across specialty paper applications while strengthening its presence within food-grade and other specialised paper segments such as Pharma and Hygiene where customer relationships, product qualification capabilities and technical expertise create relatively higher entry barriers.

Operational efficiency, disciplined cost management and prudent capital allocation will continue to remain key priorities as the Company navigates evolving raw material dynamics and industry pricing movements. The Company also intends to preserve financial flexibility while progressing future expansion initiatives in a calibrated manner following receipt of necessary regulatory approvals.

Renewable energy integration is expected to support long-term cost competitiveness, operational sustainability and improved energy efficiency across manufacturing operations. Subject to regulatory clarity and commercial viability, the Company will continue evaluating opportunities to enhance renewable energy utilisation over the medium term.

The management believes that increasing packaging substitution away from plastics, rising sustainability awareness and a growing demand for specialised packaging solutions are expected to support long-term opportunities in the specialty paper sector.

With a conservative financial structure, healthy liquidity position and continued focus on differentiated specialty products, Pudumjee remains positioned to pursue sustainable long-term growth.

**Hanuman Prasad Birla**
Chief Financial Officer

## SECTORAL OVERVIEW

- Global pulp price corrections during FY2025-26 moderated realisations across specialty paper markets.
- Growing awareness about substitution from plastics continued to drive food-grade and sustainable specialty paper applications.
- Input cost volatility, energy efficiency imperatives and preference for customised specialty grades reinforced the need for operational discipline and value addition.

## FINANCIAL PRIORITIES

- Protecting its strong Balance Sheet with adequate liquidity and conservative leverage despite capital expenditure.
- Deploying capital in operational reliability, renewable energy integration and higher-value specialty paper capabilities.
- Strengthening long-term profitability through disciplined working capital management, value addition and calibrated growth initiatives.

# PUDUMJEE'S VALUE-CREATION FRAMEWORK DESIGNED TO ENRICH OUR DIVERSE STAKEHOLDERS

## Overview

The Integrated Report seeks to provide a connected view of how strategy, governance, operational priorities, manufacturing excellence, financial discipline, and sustainability initiatives collectively contribute towards long-term stakeholder value creation.

At Pudumjee, value creation is viewed as an interconnected process. Every business decision - whether related to specialty manufacturing, customer engagement, people development, innovation, operational efficiency, or sustainability - contributes towards strengthening the Company's long-term competitiveness and resilience.

## Creating value across our stakeholder ecosystem

**Shareholders**

The Company remains committed to creating sustainable long-term value through disciplined growth, prudent financial management, and operational efficiency. The emphasis is on strengthening profitability, preserving financial flexibility, improving capital productivity, and maintaining a conservative and resilient Balance Sheet structure. Our key focus areas include:

- Strengthening profitability and returns
- Maintaining liquidity discipline
- Improving operational efficiency
- Responsible capital allocation
- Creating sustainable long-term shareholder value

**Customers**

Customer relationships continue to remain central to the Company's business philosophy. Through its focus on specialty, and value-added paper solutions, Pudumjee continues to support evolving customer requirements across packaging, hygiene, and food-grade applications. The emphasis remains on ensuring consistency in quality, responsiveness in execution, and long-term customer alignment. Key focus areas include:

- Delivering customised specialty solutions
- Ensuring dependable quality standards
- Strengthening customer responsiveness
- Supporting sustainability-led packaging needs
- Building long-term customer partnerships

**Employees**

People remain among the Company's most valuable strengths. The organisation continues to foster a workplace culture built on merit, accountability, collaboration, learning, and empowerment. Continuous investment in employee capability development remains integral to strengthening operational excellence and long-term organisational growth. The Company also remains committed to ensuring employee well-being, workplace safety, and a positive working environment across operations. Key focus areas include:

- Strengthening employee capabilities
- Encouraging ownership and accountability
- Promoting learning and development
- Prioritising employee well-being and safety
- Building an inclusive and growth-oriented workplace

**Communities**

The Company continues to remain committed to contributing meaningfully towards the development of communities surrounding its areas of operation. Its community initiatives are guided by the objective of creating sustainable and inclusive impact while supporting social well-being and local development. The focus remains on expanding opportunities, improving quality of life, and contributing positively towards the broader social ecosystem. Key focus areas include:

- Supporting community welfare initiatives
- Contributing to local development
- Promoting social well-being
- Creating sustainable social impact
- Strengthening community engagement

**Government and regulators**

The Company continues to operate with a strong emphasis on compliance, transparency, responsible manufacturing practices, and regulatory alignment. Its approach remains guided by the principles of ethical governance, environmental responsibility, and sustainable industrial development. Key focus areas include:

- Ensuring responsible business practices
- Supporting employment generation
- Contributing towards economic development
- Maintaining safe and sustainable operations
- Adhering to evolving regulatory frameworks

## The Capitals that support long-term value creation

| Capitals deployed | Core capabilities | Strategic focus | Value delivered | Long-term outcome |
|---|---|---|---|---|
| Financial Capital | Disciplined financial management and prudent capital allocation | Liquidity preservation, working capital discipline, and financial resilience | ₹25 Cr in cash as on 31st March, 2026 | Sustainable long-term growth |
| Manufactured Capital | Specialty paper manufacturing and process optimisation | Throughput improvement, operational efficiency, manufacturing agility, and quality consistency | 95% capacity utilisation | Stronger competitive positioning |
| Human Capital | Skilled talent and performance-driven culture | Capability enhancement, leadership development, employee engagement, and workplace safety | 92% talent worked with the Company for 5 years or more | Organisational continuity and resilience |
| Intellectual Capital | Application expertise and specialty product development | Product innovation, customised solutions, sustainable paper applications, and customer-centric development | 2.66% decrease in average realisation per kg | Higher market relevance |
| Natural Capital | Renewable energy integration and resource-conscious operations | Renewable energy adoption, responsible resource utilisation, and environmentally conscious manufacturing | Higher use of renewable energy | Sustainable manufacturing alignment |
| Social and Relationship Capital | Trusted stakeholder engagement and customer relationships | Customer alignment, long-term partnerships, community engagement, and ecosystem strengthening | 63% of revenues derived from customers of 5 years or more | Enduring stakeholder confidence |

# FINANCIAL CAPITAL

### BIG NUMBERS

**807.88**
₹ Cr, revenue in FY2025-26

**669.48**
₹ Cr, net worth as on 31st March, 2026

**3.47**
Current ratio during FY2025-26

**92.30**
₹ Cr, profit after tax in FY2025-26

**0.06**
Debt-to-equity ratio during FY2025-26

**The Company** deployed financial resources through a disciplined and balanced approach aimed at strengthening operational resilience, supporting long-term growth, and preserving financial flexibility.

During FY2025-26, the Company reported revenue of ₹807.88 Cr while maintaining a conservative capital structure and stable liquidity despite volatility across the raw material and energy markets. The Company's disciplined financial management and prudent capital allocation approach continued to support Balance Sheet resilience during the year.

The focus was on improving profitability though product value-addition, cost management, timely raw material purchase, product customisation (leading to repeat sales).

## MANUFACTURED CAPITAL

### BIG NUMBERS

**68344**
Tons, specialty paper production during FY2025-26

**95**
%, capacity utilisation during the year

**4**
Paper machines, manufacturing facilities supporting specialty paper operations

**The Company** strengthened its manufacturing ecosystem through process optimisation, operational improvements, technology enhancement, and productivity-led initiatives.

During FY2025-26, production volumes increased to 68344 Tons while the Company continued to focus on throughput improvement, operational efficiency, manufacturing flexibility, and quality consistency across specialty paper operations.

## HUMAN CAPITAL

### BIG NUMBERS

**646**
Employees across operations during FY2025-26

**3066**
Training hours conducted during the year

**96**
%, employee retention during FY2025-26

**The Company's** workforce played an important role in driving operational excellence, innovation capability, manufacturing reliability, and long-term sustainability.

The Company employed over 646 people during FY2025-26 and continued to invest in technical capability enhancement, leadership development, employee engagement, and workplace safety initiatives aimed at strengthening organisational effectiveness.

The organisation fostered a workplace culture built on accountability, collaboration, learning, empowerment, and performance orientation.

Continuous investment in people remained central to building an agile, capable, and future-ready organisation aligned with long-term business priorities.

## NATURAL CAPITAL

### BIG NUMBERS

**27**
%, renewable energy contribution to total energy consumption

**19.15**
MW, renewable energy capacity

**The Company** remained committed to responsible resource utilisation and environmentally conscious manufacturing operations.

By the end of FY2025-26, 27% of the Company's energy requirements were met through renewable energy sources, reflecting its continued emphasis on sustainability and cleaner manufacturing practices.

At Pudumjee, sustainability remained integrated with operational decision-making through renewable energy adoption, environmentally responsible manufacturing, and resource-conscious operations.

## INTELLECTUAL CAPITAL

### BIG NUMBERS

**95**
%, contribution of value-added and specialty paper products to revenues

**80+**
Specialty paper grades across packaging and hygiene applications

**Technical** expertise, process knowledge, innovation capability, and customer understanding continued to strengthen the Company's intellectual capital base during FY2025-26.

The Company continued to expand its portfolio of specialty and value-added paper solutions, including sustainable, food-grade, and application-specific products aligned with evolving customer and environmental requirements.

The Company's innovation philosophy remained centred around specialty applications, customer responsiveness, product customisation, and sustainable product development.

## SOCIAL AND RELATIONSHIP CAPITAL

### BIG NUMBERS

**4**
%, contribution of exports to revenues during FY2025-26

**134.58**
₹ Lakh, investment towards CSR and community development initiatives (incl. ₹39.00 lakhs of prior year's unspent CSR).

**Long-standing** stakeholder relationships remained integral to the Company's operational stability, market credibility, and long-term growth.

During FY2025-26, the Company strengthened its presence across domestic and international markets while continuing to deepen engagement with customers, suppliers, institutional partners, and surrounding communities.

The Company's export presence extended across 9 countries during the year, reflecting its growing international engagement, customer trust, and diversified market presence.

Simultaneously, the Company continued to support community development initiatives focused on social well-being, inclusive development, and responsible corporate citizenship.

### The Pudumjee value-creation cycle

**Invest** in manufacturing excellence, people capabilities, innovation, sustainability, and stakeholder relationships →

**Develop** specialty paper solutions aligned with evolving customer and environmental expectations →

**Manufacture** with operational discipline, process efficiency, quality consistency, and responsiveness →

**Deliver** reliable, sustainable, and value-added paper solutions across diverse applications and industries →

**Create** enduring stakeholder value through resilience, trust, sustainability, and long-term growth

## Our value creation strategy

| Strategic focus | Innovate and excel | Cost leadership | Supplier of choice | Robust people practices | Responsible corporate citizenship | Value-creation |
|---|---|---|---|---|---|---|
| Key enablers | Continuous focus on specialty product development and application-driven innovation<br>Strengthening manufacturing excellence through process optimisation and technology enhancement<br>Improving material utilisation, operational agility, and productivity across operations<br>Development of sustainable and value-added paper solutions aligned with evolving market needs | Enhancing operational efficiency through disciplined cost management and resource optimisation<br>Improving throughput, uptime, and manufacturing responsiveness<br>Maintaining competitive manufacturing capabilities through operational discipline and continuous improvement initiatives | Long-standing reputation built on specialty paper expertise<br>Trusted relationships anchored in quality, consistency, and reliability<br>Customised and application-driven solutions aligned with evolving customer requirements | A committed and capable workforce of over 600 employees driving operational excellence<br>Encouraging a culture of ownership through empowerment, accountability, collaboration, and delegated responsibility<br>Continued focus on learning, capability enhancement, transparent communication, and performance-driven recognition practices | Driving meaningful community impact through focused social development initiatives<br>Continued emphasis on rural upliftment and inclusive community engagement programmes<br>Invested ₹134.58 lakhs towards CSR and community development initiatives during FY2025-26 (incl. ₹39.00 lakhs of prior year's unspent CSR). | Strengthening contribution from specialised and value-added business segments<br>Continued focus on operational efficiency and disciplined working capital management<br>Maintaining a prudent financial structure aligned with long-term resilience and sustainable growth |
| Material issues addressed | Advancing manufacturing and product capabilities through continuous process innovation and technology enhancement | Enhancing cost competitiveness through operational efficiency, manufacturing expertise, and disciplined resource optimisation | Delivering customised specialty solutions backed by quality, reliability, and customer-centric execution | Strengthening organisational capability through employee development, leadership building, and a performance-driven workplace culture | Contributing towards inclusive community development through responsible and socially conscious initiatives | Creating sustainable long-term value through balanced growth, financial discipline, and responsible business practices |
| Performance indicators | 95% contribution from specialty and value-added paper grades to total revenues during FY2025-26<br>6, new specialty and application-specific product grades introduced during the year | 95% capacity utilisation<br>3.6%,improvement in cost per Ton during FY2025-26<br>27% contribution of renewable energy to the Company's total energy consumption in FY2025-26 | 63% customer retention<br>78% on-time delivery<br>4% contribution of exports to the Company's revenues in FY2025-26 | 3066 employee training hours<br>96% talent retention<br>Moderated safety incidents | ₹1.35 Cr CSR spend (incl. ₹39.00 lakhs of prior year's unspent CSR).<br>250+ Individuals Reached 10+ Institutions Supported (Schools, Hospitals, etc.)<br>6+programmes | 0.06 debt-to-equity ratio |
| Capitals impacted | Manufacture, Intellectual, Financial | Financial, Intellectual, Natural, Social and Relationship | Intellectual, Manufacture, Social and Relationship | Intellectual,Human Relationship, Natural | Social and Relationship Natural | Intellectual, Manufacture, Social and Relationship |

## Aligning stakeholder expectations with strategic priorities

| Stakeholders | How we engage | Value proposition | Emphasis areas |
|---|---|---|---|
| Investors and lenders | ▪ Annual reports<br>▪ Shareholder and general meetings<br>▪ Corporate website<br>▪ Stock exchange disclosures<br>▪ Investor communication platforms | ▪ Transparent and timely communication<br>▪ Strong governance and compliance practices<br>▪ Responsible financial management<br>▪ Consistent stakeholder engagement | ▪ Strengthening operational and financial performance<br>▪ Enhancing sustainability disclosures and governance standards<br>▪ Maintaining regulatory transparency and compliance<br>▪ Creating sustainable long-term shareholder value |
| Customers | ▪ Customer meetings and business interactions<br>▪ Technical discussions and solution-based consultations<br>▪ Participation in tenders, industry forums, and knowledge-sharing sessions<br>▪ Digital and physical platforms for customer engagement and support | ▪ Delivering customised specialty paper solutions aligned with customer requirements<br>▪ Providing responsive service, technical expertise, and application support<br>▪ Building long-term relationships through quality, consistency, and reliability<br>▪ Leveraging decades of manufacturing experience and process knowledge | ▪ Expanding the portfolio of specialty and value-added paper solutions<br>▪ Strengthening customer experience through digital integration and responsiveness<br>▪ Enhancing differentiated offerings across packaging and hygiene applications<br>▪ Building deeper engagement with quality-conscious and sustainability-focused customers |
| Vendor partners | ▪ Supplier meetings and review discussions<br>▪ Vendor engagement forums and collaborative interactions<br>▪ Digital communication channels, feedback mechanisms, and operational coordination platforms<br>▪ Continuous interaction for procurement planning and supply alignment | ▪ Building long-term and dependable business relationships<br>▪ Ensuring transparent communication and operational coordination<br>▪ Supporting vendor capability enhancement and responsible business practices<br>▪ Encouraging safe operations, efficiency improvement, and collaborative growth | ▪ Strengthening sustainable and responsible sourcing practices<br>▪ Building a resilient and efficient supply chain ecosystem<br>▪ Promoting operational reliability and long-term supply continuity<br>▪ Encouraging sustainability integration and resource-conscious procurement practices |
| Government and regulatory bodies | ▪ Ongoing interaction with regulatory and government bodies<br>▪ Participation in policy discussions, industry consultations, and compliance-related engagements<br>▪ Submission of statutory reports, disclosures, and regulatory filings<br>▪ Industry forums, seminars, and collaborative discussions on sector development | ▪ Ensuring compliance with applicable regulatory and environmental frameworks<br>▪ Maintaining transparent and responsible engagements with authorities<br>▪ Supporting industry development through constructive policy participation<br>▪ Promoting responsible manufacturing and sustainable business practices | ▪ Encouraging a stable and growth-oriented policy environment<br>▪ Supporting sustainability-focused industrial development initiatives<br>▪ Strengthening regulatory alignment and compliance preparedness<br>▪ Advocating for improved infrastructure, operational efficiency, and ease of doing business |

| Stakeholders | How we engage | Value proposition | Emphasis areas |
|---|---|---|---|
| Employees | ▪ Team meetings, employee interactions, and leadership discussions<br>▪ Digital communication and employee engagement platforms<br>▪ Collaborative forums between management and workforce representatives<br>▪ Continuous dialogue focused on feedback, participation, and workplace connectivity | ▪ Building a transparent, accountable, and people-oriented workplace culture<br>▪ Supporting employee learning, capability enhancement, and career progression<br>▪ Recognising performance and encouraging leadership development across levels<br>▪ Promoting employee well-being, engagement, and organisational alignment | ▪ Strengthening workplace health, safety, and employee welfare<br>▪ Attracting, developing, and retaining skilled talent<br>▪ Creating an inclusive, collaborative, and growth-oriented work environment<br>▪ Supporting workforce stability, engagement, and long-term organisational capability |
| Communities | ▪ Community interactions, consultations, and local engagement initiatives<br>▪ Participation through awareness programmes, social outreach, and development activities<br>▪ Public engagement prior to operational expansion and business initiatives<br>▪ Ongoing dialogue with communities across operational areas | ▪ Implementing meaningful CSR and community development initiatives<br>▪ Encouraging responsible resource utilisation, recycling, and sustainable practices<br>▪ Leveraging technology and operational expertise to support community well-being<br>▪ Supporting inclusive and sustainable development initiatives in surrounding regions | ▪ Ensuring safe and responsible operations across manufacturing locations<br>▪ Strengthening long-term community engagement and local development efforts<br>▪ Supporting social well-being and sustainable livelihood opportunities<br>▪ Building lasting and responsible relationships with communities surrounding operations |

# THE PUDUMJEE BUSINESS MODEL

Engineered for relevance. Positioned for permanence.


## KEY BUSINESS INDICATORS

**95**

Specialty paper grades manufactured

**63**

%, revenue contributed by repeat customers

### Overview

Pudumjee Paper Products Limited is among India's oldest and most enduring specialty paper manufacturing company. It carries nearly six decades of technical expertise, manufacturing discipline and customer relationships. This reflects the strength of a business model shaped around long-term relevance over short-term scale.

Pudumjee made a strategic choice: To remain outside the commodity paper business and operate exclusively in specialised paper segments. This influenced its manufacturing investments, product development, certifications and customer relationships.

### How we work

Pudumjee may be a multi-decade company but it is modern in outlook

The Company combines heritage without stagnation, continuity with evolution and institutional memory plus reinvention.

While Pudumjee's origins go back decades, its business model continues to evolve alongside changing material science, sustainability expectations and customer applications.

## 1 Specialisation over commoditisation

Pudumjee operates in specialised paper segments

In this space, performance, compliance and supply reliability are more important than pricing alone.

Pudumjee provides products that perform consistently within regulated and application-sensitive environments.

Pudumjee has built technical expertise, process discipline and certification-led capabilities for demanding segments

## 2 Broadbased

Pudumjee manufactures more than 80 specialty paper grades and their variants.

These address diverse industrial and packaging applications.

These include Pharmaceutical papers, Food grade papers, Flexible packaging papers, Decor papers, Super calendered papers, Crepe tissue papers, Low GSM printing papers and other application-specific specialty grades

These products address manufacturers, converters and institutional customers across the pharmaceutical, food processing, FMCG, packaging, labels, laminates and personal hygiene sectors.

## 3 Technical complexity

Pudumjee manufactures technically demanding grades

These include fluorochemical-free greaseproof papers, medical-grade sterilisation papers, baking papers and anti-rust tissue papers

The products undergo extensive qualification before integration into customer supply chains.

Once qualified, supplier relationships often become long-term in nature

## 4 Certification-led

Pudumjee operates in segments where certifications are essential for customer approvals and vendor qualification.

The Company holds internationally recognised certifications including US FDA compliance, FSC® certification and ISO standards spanning quality, environmental, food safety and occupational health management systems.

These certifications strengthen customer confidence, deepen export access and reinforce Pudumjee's positioning across regulated industries.

## 5 Manufacturing excellence

Pudumjee's manufacturing excellence comprises technical discipline, process precision and consistency.

The Company operates India's largest single-location specialty paper manufacturing facility in Pune (installed capacity 72,000 MTPA)

Pudumjee produces diverse specialty paper grades, grammages and applications in an integrated manufacturing ecosystem

The plant has delivered a capacity utilisation in excess of 89% in the three years ending FY2025-26

## 6 Customisation

Pudumjee's specialty paper grades are innovated and customised around precise customer requirements.

Its products undergo extensive qualification before integration into customer operations.

This deepens customer integration, strengthens retention and enhances recurring revenue visibility.

## 7 Value-addition

Pudumjee focuses on value-addition

This has helped support long-term margin improvement and profitability

The Company possesses cash and cash equivalents of ₹261 Cr on its Balance Sheet as on 31st March, 2026.

The Company reported an EBITDA margin of 17.95% in FY2025-26

The value-added specialty grades are less commoditised, lower exposure to price wars, better pricing discipline and a lower cyclicality relative to commodity paper.

## 8 Capital efficiency

Pudumjee's business model has been designed around calibrated capital allocation.

The Company prioritises value-accretive growth, disciplined working capital management and high asset utilisation over volume-led expansion."

The business is marked by moderate capital consumption, profitable growth and free cash flows

The business has been grown around rising asset turns, Return on capital employed, working capital discipline, low receivables risk, efficient assets sweating and a high utilisation without reckless expansion

## 9 Research and product development

In this specialty materials businesses, R&D is central.

The Company engages in responsible product co-development with customers

The Company has deepened application engineering, product reformulation, regulatory-compliant innovation, sustainability-oriented substrate development and barrier paper alternatives to plastics

Much of the Company's focus addresses the futuristic needs of a transforming world.

## 10 Import substitution

Pudumjee has expanded domestic manufacturing capabilities across specialised imported grades

This has helped customers localise their products and ensure timely availability.

This made the Company's business model aligned with national policy

## 11 ESG beyond compliance

The Company is engaged in recyclable packaging transition

This comprises fluorochemical-free innovation, plastic replacement, decarbonisation, water efficiency and circular economy relevance.

These environmentally responsible packaging solutions are creating a structural demand tailwind for specialty paper manufacturers.

### 12 Risk management

Pudumjee has broadbased its business risk

The Company has diversified applications, diversified geographies, broadbased customers, reduced dependence on a single segment and possesses a liquid Balance Sheet.

This has enhanced resilience across economic and sectoral cycles.

### 13 Sustainability

Pudumjee's manufacturing is marked by sustainability-led initiatives and responsible sourcing

All pulp used by the Company is FSC® certified and sourced from plantation-grown wood.

Approximately 27% operational energy requirements are met through renewable energy (target nearly 50% in two years).

### 14 International presence

Pudumjee serves customers across Europe, the Middle East, Africa, South East Asia and Australia.

This broadbased international presence has been built through product quality, technical responsiveness and consistent customer engagement

The diversified global revenue has strengthened access to growing specialty paper markets.

### 15 Relationships

Pudumjee's relationships have been built over long periods of engagement

Qualification cycles are extensive, applications specialised and customer expectations evolving.

Customers seek partners capable of delivering not only products, but also technical understanding, responsiveness and long-term dependability.

63% of revenues were derived from customers of 5 years or more

## Why this business model is difficult to replicate

The business is marked by long qualification cycles and multi-year customer approvals

The business is application-sensitive manufacturing addressed by process know-how learnt and assimilated over the decades

Regulatory approvals have been embedded into customer supply chains with high switching costs once paper grades have been approved

This business comprises small-volume but high-complexity economics with a need for technical consistency across batches

## KEY BUSINESS INDICATORS

**9**

Countries served internationally

**4**

%, revenue contribution from exports

## Conclusion

Pudumjee's business model has evolved around specialised capability creation rather than commoditised scale.

As global packaging, food-contact and industrial applications move towards safer, sustainable and performance-oriented paper solutions, the Company is positioned to participate in a structurally expanding opportunity landscape.

Its combination of technical expertise, manufacturing discipline, customer integration and regulatory credibility provides the foundation for long-term relevance and responsible growth.

## CERTIFICATION FRAMEWORK

**US FDA**: Compliance with stringent food-contact and material safety standards established by the United States Food and Drug Administration

**FSC®**: Certification for responsibly sourced, plantation-based forest raw materials aligned with global sustainability and traceability standards

**ISO 9001**: International standard for quality management systems focused on process consistency, operational discipline and continuous improvement

**ISO 14001**: Environmental management certification supporting sustainable manufacturing practices and responsible resource utilisation

**ISO 22000**: Globally recognised food safety management standard ensuring product safety across food-contact and packaging applications

**ISO 45001**: Occupational health and safety management certification focused on workplace safety, employee well-being and risk management

BUSINESS ENABLER

# OUR CULTURE OF MANUFACTURING EXCELLENCE

We transformed manufacturing excellence into a sustainable competitive advantage.

## BIG NUMBERS

**72,187**
MT, machine production in FY2024-25

**73,087**
MT, machine production in FY2025-26

**93**
% capacity utilisation in FY2024-25

**95**
%, capacity utilisation in FY2025-26

**1,19,736**
₹, average realisation per Ton, FY2024-25

**1,16,548**
₹, average realisation per Ton, FY2025-26

## Overview

In specialty paper manufacturing, the difference between commodity manufacturing and long-term competitiveness lies in manufacturing precision. Unlike conventional paper categories, specialty papers are engineered for specific applications where repeatability, product integrity and conversion performance determind customer productivity and end-use reliability.

In an industry facing rising imports and cost volatility, manufacturing precision has become the decisive lever of competitiveness. Even minor variations in GSM profile, formation, coating behaviour, moisture balance or printability can affect downstream conversion efficiency, machine performance and customer acceptance. As a result, manufacturing excellence extends beyond production output; it is central to customer retention, premium positioning, operational reliability and long-term competitiveness.

Over the years, Pudumjee consciously invested in plant and machining resulting in process reliability, execution discipline and operational responsiveness instead of pursuing volume expansion.

The Company's manufacturing framework evolved around flexible machine configurations, reliable quality-control systems, sustained equipment modernisation and focused operational improvement initiatives. This framework strengthened customer confidence, supported long-term business relationships and improved competitiveness across niche and high-entry-barrier specialty paper categories.

Operational teams continued strengthening operational discipline, equipment reliability and manufacturing responsiveness. This approach improved throughput, reduced process variability and enhanced responsiveness across customer-specific and smaller production runs.

During FY2025-26, the Company continued strengthening its manufacturing operations within an environment marked by rising import competition, higher input costs and increasing customer expectations around product reliability and application performance. Pudumjee believes that reliable manufacturing capability enables it to compete effectively across specialised and high-entry-barrier paper categories despite import pressure and input volatility.

## SECTOR REALITIES

- Rising imports across specific specialty paper categories
- Customers increasingly prioritised product consistency , printability, product integrity and application-specific performance
- Higher fibre, chemical and energy costs increased the importance of machine efficiency, throughput optimisation and manufacturing discipline

## PUDUMJEE'S MANUFACTURING RESPONSE, FY2025-26

- Achieved the highest machine production and finished paper production in the last five years
- Strengthened machine responsiveness, throughput and product reliability through technology upgrades and de-bottlenecking initiatives
- Enhanced flexibility across customised and smaller production runs serving niche and application-sensitive paper categories

## The Pudumjee manufacturing ecosystem

Customer requirements and product development →

Flexible manufacturing across niche paper grades →

Precision process control and equipment upgrades ↓

Improved repeatability and product integrity ←

Higher machine efficiency and operational reliability ←

Consistent supply across specialised applications

## Pudumjee's manufacturing advantage

**Flexible machine configuration**
↓
Ability to manufacture diverse specialty paper grades in smaller production runs

**Precision process control systems**
↓
Improved repeatability across GSM, formation and printability parameters

**Operational discipline**
↓
Higher machine reliability and lower process variability

**Responsive manufacturing**
↓
Faster response cycles across customised and niche applications

**Cost competitiveness**
↓
Improved manufacturing efficiency in a high-input-cost environment

**Customer confidence**
↓
Long-term relationships supported by reliable product quality

## Manufacturing strengths

**Strategic manufacturing location**: Pudumjee's Pune manufacturing facility provides logistical advantages for servicing domestic and export markets through proximity to the Mumbai port ecosystem, strengthening supply responsiveness and delivery efficiency.

**Integrated specialty paper platform**: The Company operates an integrated specialty paper manufacturing platform with an installed capacity of 72,000 MTPA comprising two fourdrinier and two Yankee paper machines capable of serving diverse application requirements across specialty paper categories.

**Flexible manufacturing capability**: Pudumjee's manufacturing flexibility enables smaller production runs, customised specifications and responsiveness across niche and application-sensitive paper grades. This capability supported faster response cycles and strengthened customer retention across specialised segments.

**Precision-driven operating culture**: The Company's manufacturing strengths are built around maintaining repeatability across critical performance parameters including GSM, caliper and moisture profile, formation quality, printability and strict adherence to specifications. This disciplined approach strengthened product credibility and customer confidence.

**Continuous equipment modernisation**: Over the years, Pudumjee strengthened its manufacturing platform through machinery upgrades, automation, online quality-control systems, and operational improvement initiatives aimed at improving throughput, reducing process variability and enhancing machine reliability.

**Operational responsiveness**: Pudumjee's manufacturing operations are designed to respond efficiently to changing customer specifications, smaller batch requirements and application-sensitive production needs. Focused machine discipline, coordinated production planning and operational agility strengthened responsiveness across niche specialty paper segments.

**Sustainability-aligned manufacturing**: The Company integrated recycling, water management, waste reduction and environmentally responsible operating practices within its manufacturing framework aligned with evolving sustainability expectations across specialty paper markets.

## Technology and operational improvements

During FY2025-26, Pudumjee continued strengthening machine reliability, operational throughput and product repeatability through focused technology upgrades and targeted de-bottlenecking initiatives across key manufacturing systems.

### Precision and quality enhancement

- Installation of new head boxes on PM 2, PM 6 and PM 7
- Replacement of the old QCS system on PM 1
- Replacement of PM-6 sectional drive panels and drive modules.

**Outcome**: These initiatives strengthened CD profile control, improved repeatability across specialty grades and enhanced product uniformity across manufacturing operations.

### Throughput and process optimisation

- Installation of a new screening and centricleaning system on PM 2
- Focused de-bottlenecking initiatives across machine systems and stock preparation operations on PM 1 and PM 2

**Outcome**: These measures improved machine efficiency , strengthened operational throughput and reduced variability across specialised paper grades.

### Energy efficiency and operating reliability

Commissioning of a new AFBC Boiler to improve boiler efficiency and reduce coal consumption.

**Outcome**: This initiative strengthened operating reliability and improved manufacturing efficiency amid elevated energy-cost conditions.

### Renewable Energy Integration

Installation of a 15.4 MWac Solar Power Plant along with a 132 kV power evacuation system.

**Outcome**: This initiative increased the share of renewable energy in the Company's power mix and supported long-term energy cost optimisation.

### Environmental Compliance

Installation of an online $SO_2$ emission monitoring system for the AFBC Boiler.

**Outcome**: This initiative enhanced emissions monitoring capabilities and strengthened environmental compliance.

### Digitalisation and Process Control

Upgradation of the PLC processor, SCADA software and operating system for the WPRP-2 process monitoring and control system.

**Outcome**: This initiative enhanced process monitoring, improved system reliability and strengthened operational control capabilities.

## Manufacturing outcomes, FY2025-26

**Peak production in five years**: The Company achieved its highest machine production of 73,082 MT and highest finished paper production of 68,344 MT during FY2025-26 compared with the previous five-year period.

**Improved operational throughput**: Focused de-bottlenecking initiatives and operating improvements strengthened machine responsiveness, operational throughput and manufacturing reliability across specialty paper grades.

**Better product repeatability**: Technology upgrades and quality-control initiatives improved cross-machine profile stability, product uniformity and repeatability across application-sensitive paper categories.

**Strengthened competitiveness**: Flexible manufacturing capability and operational responsiveness supported customer-specific production requirements across customised and smaller production runs.

## Manufacturing excellence and business impact

| Manufacturing capability | Why it matters in specialty paper | Pudumjee evidence |
|---|---|---|
| Precision process control | Improves repeatability across GSM, printability and application-sensitive grades | Process-control upgrades and QCS modernisation strengthened profile control and product uniformity |
| Flexible manufacturing capability | Enables customised and smaller production runs across niche applications | Ability to manufacture 72,000 MTPA specialty paper grades across diverse customer requirements |
| Operational throughput | Higher machine efficiency improves asset utilisation and manufacturing competitiveness | Achieved the highest machine production of 73,082 MT in the last five years |
| Product reliability and repeatability | Stable quality strengthens customer retention and long-term relationships | Achieved highest finished production of 68,344 MT with improved product uniformity |
| De-bottlenecking initiatives | Reduces variability and improves manufacturing responsiveness | Focused operational improvements strengthened machine throughput and responsiveness |
| Energy-efficient operations | Supports cost competitiveness in a high-input-cost environment | Commissioned new AFBC Boiler and Solar Power Plant to strengthen operating efficiency and manufacturing reliability |
| Manufacturing reliability | Stable operations improve delivery responsiveness and customer confidence | Achieved 95% capacity utilisation during FY2025-26 |

## Looking ahead

Pudumjee will continue strengthening its manufacturing competitiveness through advanced process control, focused capability enhancement and disciplined operational execution across specialty paper grades.

The Company remains focused on improving machine responsiveness, throughput efficiency and product repeatability while strengthening flexibility across customised and application-sensitive paper categories.

Pudumjee believes that reliable manufacturing capability - built around precision, flexibility and operational reliability - will remain central to sustaining competitiveness across specialised and high-entry-barrier specialty paper markets.

BUSINESS ENABLER

# OUR RESOURCE PROCUREMENT COMPETENCE

We validated our procurement stability in a volatile resource environment

## BIG NUMBERS

**70,212**
MT of resources consumed, FY2024-25

**71,469**
MT of resources consumed, FY2025-26

**46**
Raw material cost as a % of revenues, FY2024-25

**42**
Raw material cost as a % of revenues, FY2025-26

## Overview

In a specialty paper business, procurement is not merely about buying efficiently; it is about ensuring that every specialised grade is manufactured with reliable inputs. In volatile markets, especially, procurement reliability becomes a competitive advantage.

Fibre characteristics, chemical composition, input consistency and traceability standards influence procurement economics, reliability, machine efficiency, product integrity and customer acceptance. Even minor inconsistencies in raw materials or specialised chemicals can affect conversion efficiency, operational stability and end-use performance.

Over the years, Pudumjee developed a procurement ecosystem centred on supplier diversification, sourcing strategy , long-term vendor relationships and responsible procurement practices across domestic and international markets. The procurement framework increasingly integrates supply-risk assessment, alternate-source readiness, inventory prioritisation and supplier continuity planning to improve resilience across volatile operating environments.

During FY2025-26, the procurement environment remained volatile in later part of year due to higher input costs, extended import lead times, freight disruptions and rising competitive pressures across specialty paper markets. Amid these conditions, Pudumjee continued prioritising sourcing reliability, operational continuity and procurement discipline across critical input categories.

## SECTOR REALITIES

- Increased volatility in pulp, waste paper and recycled fibre prices and availability
- Extended global supply chain disruptions, import delays and freight volatility
- Rising imports and evolving sustainability expectations of customers

## PUDUMJEE'S PROCUREMENT RESPONSE IN FY2025-26

- Advanced sourcing resilience through diversified supplier networks, alternate vendor qualification and strategic supplier engagements
- Well defined procurement planning, inventory prioritisation and supply-risk management practices
- Sustainability-led sourcing, import optimisation and balanced domestic-global procurement

## How procurement creates value at Pudumjee

Strategic sourcing discipline →

Stable raw material quality →

Manufacturing reliability and lower disruption risk ↓

Consistent specialty-grade performance ←

Customer confidence and repeat business ←

Margin resilience and sustainable profitability

## Procurement environment in FY2025-26

**Raw material inflation and sourcing volatility**

Prices of core inputs such as pulp, remained elevated during FY2025-26 following sharp increases in the preceding period. Pulp prices increased by nearly 9-11%, in FY2024-25. This volatility increased complexity in procurement budgeting, inventory planning and raw material cost forecasting across the specialty paper industry.

**Supply-chain and lead-time disruptions**

Global supply constraints, manufacturing capacity reductions and import delays affected the availability of critical raw materials and specialised packaging grades during later part of the year. Extended lead times across imported raw materials, specialty chemicals and engineering goods also increased procurement complexity and working-capital intensity.

**Competitive pricing pressures**

Imports of paper and paperboard increased sharply during FY2025-26, particularly from China and ASEAN markets, exerting downward pressure on domestic realisations and industry margins. This increased the importance of procurement efficiency, sourcing agility and cost competitiveness across raw materials, chemicals and engineering categories.

**Engineering and capital equipment challenges**

Procurement costs across engineering goods and specialised equipment increased due to rising prices of copper, aluminium, platinum, silver, graphite and carbon-based products amid supply shortages and rising global demand. Imported engineering equipment also became more expensive due to currency volatility, freight inflation and tariff-related pressures.

Beyond raw materials, Pudumjee continued advancing engineering procurement capabilities across instrumentation systems, critical spares and specialised components affected by commodity and electronics-linked inflation. Predictive stocking of critical spares, alternate engineering vendor development and structured procurement planning supported maintenance reliability and reduced operational disruption risks across manufacturing operations.

## Our procurement responsiveness, FY2025-26

Amid extended import lead times and sourcing volatility, Pudumjee strengthened procurement resilience through supplier diversification, strategic partnerships, disciplined planning and sustainability-led sourcing, ensuring uninterrupted manufacturing and reliable customer fulfilment.

**Diversified sourcing and supply continuity**

- Expanded supplier base across vendors, geographies and sourcing regions
- Qualified alternate vendors for critical raw materials and engineering goods
- Reduced supplier concentration risk and improved sourcing visibility
- Maintained uninterrupted production across specialised paper grades

**Strategic supplier partnerships**

- Strengthened long-term partnerships across pulp, waste paper, chemicals and engineering categories
- Improved procurement visibility and supply continuity
- Enhanced responsiveness to customer-specific manufacturing requirements
- Reduced sourcing lead times across selected imported inputs

**Procurement planning and inventory discipline**

- Integrated procurement planning with inventory visibility and demand-aligned sourcing
- Improved inventory rationalisation and planning responsiveness
- Reduced disruption risks across specialised production schedules
- Supported machine uptime and operational continuity
- Enhanced visibility of procurement-linked inventory across critical categories

**Sustainability-led procurement**

- Advanced responsible fibre sourcing and traceability-led procurement
- Strengthened supply-chain transparency and sustainability governance
- Aligned sourcing practices with evolving global packaging and compliance expectations

**Import optimisation**

- Expanded direct imports, High Seas procurement and strategic sourcing initiatives
- Improved freight planning and procurement flexibility
- Enhanced pricing visibility and cost competitiveness
- Reduced procurement volatility across selected imported inputs

**Alternate sourcing and innovation support**

- Collaborated with suppliers to identify alternate materials for specialised applications
- Developed alternate sourcing arrangements for silicon coating chemicals
- Improved sourcing flexibility, product performance and supply continuity across specialised paper grades

Through these initiatives, Pudumjee strengthened procurement agility, mitigated supply-chain risks, improved sourcing responsiveness and reinforced manufacturing continuity in a volatile operating environment.

## Procurement strengths

**Multi-source procurement capability**: Balanced domestic and international sourcing relationships reduced dependence on individual supplier bases and improved sourcing resilience across volatile procurement environments.

**Supply-risk management architecture**: Structured vendor evaluation, alternate-source readiness and inventory prioritisation mechanisms improved procurement reliability and reduced supply-side disruption risks.

**Procurement-led manufacturing continuity**: Disciplined sourcing practices supported uninterrupted manufacturing operations, machine uptime and continuity across specialised and customer-sensitive paper grades.

**Engineering procurement capability**: Strategic sourcing initiatives across engineering goods, instrumentation systems and critical spares improved maintenance reliability and operational responsiveness.

**Sustainability and traceability alignment**: Responsible fibre sourcing, traceability-led procurement standards and supplier-governance practices aligned procurement operations with evolving global customer expectations.

**Data-led procurement planning**: Integrated procurement visibility systems, inventory monitoring and demand-linked planning mechanisms improved sourcing responsiveness amid volatile procurement conditions.

## Looking ahead

Going forward, Pudumjee will explore the localisation of sourcing to the extent possible, strategic partnerships, supply-chain digitisation, sustainability-linked sourcing, cost optimisation without compromising quality, procurement support for innovation and resilience against geopolitical fragmentation.

BUSINESS ENABLER

# OUR BRANDING AND MARKETING CAPABILITY AT PUDUMJEE

We strengthened our market differentiation through specialised solutions, customer trust and sustainable innovation.

## BIG NUMBERS

**80+**
Specialty paper grades marketed

**450+**
Customers served

## Overview

The specialty paper industry is undergoing a gradual transition towards sustainable, food-safe, and application-oriented paper solutions. Customers increasingly expect suppliers to deliver not only product quality, but also technical collaboration, dependable execution, faster responsiveness, and consistent supply reliability.

Against this backdrop, Pudumjee is a value specialty paper provider. The Company provides differentiated solutions across food packaging and industrial applications through differentiated application-oriented paper categories.

## The evolving specialty paper landscape

The specialty paper market is being increasingly shaped by changing regulatory requirements, sustainability considerations, and evolving packaging preferences across end-user industries.

Demand for recyclable, food-compliant, and high-performance paper solutions continued to rise in FY2025-26 as packaging companies and industrial customers increasingly explored alternatives to conventional plastic-based materials.

This transition created opportunities across barrier papers, food-contact applications, flexible packaging solutions, and customised technical grades designed for specialised end-use requirements.

Some industry segments faced a pressure from lower-cost imports, pricing volatility, and commoditisation across standard paper categories. As a result, manufacturers with stronger product development capabilities, application-specific expertise, and customer engagement models are becoming better positioned to participate in higher-value and relatively more stable paper segments.

Pudumjee continued aligning its market positioning around three strategic pillars - specialisation, sustainability, and reliability. This approach supported stronger customer engagement, improved product relevance, and wider participation across specialised paper categories.

## SECTOR REALITIES

- Customers prioritise sustainable, food-safe, and application-specific paper solutions.
- Premium on product consistency, technical support, responsiveness, and dependable supply
- Growing need for differentiation as specialty paper markets become more competitive and value-conscious.

## PUDUMJEE'S PRIORITIES

- Expanded presence across sustainable and value-added paper categories including food-grade, fluorine-free OGR, and barrier paper solutions.
- Strengthened differentiation through customised product development, in-house R&D capabilities, and application-focused customer engagement.
- Enhanced customer responsiveness and market reach through CRM-led systems, digital engagement initiatives, faster sampling support, and stronger dealer connectivity.

## Key developments during FY2025-26

- Expansion in food-grade paper solutions
- Introduction of fluorine-free OGR paper
- Continued development of sustainable barrier papers
- Machinery and process modernisation initiatives
- Commissioning of 15.4 MW captive solar power plant
- Stronger CRM-led customer engagement systems
- Faster product sampling and trial support
- Increased outreach across export-oriented markets

## Key business challenges and responses, FY2025-26

| Key challenge | Pudumjee's response |
|---|---|
| Intense price competition and cheaper imports across select grades | Increased focus on specialised and value-added paper categories |
| Commoditisation across standard paper grades | Expanded customised and application-specific product offerings |
| Growing demand for sustainable packaging | Expanded food-grade papers and developed sustainable barrier paper solutions |
| Need for stronger product differentiation | Introduced fluorine-free OGR paper and strengthened R&D-led development |
| Requirement for faster customer responsiveness | Improved sampling timelines and implemented CRM-led engagement systems |
| Need for higher product consistency and operational reliability | Undertook machinery upgrades and operational improvements |
| Need for long-term energy cost competitiveness | Commissioned 15.4 MW captive solar power plant |

## What customers increasingly expect from specialty paper suppliers

- Product consistency
- Faster sampling and development support
- Food-safe and sustainable solutions
- Application-specific capabilities
- Dependable supply reliability
- Technical collaboration
- Customised specifications
- Responsive customer servicing

## Strengthening our specialty paper portfolio

During FY2025-26, Pudumjee continued expanding its presence across food-grade and high-performance paper applications.

The Company introduced fluorine-free OGR paper during the year, supporting entry into more sustainable packaging categories while also creating opportunities across export-focused applications.

The Company also accelerated the development of advanced barrier papers designed for packaging applications which require greater moisture and oxygen resistance.

These categories represent a strategic shift towards higher-value paper solutions where qualification cycles are longer, customer retention stronger, and competitive intensity comparatively lower.

The Company's proprietary R&D capabilities continued supporting:

- Customised product development
- Tailor-made specifications
- Faster commercial trials
- End-use specific solutions
- Continuous product enhancement initiatives

## Strategic product focus areas

- Sustainable food-grade paper
- Fluorine-free OGR paper
- Barrier paper solutions
- Export-oriented specialty grades
- Application-specific paper products
- Value-added packaging solutions

## Operational reliability strengthening customer trust

In specialty paper markets, product consistency, dependable supply, and execution reliability influence customer retention and long-term relationships. Packaging companies and industrial customers increasingly prefer suppliers capable of delivering consistently stable quality standards, responsive servicing, and application-specific support across specialised paper categories.

During FY2025-26, Pudumjee continued to strengthen manufacturing consistency and product quality through selective capability enhancement and process improvement initiatives.

The commissioning of the 15.4 MW captive solar power plant during the year reinforced the Company's sustainability positioning: supporting renewable energy integration, reducing dependence on conventional power sources, and strengthening long-term environmental responsibility alongside energy cost competitiveness.

Combined with strong technical capabilities, customer-focused development, and long-standing market relationships, these initiatives strengthened Pudumjee's positioning across specialty paper markets.

## What strengthened Pudumjee's market positioning

- Specialised and value-added paper offerings
- Food-grade and sustainable packaging solutions
- Customised and application-driven product development
- Strong technical and R&D capabilities
- Consistent quality and dependable execution
- Long-standing relationships across customer segments
- Pan-India market reach and dealer connectivity
- Growing presence across export-oriented specialty grades

## Enhancing customer engagement and market reach

During FY2025-26, Pudumjee strengthened its customer engagement through dealer outreach programmes, digital communication initiatives, CRM-enabled tracking systems, and direct interaction with packaging and industrial customers.

The Company implemented structured CRM processes to improve lead management, customer servicing, response timelines, and relationship visibility across markets.

Pudumjee enhanced coordination between marketing, R&D, and manufacturing teams to accelerate development timelines and improve commercialisation efficiency for new specialty paper solutions. This was supplemented by multiple initiatives:

- Faster product sampling and trial coordination
- Participation in industry exhibitions and customer interactions
- Increased engagement with export-focused customers
- Strengthening dealer and channel relationships
- Digital communication and outreach initiatives
- Sustainability-focused product positioning

The Company monitored import trends and pricing movements to improve overall customer responsiveness.

## Pudumjee's marketing competencies

**Product development**: Strong in-house R&D capabilities support customised solutions, application-specific development, and continuous product innovation across specialty paper categories.

**Sustainable positioning**: The Company strengthened its presence across recyclable, food-safe, and eco-friendly paper applications aligned with evolving packaging requirements.

**Relationships**: The Company established enduring relationships with converters, packaging companies, and industrial customers to drive repeat business, product development collaboration, and market continuity.

**Market reach and connectivity**: A pan-India dealer and distribution network supported wider customer access, market penetration, and commercial responsiveness across regions.

**Execution and service reliability**: Technical support capabilities, product consistency, and coordinated customer engagement strengthened responsiveness.

**Financial flexibility**: A liquid and under-borrowed Balance Sheet supported long-term investments, resilience, and responsiveness to opportunities.

## Looking ahead

The specialty paper market is expected to see increasing demand for sustainable packaging solutions, specialised paper applications, and higher-performance products over the coming years.

In FY2026-27, Pudumjee expects to focus on the following:

- Expansion in sustainable packaging papers
- Commercialisation of barrier paper solutions
- Growth in export-oriented specialty grades
- Faster product development and response systems
- Stronger CRM-led customer engagement
- Greater renewable energy integration
- Capability enhancement initiatives
- Expansion in customised paper solutions

With established manufacturing capabilities, in-house R&D, renewable energy integration, and long-standing customer relationships, Pudumjee remains well-positioned to strengthen its presence across evolving specialty paper markets.

## Why customers stay with Pudumjee

- Long qualification cycles
- Demanding regulatory approvals
- Food-grade certifications
- Customer-specific formulations
- Standardised custom machine settings
- High switching costs

BUSINESS ENABLER

# PEOPLE POWERING PUDUMJEE'S OPERATIONS

We strengthened organisational resilience by investing in capable, engaged and future-ready people.

### BIG NUMBERS

**646**
Total employees

**3,066**
Aggregate employee training hours

## Overview

In specialty paper manufacturing, product quality, process consistency, and operational reliability depend significantly on the experience, capability, and responsiveness of the people operating across manufacturing environments.

Specialised paper production requires disciplined execution, technical understanding, process monitoring expertise, and the ability to maintain consistency across continuous manufacturing operations. Even small variations in process control, safety practices, or operational coordination can directly influence product quality, production efficiency, and customer confidence.

As manufacturing environments become increasingly quality-sensitive and application-driven, businesses require employees capable of adapting to evolving customer expectations, product specifications, compliance requirements, and operational standards while maintaining execution consistency across functions.

At Pudumjee, people to remained central operational continuity, manufacturing discipline, product quality, and long-term organisational stability. Experienced operating teams, structured workforce practices, and cross-functional coordination supported execution reliability across manufacturing and support functions during the year.

During FY2025-26, the Company strengthened employee readiness through structured technical training, cross-functional exposure initiatives, ERP-enabled HR process improvements, and continued emphasis on compliance-led workforce practices. Pudumjee also maintained focus on industrial harmony, workforce engagement, and organisational discipline to support long-term operational effectiveness across functions.

## SECTOR REALITIES

- Increasing competition for technically skilled manpower across the manufacturing and process industries
- Growing need for multi-skilled employees capable of operating in technology-driven and compliance-oriented environments
- Rising importance of workforce stability, safety awareness, training, and industrial harmony in continuous manufacturing operations

## PUDUMJEE'S PRIORITIES IN FY2025-26

- Strengthened workforce capability through structured technical, compliance, and cross-functional training initiatives
- Continued focus on stable industrial relations through constructive engagement with unions and employees
- Improved HR process efficiency through ERP-led systems, structured manpower planning, and compliance-focused governance

## Workforce profile, FY2025-26

| Metrics | FY24 | FY25 | FY26 |
|---|---|---|---|
| Total employees | 633 | 628 | 646 |
| Aggregate training hours | 2352 | 2904 | 3066 |
| Average employee age | 43 | 43 | 43 |
| Women employees | 12 | 15 | 18 |

## What reinforced Pudumjee's people strengths in FY2025-26

**Workforce continuity and operational coordination**: Structured workforce allocation, shift-wise coordination, and disciplined execution practices supported operational continuity across manufacturing functions.

**Stable industrial relations**: Constructive engagement with employees and unions supported workforce stability, operational continuity, and a collaborative workplace environment.

**Capability-driven employee development**: Structured technical, compliance, and cross-functional learning initiatives strengthened workforce readiness across operational and support functions.

**Compliance-oriented people practices**: Strong adherence to labour laws, statutory requirements, and internal governance systems reinforced disciplined workforce management and workplace transparency.

**Technology-enabled workforce systems**: ERP-integrated HR processes improved workforce coordination, employee visibility, process tracking, and administrative efficiency across functions.

**Cross-functional learning exposure**: Rotational learning initiatives and broader operational exposure strengthened organisational understanding, workforce adaptability, and execution flexibility.

## Evolving workforce priorities in manufacturing industries

Manufacturing businesses are increasingly operating in environments shaped by automation, process optimisation, regulatory oversight, and rising customer expectations around quality and execution consistency.

As a result, workforce priorities are gradually shifting beyond conventional manpower deployment towards capability development, compliance awareness, cross-functional adaptability, and operational discipline.

Continuous manufacturing industries also require dependable workforce availability, operational discipline, and effective coordination across shifts and departments to support uninterrupted operations and execution consistency.

Against this backdrop, companies with experienced manpower, effective training systems, and disciplined HR governance are becoming better positioned to support operational reliability and long-term business continuity.

## Key workforce challenges and responses during FY2025-26

| Key challenge | Pudumjee's response |
|---|---|
| Competition for skilled and experienced manpower | Strengthened manpower planning and recruitment across functions |
| Need for workforce capability enhancement | Conducted structured technical, compliance, and operational training programmes |
| Requirement for broader operational exposure among trainees | Continued rotational cross-functional training initiatives |
| Increasing importance of compliance and governance | Maintained strict adherence to labour laws and statutory regulations |
| Need for stable industrial relations | Implemented long-term settlements with Worker's Union and Mathadi Union |
| Requirement for process efficiency in HR operations | Expanded ERP integration across HR processes and administration |

## Workforce priorities during FY2025-26

- Building technical and operational capability
- Strengthening cross-functional workforce exposure
- Enhancing workforce readiness across operations
- Reinforcing safety and compliance awareness
- Improving workforce coordination and responsiveness
- Supporting stable industrial relations
- Strengthening HR process digitalisation
- Enabling uninterrupted shift-based operations

## Strengthening workforce capability and operational readiness

During FY2025-26, Pudumjee continued focusing on employee capability enhancement through structured learning and development initiatives across functions.

Learning and development initiatives conducted during the year focused on strengthening both technical competence and operational awareness across functions, covering:

- Operational and technical skills
- Statutory and compliance awareness
- Workplace safety practices
- Process discipline and execution standards
- Cross-functional exposure for trainees

Aggregate employee training hours increased to 3,066 hours during FY2025-26, reflecting the Company's continued focus on workforce development and operational preparedness.

Pudumjee also continued rotational training initiatives for trainees to improve organisational understanding and build broader operational exposure across departments.

## Workplace focus areas during FY2025-26

| | | | |
|---|---|---|---|
| Safety awareness and compliance | Process discipline across operations | Technical capability enhancement | Shift-wise operational continuity |
| Workforce coordination and responsiveness | Cross-functional learning exposure | Regulatory and statutory adherence | Structured operational training |

## Technology supporting workforce efficiency

During FY2025-26, Pudumjee continued leveraging ERP-enabled systems and process digitisation initiatives to support faster workforce coordination, improved employee visibility, streamlined compliance management, and better responsiveness across HR functions.

Enhanced system integration supported:

- Improved employee data management and workforce tracking
- Faster coordination across HR activities and functions
- Reduction in manual administrative processes
- Better reporting accuracy and process visibility
- More structured workforce administration and compliance monitoring

These initiatives helped improve process efficiency, workforce coordination, and overall responsiveness across our manufacturing and support operations.

## Enablers supporting our workforce effectiveness

| | | | |
|---|---|---|---|
| ERP-enabled HR systems | Structured manpower planning | Shift-wise workforce coordination | Cross-functional trainee exposure |
| Compliance monitoring systems | Timely workforce deployment | Interdepartmental coordination | Operational support across functions |

## Workforce productivity and people metrics

Pudumjee continued investing in employee development, workforce readiness, and organisational capability enhancement during FY2025-26. Employee cost increased during the year in line with manpower expansion, structured learning initiatives, and continued investments towards strengthening workforce preparedness across manufacturing and support functions.

Revenue per employee remained stable during the year, reflecting operational continuity, experienced workforce execution, and steady productivity across operations.

The Company continued balancing workforce development, operational efficiency, and long-term organisational preparedness while strengthening execution reliability across functions.

## Key workforce indicators

| Metrics | FY24 | FY25 | FY26 |
|---|---|---|---|
| Revenue per employee (₹ Lakh) | 124.01 | 128.83 | 125.06 |
| Employee cost (₹ in. lakhs) | 5,716.03 | 5905.56 | 6404.77 |
| People cost as a % of revenues | 7.28 | 7.30 | 7.93 |

## Industrial relations and workforce stability

Industrial harmony and workforce stability continued to remain important organisational priorities for Pudumjee during FY2025-26. The Company maintained constructive engagement with employees, worker representatives, and unions to support a stable, collaborative, and disciplined workplace environment across manufacturing operations.

Pudumjee effectively implemented long-term settlements with the Worker's Union and Mathadi Union during the year, reinforcing workforce continuity and supporting uninterrupted operations across shifts and departments.

The Company also maintained regular coordination with government, semi-government, and local authorities to ensure compliant and efficient workforce administration across operations.

## Looking ahead

In FY2026-27, Pudumjee will continue focusing on workforce capability enhancement, industrial harmony, manpower planning, and process efficiency across HR operations.

Key priorities will include:

- Continued employee training and skill enhancement
- Strengthening leadership and workforce development initiatives
- Enhancing cross-functional operational capabilities
- Maintaining disciplined and cordial industrial relations
- Improving HR digitalisation and process efficiency
- Strengthening manpower planning across functions
- Continued focus on compliance and governance system

As manufacturing environments continue evolving, Pudumjee remains focused on building a capable, future-ready, and engaged workforce that can support long-term organisational stability, operational excellence, and sustainable business growth.

CASE STUDY #1

### Strengthening safety awareness across continuous manufacturing operations

**Challenge**

Continuous manufacturing environments involve machine-intensive operations, material handling activities, and process-driven execution where inconsistent safety practices can increase workplace risk, disrupt operational flow, and affect manufacturing discipline across shifts.

**Response**

During FY2025-26, Pudumjee strengthened workplace safety awareness through structured safety training programmes, operational guidance sessions, employee induction processes, and regular communication initiatives focused on responsible workplace practices across manufacturing operations.

**Outcome**

These initiatives strengthened workplace safety awareness, reinforced operational discipline across employee groups, and supported a safer and more accountable workplace environment.

CASE STUDY #2

### Building workforce readiness through cross-functional exposure

**Challenge**

As manufacturing operations become increasingly quality-sensitive and process-oriented, employees are required to develop broader operational understanding and adaptability across functions. Limited cross-functional exposure can reduce workforce flexibility, coordination efficiency, and operational responsiveness.

**Response**

Pudumjee continued rotational learning initiatives and cross-functional exposure programmes during FY2025-26 to help trainees and employees develop stronger organisational understanding and wider operational visibility across departments.

**Outcome**

The initiative strengthened workforce adaptability, improved coordination across functions, and supported better operational responsiveness across manufacturing and support operations

RESPONSIBILITY

# ESG: A FOUNDATION FOR SUSTAINABLE GROWTH

We strengthened long-term business resilience through responsible operations and sustainable value creation.


## BIG NUMBERS

**15.4**

MW, solar power plant commissioned to strengthen our renewable energy adoption

## Overview

In specialty paper manufacturing, ESG is linked to operational sustainability. The industry depends on responsible management of water, energy, fibre and chemicals, while operating under increasingly stringent environmental regulations and evolving customer expectations around sustainable products. As a result, environmental stewardship, workplace safety and governance discipline have become important determinants of operational resilience, market relevance and long-term competitiveness.

At Pudumjee, ESG is not viewed as a standalone initiative but as an integral part of the way the business operates. The Company's approach is centred on responsible resource utilisation, safe and compliant manufacturing practices, sustainable product development and governance systems that support disciplined decision-making and long-term value creation.

During FY2025-26, the Company strengthened its ESG framework through initiatives focused on resource efficiency, environmental performance, workplace safety and operational excellence. These efforts reflected Pudumjee's commitment to building a business that remains efficient in its operations, responsible in its actions and sustainable in its growth.

## SECTOR REALITIES

- Specialty paper manufacturing operates within increasingly stringent environmental and effluent discharge regulations.
- Rising pressure on water conservation, energy efficiency, emissions reduction, and sustainable material usage is reshaping manufacturing priorities across the sector.
- Customers and global markets increasingly prefer recyclable, biodegradable, and environmentally responsible paper solutions supported by compliant manufacturing practices.

## PUDUMJEE'S ESG PRIORITIES IN FY2025-26

- Enhancing environmental efficiency through water conservation, recycling initiatives and cleaner production systems
- Strengthening workplace safety, operational discipline and compliance-led manufacturing practices
- Advancing sustainable product innovation and environmentally responsible specialty paper solutions

### What strengthened Pudumjee's ESG framework in FY2025-26

**Resource efficiency and cleaner operations**: The Company focused on improving resource utilisation through water conservation, recycling, waste minimisation, process optimisation and investments in cleaner manufacturing technologies aimed at reducing environmental impact while improving operational efficiency.

**Sustainable product innovation**: Pudumjee advanced environmentally responsible specialty paper solutions aligned with evolving regulatory requirements and customer sustainability expectations. During the year, the Company progressed the development of fluorine-free food-grade paper solutions designed to deliver oil and grease resistance without the use of fluorinated chemicals.

**Workplace health and safety**: Structured HSE systems, employee training, emergency preparedness programmes, annual health assessments and AI-enabled hazard monitoring strengthened workplace safety and operational discipline across manufacturing operations.

**Governance and compliance**: Continuous monitoring, statutory compliance, periodic reviews and integrated management systems supported disciplined execution across environmental, safety, operational and governance priorities.

# 01 ENVIRONMENT: MANAGING OUR RESOURCES RESPONSIBLY

## The environmental challenge

Specialty paper manufacturing is resource intensive, making efficient management of water, energy, fibre, chemicals and emissions critical to both environmental performance and operating competitiveness.

During FY2025-26, the Company faced problems from deteriorating river water quality, tightening effluent discharge norms, and rising expectations around sustainable manufacturing practices.

In response, Pudumjee focused on water conservation, recycling, cleaner technologies, renewable energy and sustainable product innovation to strengthen environmental performance while supporting business growth.

## Water stewardship

Water remains one of the most critical resources in specialty paper manufacturing. During FY2025-26, the Company advanced its water conservation efforts through higher recycling rates, process optimisation, rainwater harvesting initiatives and stricter monitoring of water consumption across operations.

During FY2025-26, raw water consumption increased from 3378 CMD to 3415 CMD, while treated effluent discharge declined from 2251 CMD to 2157 CMD. These improvements were supported by increased recycling and process efficiencies that reduced freshwater dependence and lowered effluent generation.

The Company maintained effluent quality parameters in line with, and in several instances exceeding, prescribed regulatory requirements. In addition, optimisation initiatives contributed to lower disinfection costs associated with treated water management.

Together, these measures strengthened environmental performance while supporting operating efficiency and responsible resource utilisation.

**18**
m3, total water consumption per ton of paper produced inFY2025-26

**18**
m3, total water consumption per ton of paper produced in FY2024-25

**3,415**
Cubic metres per day, total raw water consumption in FY2025-26

**3,378**
Cubic metres per day, total raw water consumption in FY2024-25

### ISO 14001

Framework focused on environmental stewardship, resource efficiency, pollution prevention and regulatory compliance.

## Clean energy and lower emissions

During FY2025-26, the Company strengthened its energy infrastructure through the commissioning of new Atmospheric Fluidized Bed Combustion (AFBC) and Circulating Fluidized Bed Combustion (CFBC) boiler systems aimed at improving energy efficiency and environmental performance.

The AFBC boiler contributed to a better steam-to-coal ratio, higher boiler efficiency and improved fuel utilisation, supporting lower energy consumption across operations. The commissioning of the CFBC boiler enhanced combustion efficiency, reduced coal consumption intensity and lowered flue gas emissions.

The Company also commissioned a 15.4 MW solar power plant, increasing renewable energy integration and reducing dependence on conventional energy sources. Together, these initiatives supported lower emission intensity, improved operating efficiency and a more sustainable manufacturing footprint.

1,326

kWh, power consumption per ton of paper produced in FY2025-26

1,335

kWh, power consumption per ton of paper produced in FY2024-25

24.37

MN per units, Green energy used in FY2025-26

13.80

MN per units, green energy used in FY2024-25

2,157

Cubic metres per day, treated effluent discharge in FY2025-26

2,251

Cubic metres per day, treated effluent discharge in FY2024-25

## Resource optimisation through innovation

Alongside investments in manufacturing infrastructure, the Company pursued resource optimisation initiatives across products and processes. Key initiatives during the year included reducing fluorochemical consumption through process optimisation and alternative chemistries, lowering silicone consumption , introducing more efficient silicone formulations in baking paper applications and partially replacing virgin pulp with suitable fillers across selected grade to improve functional properties.

The Company also implemented material optimisation initiatives through the use of cost-effective pigment alternatives and expanded its portfolio of specialised print-base paper grades. These efforts contributed to improved resource efficiency, lower raw material intensity and enhanced environmental sustainability without compromising product performance.

## INNOVATION SPOTLIGHT

**Fluorine-free food-grade paper**

Developed to deliver oil and grease resistance without the use of fluorinated chemicals, the solution addressed evolving regulatory requirements and growing customer demand for safer and more environmentally responsible packaging materials. The innovation reflected Pudumjee's focus on combining product performance with sustainability-led differentiation.

## Plastic replacement quantified

~9,600

Tons, plastic displaced through sustainable paper alternatives

~1.2

Bn, equivalent single-use plastic bags avoided

~22,000

Tons $CO_2e$, estimated carbon emissions avoided

~1

Mn trees, equivalent annual carbon absorption impact

# 02 SOCIAL: PEOPLE AT THE CENTRE OF OUR PROGRESS

## Overview

At Pudumjee, social responsibility encompasses employee wellbeing, workplace safety, stakeholder relationships and meaningful engagement with communities. The Company believes that sustainable business performance is strengthened when growth creates positive outcomes for employees, customers, suppliers and society.

During FY2025-26, Pudumjee advanced its social priorities through initiatives focused on workplace safety, employee wellbeing, capability development, stakeholder engagement and community development across healthcare, education and social welfare.

## Health and safety

In a manufacturing environment, health and safety performance directly influences productivity, operational reliability, employee wellbeing, regulatory compliance and business continuity. Strong safety systems help minimise operational disruptions, reduce workplace risks, strengthen employee confidence and protect critical manufacturing assets.

For Pudumjee, workplace safety extends beyond compliance. It reflects a commitment to ensuring that every employee returns home safely while working in a secure, healthy and professionally managed environment.

## Health and safety framework

Guided by its Occupational Health and Safety Policy, the Company strengthened safety systems across manufacturing operations during FY2025-26. The approach is guided by continuous improvement principles supported through periodic reviews, risk assessments and ongoing enhancement of workplace safety systems.

Key focus areas included:

- Employee safety training and awareness programmes
- Annual health assessments for employees
- Machine safety guards and preventive maintenance systems
- Fire detection, alarm and suppression infrastructure
- Emergency preparedness drills and simulations
- Ventilation and dust-control systems
- CCTV-based monitoring supported by AI-enabled hazard detection systems
- Compliance with applicable occupational health, safety and environmental regulations

### ISO 45001

Internationally recognised framework focused on workplace safety, hazard identification, risk prevention and employee wellbeing.

## Investments in safer manufacturing

Pudumjee invested in infrastructure, systems and training initiatives aimed at strengthening workplace safety and operational preparedness. Maintaining clean, safe and well-managed manufacturing facilities remained an important component of the Company's safety culture, supporting both employee wellbeing and operational reliability.

## Key investments

| Area | Initiative |
|---|---|
| Equipment safety | Machine guards and safety systems |
| Fire protection | Sprinklers, alarms and emergency response infrastructure |
| Workplace environment | Ventilation and dust-control systems |
| Employee preparedness | Safety induction and refresher training |
| Emergency readiness | Mock drills and evacuation exercises |
| Health monitoring | Periodic medical examinations |
| Management systems | ISO-certified occupational safety framework |

### FSSC 22000

Globally recognised certification supporting safe and compliant manufacturing of food-contact paper products.

## Employee wellbeing initiatives

Beyond workplace safety, Pudumjee focused on employee wellbeing through initiatives aimed at supporting health, awareness, preparedness and responsible workplace practices. These efforts contributed to employee engagement, workforce stability and a positive work environment.

## Key investments

| Area | Initiative |
|---|---|
| Workplace safety | Safety training and awareness programmes |
| Health monitoring | Annual employee health check-ups |
| Emergency preparedness | Fire drills and emergency simulations |
| Safe operations | Machine guarding and safety systems |
| Regulatory compliance | Labour and occupational safety compliance |

## People productivity

Investments in employee capability development, operational discipline and safe manufacturing practices contributed to improved people productivity during FY2025-26, demonstrating the effectiveness of the Company's focus on operational excellence, workforce engagement and a culture of safety.

## Big numbers

129

Tons per employee, people productivity in FY2024-25

125

Tons per employee, people productivity in FY2025-26

## Building enduring stakeholder relationships

The strength of a business is often reflected in the quality and longevity of its stakeholder relationships. Pudumjee nurtured long-standing partnerships with customers and suppliers built on reliability, product quality, service consistency and mutual trust.

The Company's customer relationships are strengthened by its ability to deliver specialised paper solutions, maintain consistent quality standards and respond to evolving market requirements. Similarly, its supplier relationships are supported by long-term engagement, operational collaboration and a shared commitment to quality and reliability across the value chain.

These enduring partnerships contribute to business continuity, supply chain resilience and sustained stakeholder confidence, reinforcing the Company's commitment to building long-term value through collaborative growth rather than transactional engagement.

## Long-term stakeholder relationships

63

%, Revenue from customers associated for over five years in FY2024-25

63

%, Revenue from customers associated for over five years in FY2025-26

64

%, Procurement from suppliers associated for over five years in FY2024-25

67

%, Procurement from suppliers associated for over five years in FY2025-26

# 02 GOVERNANCE: DISCIPLINE. ACCOUNTABILITY. LONG-TERM THINKING.

## Overview

Pudumjee's governance framework is built on ethical conduct, regulatory compliance, transparency and disciplined decision-making. It supports prudent risk management, operational accountability, stakeholder confidence and sustainable long-term value creation.

During FY2025-26, governance priorities focused on regulatory compliance, environmental and safety oversight, risk management, operational controls, transparent reporting and continuous improvement across management systems. Regular monitoring, internal reviews and structured compliance processes supported disciplined execution across manufacturing, environmental and workplace safety parameters.

The Company's integrated management framework supports consistent performance across quality, environmental and occupational health and safety standards and strengthens operational resilience and preparedness.

### ISO 9001

Quality Management System focused on consistent product quality, process excellence and customer satisfaction.

## Governance enablers

| Area | Focus |
|---|---|
| Compliance | Adherence to statutory and regulatory requirements |
| Risk management | Continuous monitoring and periodic reviews |
| Operational controls | Standardised systems and procedures |
| Safety governance | ISO-based occupational health and safety framework |
| Environmental governance | Monitoring of environmental performance indicators |
| Transparency | Structured reporting and disclosure practices |

## Preparing for risks

As manufacturing environments become increasingly complex, proactive risk management remains critical to sustaining safe, efficient and reliable operations.

During the coming year, the Company plans to further strengthen its risk management and operational preparedness through:

- Plant-wide safety audits
- Comprehensive risk assessment studies
- HAZOP reviews across manufacturing facilities
- Enhanced employee awareness and training programmes

These initiatives are expected to further strengthen workplace safety, improve preparedness, reinforce operational discipline and support sustainable long-term growth.

## Recognised for exemplary GST compliance

In July 2026, the Central Board of Indirect Taxes and Customs (CBIC), Ministry of Finance, Government of India, conferred an Appreciation Certificate on Pudumjee Paper Products Limited for its timely GST compliance during FY2025-26. The recognition acknowledged the Company's prompt filing of GST returns and timely payment of taxes, reflecting its unwavering commitment to financial discipline, regulatory compliance and responsible corporate governance.

## How ESG creates long-term value at Pudumjee

**Resource efficiency**: Optimises water, energy and raw material utilisation while supporting operational sustainability.

**Cleaner operations**: Investments in cleaner technologies and renewable energy help reduce environmental impact and strengthen regulatory preparedness.

**People and safety**: Strong workplace safety and employee development practices support workforce wellbeing, productivity and operational reliability.

**Sustainable innovation**: Environmentally responsible specialty paper solutions help address evolving customer requirements and market opportunities.

**Stakeholder relationships**: Long-standing partnerships with customers and suppliers contribute to business continuity and supply chain resilience.

**Governance and compliance**: Disciplined management systems, risk oversight and regulatory compliance strengthen stakeholder confidence and long-term value creation.

## Looking ahead

For Pudumjee, ESG is not a parallel agenda - it is an increasingly important driver of operational resilience, innovation and long-term competitiveness. As the specialty paper industry evolves towards more sustainable materials, stricter environmental standards and greater stakeholder accountability, the Company aims to deepen the integration of sustainability across its manufacturing processes, innovation efforts and growth strategy, strengthening its ability to create enduring value for customers, employees, communities and shareholders.

## Big numbers, FY2025-26

**2,175**
Cubic metre per day, treated effluent discharge maintained within regulatory norms

**30**
%, green cover maintained across the plant area

**4,000+**
Trees across manufacturing premises

RESPONSIBILITY

# CSR: CREATING A MEANINGFUL IMPACT BEYOND OUR BUSINESS

### BIG NUMBERS, FY2025-26

**2.25**
₹ Cr, CSR budget allocated

**95.58**
₹ Lakh, CSR expenditure incurred

**1.29**
₹ Cr, transferred towards our ongoing projects through the Unspent CSR Account

## Overview

In a developing economy, sustainable progress depends not only on economic growth, but also on improving access to healthcare, education, community infrastructure, and opportunities for vulnerable communities to make a meaningful difference in their lives. Businesses therefore play an important role in supporting institutions and initiatives capable of creating long-term social impact.

For Pudumjee, corporate social responsibility aligned with the belief that businesses grow stronger when communities around them progress sustainably. During FY2025-26, the Company supported programmes across healthcare, education, environmental sustainability, nutrition support, and rural development through trusted implementation partners and social institutions.

Several interventions during the year directly addressed gaps in healthcare accessibility, diagnostic infrastructure, educational resources, and community welfare. Pudumjee's CSR approach continued to focus on initiatives capable of delivering measurable outcomes while strengthening long-term institutional and community capability.

## SECTOR REALITIES

- Access to quality healthcare and specialised pediatric treatment remains limited across economically vulnerable communities.
- Rural communities and government schools increasingly require support towards education, sanitation, and capability-building infrastructure.
- Long-term social impact increasingly depends on collaborative partnerships between corporates, institutions, and credible implementation agencies.

## PUDUMJEE'S CSR PRIORITIES IN FY2025-26

- Supporting accessible healthcare and specialised child healthcare initiatives for underserved communities
- Strengthening education, community infrastructure, and capability-development initiatives
- Creating sustainable social impact through institution-led partnerships and community-focused interventions

### What shaped Pudumjee's CSR approach in FY2025-26

**Healthcare with life-changing impact**: Healthcare remained one of the Company's most important focus areas during the year, particularly interventions capable of improving survival outcomes and expanding access to critical care for economically vulnerable families.

**Education as a long-term enabler**: The Company also continued supporting educational and scientific learning infrastructure aimed at improving institutional capability and classroom engagement within underserved communities.

**Institution-led programme execution**: CSR programmes were implemented through experienced healthcare institutions, charitable trusts, and social organisations with established execution capabilities and community presence.

**Focus on sustainable social outcomes**: Across initiatives, the Company emphasised measurable outcomes, long-term community benefit, and institution-led implementation capable of creating sustainable social impact beyond one-time assistance.

### Areas impacted through CSR initiatives in FY2025-26

| | | | |
|---|---|---|---|
| Life-saving pediatric cardiac care | Public hospital diagnostic support | Science laboratories in municipal schools | Maternal and child healthcare infrastructure |
| Nutrition support for vulnerable communities | Environmental sustainability programmes | Rural community infrastructure support | Welfare initiatives for underserved families |

## Strengthening access to healthcare

Behind every healthcare intervention supported during the year was a family confronting uncertainty - parents waiting outside operation theatres, children requiring urgent treatment, and communities dependent on overstretched public healthcare systems. Pudumjee's CSR initiatives during FY2025-26 were guided by the belief that timely access to care can meaningfully alter life outcomes for vulnerable families.

One of the most significant interventions during FY2025-26 involved supporting paediatric cardiac procedures for children suffering from congenital heart disease through Rotary Bombay Midtown Trust in partnership with Sri Sathya Sai Sanjeevani Centres for Child Heart Care.

Healthcare accessibility remained an important focus area of Pudumjee's CSR engagement during the year. The Company contributed towards programmes focused on improving medical access, diagnostic capability, and specialised treatment availability for underserved communities.

Congenital heart disease remains one of India's leading causes of infant mortality, with thousands of children unable to access timely treatment due to affordability and medical access challenges. Through Pudumjee's CSR initiative, 14 children from economically vulnerable families received life-saving cardiac procedures completely free of cost.

The interventions covered:

- Diagnostic consultations and screening
- Pre-operative care and monitoring
- Surgical procedures and interventions
- Intensive care and post-operative treatment
- Medicines, diagnostics, and consumables
- Nutritional and counselling support for families
- Long-term follow-up consultations

The beneficiaries ranged from infants below one year of age to young children requiring urgent cardiac intervention. Several families travelled from underserved regions across Maharashtra, Jharkhand, Bihar, and Uttar Pradesh after exhausting affordable treatment options available to them.

For many families, the intervention represented far more than medical treatment. It meant access to care they could never afford and the possibility of a healthier future for their children.

## Healthcare impact during FY2025-26

- 14 children received life-saving cardiac procedures
- Care extended from diagnosis to recovery
- Treatment delivered completely free of cost
- Families supported across multiple Indian states
- Public hospitals equipped with portable diagnostic systems
- Maternal healthcare monitoring strengthened across municipal facilities

## VOICES OF IMPACT

Reflections shared by parents of beneficiary children supported under Pudumjee's paediatric cardiac care initiative

"As a farming family, arranging specialised cardiac treatment was extremely difficult for us. Seeing our child recover safely after the surgery brought renewed hope to our family."

**Parent of a 7-month-old**
Beed, Maharashtra

"Advanced cardiac treatment was financially beyond our reach. This support gave our daughter access to timely care and the possibility of a healthier future."

**Parent of 1-year-10-month old**
Latehar, Jharkhand

"We had almost lost hope because the treatment costs were beyond our means. Seeing our daughter smile again after the surgery felt like a future hope for our family."

**Parent of a 1-year-old**
Pune, Maharashtra

"Coming from a family dependent on daily wage earnings, access to specialised cardiac treatment was financially difficult for us. Through the paediatric cardiac care initiative, he underwent ICR surgery at Kharghar, Maharashtra, enabling timely medical intervention and renewed hope for a healthier future."

**Parent of a 5-year-9-month-old**
Bokaro, Jharkhand

## Supporting education and institutional development

Education and capability-building continued to remain important pillars of Pudumjee's CSR engagement during FY2025-26.

During the year, the Company supported the development of science laboratories across schools operated by Pimpri Chinchwad Municipal Corporation through implementation partners. The initiative aimed to improve access to practical science learning for students studying in municipal schools, many of whom have limited exposure to laboratory-based education.

By enabling hands-on learning environments, the programme helped make scientific education more interactive, accessible, and engaging for students.

The Company also contributed towards educational promotion initiatives implemented through charitable trusts working across community welfare and social development.

## Community welfare and social development initiatives

Beyond healthcare and education, Pudumjee continued supporting programmes related to environmental sustainability, nutrition support, sanitation improvement, and rural community development during FY2025-26.

These interventions were implemented through credible charitable institutions and social organisations with established operational capabilities and community outreach networks.

Several initiatives focused on improving basic community infrastructure and extending welfare support towards underserved and economically vulnerable communities.

## Key CSR initiatives during FY2025-26

| Initiative | Focus area | Impact supported |
|---|---|---|
| Paediatric cardiac care support | Healthcare | 14 life-saving cardiac procedures for children |
| Gift of Sight initiative | Healthcare | Eye-care support initiatives |
| Municipal hospital equipment support | Public healthcare infrastructure | Portable X-ray and fetal monitoring systems |
| Science laboratory initiatives | Education | Science learning infrastructure in schools |
| Environmental sustainability programmes | Community development | Sustainability-focused initiatives |
| Nutrition and welfare initiatives | Social welfare | Support for underprivileged communities |
| Rural infrastructure initiatives | Rural development | Community infrastructure strengthening |

## Enabling effective CSR implementation

- Partnerships with credible healthcare and social institutions
- Focus on measurable community outcomes
- Long-term support towards ongoing projects
- Governance-led programme monitoring
- Institution-led implementation approach

## Looking ahead

Pudumjee will continue focusing on creating meaningful social impact through structured CSR programmes aligned with healthcare accessibility, education, environmental sustainability, and community welfare.

The Company intends to deepen collaboration with credible implementation partners capable of delivering measurable and scalable outcomes across underserved communities.

Going forward, Pudumjee will remain committed to initiatives that improve institutional capability, expand community access to essential services, and create sustainable long-term social value

CASE STUDY #1

## Healing Little Hearts: Supporting paediatric cardiac care

**The challenge**
Congenital heart disease (CHD) continues to remain one of India's leading causes of infant mortality. More than 240,000 children are born with congenital heart disease in India every year, while delayed diagnosis, limited healthcare accessibility, and affordability challenges continue to affect survival outcomes across economically vulnerable communities.

For many families, the diagnosis of congenital heart disease brings not only emotional distress, but also the devastating reality that specialised treatment often remains financially inaccessible during the most critical years of a child's life.

**The response**
During FY2025-26, Pudumjee supported 14 life-saving paediatric cardiac procedures through the 'Healing Little Hearts' initiative in partnership with Rotary Bombay Midtown Trust and Sri Sathya Sai Sanjeevani Centres for Child Heart Care.

The programme supported children from financially vulnerable families across multiple states and covered diagnostics, surgery, intensive care, medicines, nutrition support, and post-operative follow-up care completely free of cost.

**The impact**
The initiative helped improve access to critical cardiac treatment for children requiring urgent medical intervention, while offering families renew hope, recovery support, and the possibility of a healthier future for their children.

CASE STUDY #2

## Strengthening diagnostic access across public healthcare facilities

**The challenge**
Public healthcare facilities across urban communities often face limitations in access to advanced diagnostic equipment, affecting early detection, maternal healthcare monitoring, and timely medical intervention for economically vulnerable patients.

**The response**
During FY2025-26, Pudumjee supported Thinksharp Foundation towards the procurement and installation of 5 portable high-frequency X-ray machines and 5 smartphone-based fetal heart monitoring and CTG systems across 5 Pimpri Chinchwad Municipal Corporation hospitals. The initiative aimed to strengthen diagnostic capability and improve access to essential healthcare monitoring infrastructure within public healthcare institutions.

**The impact**
The initiative helped improve diagnostic access across municipal hospitals, enabling faster patient assessment, better maternal healthcare monitoring, and improved readiness for timely medical intervention within public healthcare systems.

# BOARD OF DIRECTORS

**Mr. Arunkumar Mahabirprasad Jatia**
Executive Chairman

**Mr. Surendra Kumar Bansal**
Non-Executive Non-Independent Director

**Mr. Vinod Kumar Beswal**
Non-Executive Independent Director
(up to 20.10.2025)

**Mr. Nandan Damani**
Non-Executive Independent Director
(up to 20.10.2025)

**Mrs. Madhu Dubhashi**
Non-Executive Independent Director
(up to 13.11.2025)

**Dr. Ashok Kumar**
Executive Director

**Mr. Basant Kumar Khaitan**
Non-Executive Independent Director

**Mr. Ved Prakash Leekha**
Non-Executive Non-Independent Director

**Mr. Sanjay Kumar Singh**
Non-Executive Independent Director

**Mr. Dilip Jayantilal Thakkar**
Non-Executive Independent Director

**Mrs. Shailaja Nair**
Non-Executive Independent Director
(with effect from 14.11.2025)

**Mr. Anil Shankarlal Mittal**
Non-Executive Independent Director
(with effect from 22.05.2026)

# DIRECTORS' REPORT

*To the members*

The Directors have pleasure in presenting before you the 12th Annual Report of the Company together with the Audited Financial Statements for the year ended 31st March, 2026. The accounts are prepared in accordance with the Companies (Indian Accounting Standards) Rule, 2015 (IND AS) prescribed under Section 133 of the Companies Act, 2013 ("the Act").

## FINANCIAL RESULTS :

(Rupees in Lakhs)

| | 2025-26 | 2024-25 |
|---|---|---|
| The Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA) | 14,501.27 | 14,503.63 |
| **Less:** | | |
| i) Finance cost | 335.56 | 321.04 |
| ii) Depreciation/Impairment | 1,540.56 | 1,310.39 |
| **The net profit before Exceptional items and Tax** | **12,625.15** | **12,872.20** |
| Exceptional Items | - | - |
| **The net profit before Tax** | **12,625.15** | **12,872.20** |
| **Less:** | | |
| Provision for Current Tax | 2,990.00 | 3,275.00 |
| Provision/(Saving) for Deferred Taxation | 275.99 | 21.23 |
| **Net Profit After Tax** | **9,359.16** | **9,575.97** |
| **Add:** | | |
| Other Comprehensive Income/(Expense) (Net of Tax) | (129.30) | 51.46 |
| The balance of Profit brought forward from last year | 37,297.25 | 28,439.52 |
| **Total** | **46,527.11** | **38,066.95** |
| **Less:** | | |
| Dividend Paid on Equity Shares | 569.70 | 569.70 |
| Transfer to General Reserve | 200.00 | 200.00 |
| **Total** | **769.70** | **769.70** |
| **Balance proposed to be carried forward to next year's accounts** | **45,757.41** | **37,297.25** |

## DIVIDEND :

The Board of Directors recommends the payment of Dividend for the year ended 31st March, 2026 at the rate of Rs.0.60/- per share. Subject to approval of Shareholders, the Equity Dividend shall be paid, subject to the provision of Section 126 of the Act to those Shareholders whose names stand on the Register of Members on 02nd September, 2026.

The Dividend in respect of shares held in electronic form, will be paid to all those beneficial owners of the shares as per the details furnished by depositories for the purpose at the close of business hours on 24th August, 2026.

## OPERATIONS:

The Company is a Specialty Paper manufacturing company offering niche quality of papers and has long standing goodwill in the market.

The Company has maintained its performance in terms of revenue at Rs. 808 crores (Rs. 809 crores in the last year) by larger tonnage of paper by 1675 MT, by lowering average net sales realization of paper per MT with a view to pass on the benefit of cost reduction to the customer.

There is strong emphasis in other companies manufacturing commodity papers to compete with some of the products manufactured by the Company considering higher realisations fetched by Pudumjees's products. Whilst in some cases these competitors do have inherent advantage of lower cost due to their location, the others tend to produce somewhat lower quality of papers at lesser costs. At times, therefore, it becomes necessary for the Company to pass on the benefit of cost reduction to customers without compromising on stringent and consistent quality of papers and its margins.

The Company has successfully completed its capex programme of over Rs.110 crores by installing an AFBC boiler, modernizing certain important parts of three of the paper making machines and setting up of a Solar Power Plant.

The 15.4 MW Solar Power Plant has been successfully setup and operationalized in December 2025 at Bhalwani near Solapur. With this, the Company's annual power requirement of about 38% would be comprising of renewable energy which apart from reducing cost of energy, will also reduce carbon footprints by about 27000 MT.

The recent general order passed by Maharashtra Electricity Regulatory Commission (MERC) in March 2026 has changed the banking norms thereby restricted consumption of power generated to only during solar hours which has the effect of reducing the aforesaid percentage to 31% with the lapse of remaining power. This matter is currently in appeal before the Appellate Tribunal for Electricity (APTEL) which has stayed operation of the said order until its judgement.

The management is also actively considering to setup Battery Energy Storage System (BESS) at Bhalwani to avoid lapse of aforesaid power and also to generate more power by setting up of another Solar Power Plant in due course once clarity on the regulatory framework for banking emerges and MERC's Regulations for BESS are announced.

The Company is in the process of obtaining Environmental Clearance for setting up a Specialty Paper manufacturing facility of 68,000 MT per annum at Mahad which has become necessary after the Supreme Court judgement in Vanashakti versus Union of India in August 2025, setting aside Central Government's Notification dated 29.1.2025. Simultaneously the Company is also in advanced stage of discussion with machinery manufacturers for the project.

Hygiene Products Division has achieved about 17% of improvement in its revenue. The Division mainly caters to Institutional customers such as Corporates, Airports, Business Hotels, Restaurants etc. The newly established vertical of supply of Paper Bags and Paper Cups for various applications including food grade segment, has received good response. The business of this segment is dominated by many unorganized players and, therefore, it may take some more time to achieve fair profitability.

## TRANSFER OF AMOUNTS AND SHARES TO INVESTOR EDUCATION AND PROTECTION FUND :

Pursuant to the provision of Sections 124 and 125 of the Act, relevant amounts like unclaimed dividend etc., which remained unpaid or unclaimed for a period of seven years have been transferred by the Company, from time to time on due dates, to the Investor Education and Protection Fund ('IEPF').

In compliance with these provisions read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, the Company has transferred 1,08,100 shares to the Demat Account of the IEPF Authority maintained with NSDL, in respect of which dividend had remained unpaid/unclaimed for a consecutive period of 7 years or more. The details of the Shareholders whose shares transferred to IEPF Authority and procedure to claim refund of unclaimed dividend amount and shares from IEPF authority are available on the website of the Company viz: https://pudumjee.com/unclaimed-dividends/.

## FIXED DEPOSITS :

The Company accepts fresh/renewal of fixed deposits from the public and as on 31st March, 2026 stood at Rs.798.25 Lakhs as against Rs. 808.80 Lakhs at the end of the previous year (i.e. Fixed Deposit Liability).

During the year, the Company has accepted/renewed such deposits aggregating to Rs.2.10 Lakhs, and all the deposits falling due for repayment during the year were fully repaid on maturity except unclaimed deposits numbering 31 with an amount of Rs. 20.65 Lakhs as at the end of the year.

There were no over dues on account of principal or interest on public deposits other than the unclaimed deposits as at the year end and there have been no default in repayment of deposits or payment of interest thereon. There are no deposits which are not in compliance with the requirements of Chapter V of the Act read with Companies (Acceptance of Deposits) Rules, 2014.

## AUDITORS:

### i. STATUTORY AUDITORS :

The Members of the Company at the 8th Annual General Meeting re-appointed M/s. J. M. Agrawal & Company, Chartered Accountants, as Statutory Auditors for further period of five years till the conclusion of 13th Annual General Meeting of the Company.

There is no adverse remark or qualification in the Statutory Auditor's Report annexed to this Annual Report.

The Auditors have reported that there is no fraud on or by the Company noticed or reported during the year.

### ii. SECRETARIAL AUDITOR :

Pursuant to provision of Section 204 read with Section 134(3) of the Act, the Board had appointed M/s. SIUT & CO LLP, Practicing Company Secretaries, Pune to conduct Secretarial Audit of the Company for the Financial Year 2025-26. The Secretarial Audit Report for the Financial Year 2025-26 is annexed hereto as Annexure - 1.

There is no adverse remark or qualification in the Secretarial Audit Report.

The Company has complied with the applicable Secretarial Standards during the year issued by the Institute of Company Secretaries of India.

Further in compliance with Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 204 of the Act, the Board of Directors of the Company at its meeting held on 26th May, 2025, have approved the appointment of M/s. SIUT & CO LLP, Practicing Company Secretaries, Pune as Secretarial Auditors of the Company for a term of five consecutive years commencing from FY 2025-26 till FY 2029- 30.

### iii. COST AUDITOR :

Pursuant to provision of Section 148 of the Act, the Board has appointed Mr. Narhar K. Nimkar (Membership No. F-6493), Cost Accountants in Practice, Pune to conduct the audit of the Cost Records of the Company relating to "PAPER" for the Financial Year 2025-26. As required under the Act, a resolution seeking Shareholders approval for the remuneration payable to the Cost Auditors forms part of Notice convening the 12th Annual General Meeting of the Company.

## DETAILS OF APPOINTMENT OF DIRECTORS AND KEY MANAGERIAL PERSONNEL (KMP) :

In terms of provisions of the Act, Dr. Ashok Kumar (DIN: 07111155), Executive Director of the Company, retires by rotation at the ensuing Annual General Meeting and being eligible offers himself for re-appointment.

The details of the Directors of the Company, proposed to be re-appointed at the 12th Annual General Meeting, as required by Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard – 2 issued by the Institute of Company Secretaries of India are provided as Annexure at the end of the Notice convening the 12th Annual General Meeting of the Company.

The Shareholders of the Company had re-appointed Mr. Vinod Kumar Beswal (DIN: 00120095) and Mr. Nandan Damani (DIN: 00058396) as Non-Executive Independent Directors of the Company for a second term at the Annual General Meeting held on 21st August, 2021, for a period commencing from 17th September, 2021 up to 20th October, 2025. Accordingly, Mr. Beswal and Mr. Damani ceased to be Directors of the Company with effect from 20th October, 2025 upon completion of their respective tenure as Independent Directors.

Further, the Shareholders of the Company had re-appointed Mrs. Madhu Dubhashi (DIN: 00036846) as Non-Executive Independent Director of the Company for a second term at the Annual General Meeting held on 21st August, 2021, for a period commencing from 17th September, 2021 up to 13th November, 2025. Accordingly, Mrs. Dubhashi ceased to be Director of the Company with effect from 13th November, 2025 upon completion of her tenure as Independent Director.

The Board places on record its sincere appreciation for the valuable guidance, support and contributions rendered by Mr. Vinod Kumar Beswal, Mr. Nandan Damani and Mrs. Madhu Dubhashi during their association with the Company.

Based on the recommendation of the Nomination and Remuneration Committee, the Board of Directors of the Company, at its meeting held on 10th November, 2025, appointed Mrs. Shailaja Nair (DIN: 11343122) as an Additional Director in the capacity of Non-Executive Independent Director of the Company for a period of five consecutive years with effect from 14th November, 2025 up to 13th November, 2030, subject to approval of the Members of the Company.

The appointment of Mrs. Shailaja Nair as an Independent Director was subsequently approved by the Members of the Company through Postal Ballot on 17th December, 2025 in accordance with the provisions of the Act, the Rules framed thereunder and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Based on the recommendation of the Nomination and Remuneration Committee and in compliance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board of Directors at its meeting held on 31st January, 2026 re-appointed Dr. Ashok Kumar (DIN: 07111155) as an Executive Director of the Company for a further term of five years with effect from 27th May, 2026 to 26th May, 2031, subject to the approval of the Members. Subsequently, the Members of the Company approved the said re-appointment through Postal Ballot on 05th March, 2026.

The Company has received declarations from all the Independent Directors of the Company confirming that they meet the criteria of independence as prescribed both under the applicable provisions of the Act and applicable regulations of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and also confirming that they are not debarred from holding the office of Director by virtue of any SEBI order or any other such authority.

The Board of Directors is of the opinion that the Independent Directors holds the highest standard of integrity and possess necessary expertise and experience including proficiency in the field in which the Company operates.

## MEETINGS :

During the year 4 Board Meetings and 4 Audit Committee Meetings were convened and held. The details of which are given in the Corporate Governance Report that forms part of this Annual Report. The intervening gap between the Meetings was within permissible period prescribed under the Act and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

## CORPORATE SOCIAL RESPONSIBILITY (CSR) :

The Board of Directors has constituted the Corporate Social Responsibility (CSR) Committee in accordance with the provisions of Section 135 of the Act & Rules made thereunder.

During the year under review, Mr. Nandan Damani, Chairman of the Committee and Non-Executive Independent Director, and Mr. Vinod Kumar Beswal, Non-Executive Independent Director, ceased to be members of the Committee upon their retirement as Non-Executive Independent Directors of the Company with effect from 20th October, 2025. Subsequently, Mr. Dilip J. Thakkar and Mr. Sanjay Kumar Singh were inducted as members of the Committee with effect from 21st October,2025, and Mr. Ved P. Leekha was appointed as Chairman of the Committee with effect from 10th November, 2025.

As on 31st March, 2026, the Committee comprised Mr. Ved P. Leekha, Chairman and Non-Executive Non-Independent Director, Mr. Basant Kumar Khaitan, Non-Executive

Independent Director, Mr. Surendra Kumar Bansal, Non-Executive Non-Independent Director, Mr. Dilip J. Thakkar, Non-Executive Independent Director and Mr. Sanjay Kumar Singh, Non-Executive Independent Director.

The major role of this Committee is to formulate, recommend, implement and monitor the CSR policy, activities to be undertaken by the Company and to meet/contribute expenditure towards its recommended Corporate Social Responsibility objectives. This Committee carried out the CSR Activities pursuant to section 135 read with Schedule VII of the Act as amended from time to time and as per the CSR policy of the Company.

For the financial year under review, the Company was required to spend Rs.225 Lakhs on CSR activities pursuant to Section 135(1) of the Act.

In fulfillment of this obligation, the Company disbursed the entire amount of Rs.225 Lakhs towards various approved CSR initiatives through designated implementing agencies, in line with its CSR Policy. Of this, Rs.95.58 Lakhs was utilized by the implementing agencies by 31st March 2026. The remaining unutilized amount of Rs.129.42 Lakhs, allocated for ongoing projects, was transferred to the Company's 'Unspent CSR Account' in accordance with Section 135(6) of the Act.

These projects are currently in progress and are expected to be completed upon achieving its objectives The Company continues to closely monitor their implementation to ensure meaningful and timely outcomes.

The Company remains strongly dedicated to acting as a responsible corporate citizen and continues to consider Corporate Social Responsibility (CSR) a core element of its business values and approach.

The CSR Committee affirmed that the implementation and monitoring of the CSR projects during the year was in compliance with the CSR objectives and CSR policy of the Company.

The CSR Policy of the Company is available on the website of the Company viz: https://pudumjee.com/wp-content/uploads/2026/05/PPPL-Corporate-Social-Responsibility-Policy.pdf.

The other relevant disclosures as stipulated under the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended are given in Annexure-2.

## PARTICULARS OF LOAN(S), GUARANTEE(S) OR INVESTMENT(S) :

The particulars of loans, guarantees and investments as per Section 186 of the Act by the Company have been disclosed in the financial statements.

## PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES :

A policy on Related Party Transactions has been adopted by the Board of Directors at its meeting held on 14th November, 2015 for determining the materiality of transactions with related parties and dealings with them. The said policy is available at the Company's website at https://pudumjee.com/wp-content/uploads/2026/02/PPPL-Related-Party-Transactions-Policy-1.pdf. The Audit Committee reviews all related party transactions quarterly and also as and when felt necessary.

Pursuant to Sections 134 (3), 188 (1) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014 the particulars of contracts/arrangements entered into by the company with related parties referred to in sub-section (1) of section 188 of the Act in Form AOC -2 are provided as Annexure-3.

## ANNUAL EVALUATION OF PERFORMANCE OF BOARD DIRECTOR(S) AND COMMITTEE(S) :

As required under Act, a meeting of the Independent Directors was held on 31st January, 2026 to evaluate the performance of the Non-Independent Directors, wherein the evaluation of performance of the Non-Independent Directors, including the Chairman and also of the Board as a whole was made, against pre-defined and identified criteria.

The criteria for evaluation of the performance of the Independent Directors, Chairman and the Board, was finalized by the Nomination and Remuneration Committee in its meeting held on 22nd January, 2016, the said committee has carried out evaluation of the performance of every Director. The said criteria is available at the Company's website at https://pudumjee.com/wp-content/uploads/2025/04/Policy-on-Evaluation-of-Performance-of-Directors.pdf. The Board of Directors at their meeting held on 31st January, 2026 has evaluated the performance of Independent Directors. The performance of the Committee was also generally discussed and evaluated.

While evaluating, the principles and guidelines issued vide master circular no. SEBI/HO/CFD/PoD2/CIR/P/0155 of Securities Exchange Board of India dated 11th November, 2024 on Board Evaluation have been taken into account.

## FAMILIARISATION PROGRAMME :

The details of programmes for familiarisation of Independent Directors with the Company is available at the Company's website at https://pudumjee.com/wp-content/uploads/2026/02/PPPL-Familiarisation-Programme-for-Independent-Directors.pdf

## RISK MANAGEMENT POLICY :

In accordance with the requirements of the Act, the Company has adopted and implemented a Risk Management Policy for identifying risks to the Company, procedures to inform Board members about the risk assessment & minimization procedures, monitoring the risk management plan, etc.

## VIGIL MECHANISM / WHISTLE BLOWER MECHANISM :

The Company promotes ethical behavior in all its business activities and has established a vigil mechanism for Directors and Employees to report their genuine concerns.

Pursuant to Section 177 of the Act read with Regulation 22 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has formulated a policy "Vigil Mechanism/Whistle Blower Policy", wherein the Employees/ Directors/Stakeholders of the Company are free to report any unethical or improper activity, actual or suspected fraud or violation of the Company's Code of Conduct. This mechanism provides safeguards against victimization of Employees, who report under the said mechanism. During the year under review, the Company has not received any complaint under the said mechanism. The said policy is available at the Company's website at https://pudumjee.com/policies/.

## PARTICULARS OF EMPLOYEES :

As required under Section 197(12) of the Act read with Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 the statement giving required details is given in the Annexure-4 and 4A to this report.

In accordance with the provisions of Section 197 (12) of the Act, read with Rule 5(2) and Rule 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the statement containing the names of the top ten employees in terms of remuneration drawn and other relevant particulars is provided in a separate annexure forming part of this Report. Pursuant to Section 136 of the Act, the Annual Report is being sent to the Shareholders excluding the said annexure. Shareholders who wish to obtain a copy of the annexure may write to the Company Secretary at investors.relations@pudumjee.com.

## DISCLOSURE UNDER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013 :

An Internal Complaints Committee ('Sexual Harassment Committee') has been constituted, under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, to deal with the complaints, if any, from the Company and other Companies in the Pudumjee Group.

During the year under review, no complaints relating to discrimination or harassment, including sexual harassment, were received by the Committee. Consequently, there were no complaints pending for resolution for more than ninety days, and no complaints remained unresolved as on 31st March, 2026.

## DISCLOSURE UNDER THE MATERNITY BENEFIT ACT, 1961

Your Company is compliant with the statutory provisions of the Maternity Benefit Act, 1961.

## CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION & FOREIGN EXCHANGE EARNINGS AND OUTGO :

As required under Section 134(3)(m) of the Act, read with the Companies (Accounts) Rules, 2014, the information relating to Conservation of Energy, Technology Absorption and Foreign Exchange earnings & outgo is annexed as Annexure-5 to this Report.

## REPORT ON CORPORATE GOVERNANCE :

Your Company's philosophy on Corporate Governance, sets the goal of achieving the highest level of transparency with integrity in all its dealings with its Stakeholders including Shareholders, Employees, Lenders and Others. A report on Corporate Governance along with a Certificate from the practicing Company Secretary regarding the Compliance of Conditions of Corporate Governance as stipulated under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 forms part of the Annual Report as Annexure-6.

## MATERIAL CHANGES AND COMMITMENTS, IF ANY:

There are no adverse material changes or commitments that occurred after 31st March, 2026, which may affect the financial position of the Company or may require disclosure.

## ANNUAL RETURN :

Pursuant to the provisions of Act, draft of Annual Return for the financial year 2025-2026 is available on the website of the Company at https://pudumjee.com/financial-results/.

## REMUNERATION POLICY :

In accordance with the provisions of Section 178 and other applicable provisions of the Act and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has formulated remuneration policy which inter alia, includes the criteria for determining qualifications, positive attributes and independence of Directors. The said policy may be referred to, at the Company's website i.e., https://pudumjee.com/policies/.

## SIGNIFICANT AND MATERIAL ORDERS :

There is no significant and material order passed by the Regulators or Courts or Tribunals impacting the going concern status and Company's operations in future.

## DIRECTORS' RESPONSIBILITY STATEMENT :

The Directors confirm that:

a) in the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures;

b) they have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profits of the company for that period;

c) they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d) they have prepared the annual accounts on a going concern basis; and

e) they have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and were operating effectively.

f) they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

**ACKNOWLEDGEMENTS :**

Your Directors would like to express their sincere appreciation of the positive co-operation received from the Bankers, Customers, Vendors and Investors of the Company for their continued support during the year.

The Directors also wish to place on record their deep sense of appreciation for the dedication and contribution made by employees at all levels and look forward to their support in future as well.

On behalf of the Board of Directors,

Place: Mumbai
Date: 22nd May, 2026

**A. K. Jatia,**
Executive Chairman.

# ANNEXURE - 1

## FORM NO. MR-3

# SECRETARIAL AUDIT REPORT

### FOR THE FINANCIAL YEAR ENDED 31.03.2026

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

TO,
THE MEMBERS,
**PUDUMJEE PAPER PRODUCTS LIMITED**
THERGAON, PUNE,
MAHARASHTRA – 411033.

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **PUDUMJEE PAPER PRODUCTS LIMITED** (CIN: L21098PN2015PLC153717) **(hereinafter called the Company).** Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances by the Company and expressing our opinion thereon.

Based on our verification of the PUDUMJEE PAPER PRODUCTS LIMITED's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, We hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on 31.03.2026 generally complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31.03.2026 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 thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) The Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings-Not applicable to the Company during the Audit Period;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act') to the extent applicable:-

(a) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulation, 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** to the Company during the Audit Period;

(e) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021; **Not applicable** to the Company during the Audit Period;

(f) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; **Not applicable** to the Company during the Audit Period;

(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** to the Company during the Audit Period;

(h) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; – **Not applicable** to the Company during the Audit Period;

(i) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 – **Not applicable** to the Company during the Audit Period;

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

(i) Secretarial Standards pursuant to Section 118 (10) of the Act issued by the Institute of Company Secretaries of India (ICSI).

(ii) The listing agreement entered into by the Company with National Stock Exchange of India Limited and BSE Limited as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc mentioned above.

**We further report that:**

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act and Listing Regulations.

Adequate notices are given to all directors to schedule the Board Meetings, Agenda and detailed notes on agenda were sent at least seven days in advance, shorter notice consent was taken wherever needed 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.

None of the directors in any meeting dissented on any resolution and hence there was no instance of recording any dissenting member's view in the minutes.

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

We further report that during the audit period, no events occurred which had bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, etc.

For **SIUT & Co LLP**
Company Secretaries
(Unique code: L2021MH011500)

Name: **CS I U Thakur**
Partner
FCS: 2298
CP: 1402
UDIN: F002298H000438206
Peer Review Certificate No.: 5460/2024

Date: 22nd May, 2026
Place: Pune

This report is to be read with my letter of even date which is annexed as Annexure and forms an integral part of this report.

# 'Annexure '

TO,
THE MEMBERS,
**PUDUMJEE PAPER PRODUCTS LIMITED**
THERGAON, PUNE,
MAHARASHTRA – 411033.

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. The verification was done on test basis 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 and for which we relied on the report of statutory auditor.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For **SIUT & Co LLP**
Company Secretaries
(Unique code: L2021MH011500)

Name: **CS I U Thakur**
Partner
FCS: 2298
CP: 1402
UDIN: F002298H000438206
Peer Review Certificate No.: 5460/2024

Date: 22nd May, 2026
Place: Pune

**ANNEXURE – 2**

# THE ANNUAL REPORT ON CSR ACTIVITIES

**1.** BRIEF OUTLINE ON CSR POLICY OF THE COMPANY: THE COMPANY BELIEVES IN THE CSR ACTIVITIES THROUGH COLLABORATION. THE COMPANY WOULD ALWAYS LIKE TO HELP THE ENTITIES THAT ARE IN THE AREA OF SOCIAL SERVICE. THE ENTITIES COULD BE TRUSTS WHICH HAVE ESTABLISHED TRACK RECORD IN THE ACTIVITIES LIKE M. P. JATIA CHARITABLE TRUST, MUMBAI WHICH HAS AN ESTABLISHED TRACK RECORD OF SOCIAL SERVICE. THE CSR ACTIVITIES TO BE CARRIED OUT BY THE COMPANY THROUGH AN ELIGIBLE TRUST(S) ARE AS UNDER; A) PROMOTING EDUCATION B) ENVIRONMENT C) VOCATIONAL DEVELOPMENT; D) SETTING UP AND/OR MAINTAINING OLD AGE HOMES/ORPHANAGE AND SUPPLEMENTING NUTRITION AND OTHER ESSENTIALS FOR UNDERPRIVILEGED PEOPLE E) DEVELOPMENT OF RURAL INFRASTRUCTURE F) POVERTY ALLEVIATION AND G) ANY OTHER ACTIVITY PERMISSIBLE UNDER SCHEDULE VII OF THE COMPANIES ACT, 2013.

## 2. COMPOSITION OF CSR COMMITTEE IS AS UNDER:

| Sl. No. | Name of Director | Designation / Nature of Directorship | Number of meetings of CSR Committee held during the year | Number of meetings of CSR Committee attended during the year |
|---|---|---|---|---|
| 1 | Mr. Ved P. Leekha (Appointed as Chairman of CSR Committee w.e.f. 10.11.2025) | Chairman / Non-Executive Non-Independent Director | 1 | 1 |
| 2 | Mr. Basant Kumar Khaitan | Member / Non-Executive Independent Director | 1 | 1 |
| 3 | Mr. Surendra Kumar Bansal | Member / Non-Executive Non-Independent Director | 1 | 1 |
| 4 | Mr. Dilip J Thakkar (w.e.f. 21.10.2025) | Member / Non-Executive Independent Director | Not Applicable | Not Applicable |
| 5 | Mr. Sanjay Kumar Singh (w.e.f. 21.10.2025) | Member / Non-Executive Independent Director | Not Applicable | Not Applicable |
| 6 | Mr. Nandan Damani (up to 20.10.2025) | Chairman / Non-Executive Independent Director | 1 | 1 |
| 7 | Mr. Vinod Kumar Beswal (up to 20.10.2025) | Member / Non-Executive Independent Director | 1 | 1 |

**3.** PROVIDE THE WEB-LINK WHERE COMPOSITION OF CSR COMMITTEE, CSR POLICY AND CSR PROJECTS APPROVED BY THE BOARD ARE DISCLOSED ON THE WEBSITE OF THE COMPANY: HTTPS://PUDUMJEE.COM/WP-CONTENT/UPLOADS/2026/05/PPPL-CORPORATE-SOCIAL-RESPONSIBILITY-POLICY.PDF

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

(a) Average net profit of the Company as per section 135(5): Rs. 11,220.68 Lakhs

(b) Two percent of average net profit of the Company as per section 135(5): Rs. 224.41 Lakhs

(c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: Not Applicable

(d) Amount required to be set off for the financial year, if any: Nil

(e) Total CSR obligation for the financial year [(b)+(c)-(d)]: Rs. 225.00 Lakhs

**5.** (A) AMOUNT SPENT ON CSR PROJECTS (BOTH ONGOING PROJECT AND OTHER THAN ONGOING PROJECT): RS. 95.58 LAKHS

(b) Amount spent in Administrative Overheads: Nil

(c) Amount spent on Impact Assessment, if applicable: Not Applicable

(d) Total amount spent for the Financial Year [(a)+(b)+(c)]: Rs. 95.58 Lakhs

(e) CSR amount spent or unspent for the Financial Year:

| Total Amount Spent for the Financial Year. (Rs. in Lakhs) | Amount Unspent (Rs. in Lakhs) | | | | |
|---|---|---|---|---|---|
| | Total Amount transferred to Unspent CSR Account as per subsection (6) of Section 135.# | | Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of Section 135. | | |
| | Amount. (Rs. in Lakhs) | Date of transfer. | Name of the Fund | Amount (Rs. in Lakhs) | Date of transfer |
| 95.58 | 129.42 | 10.04.2026 | - | - | - |

#For the financial year under review, the Company was required to spend Rs.225.00 Lakhs on CSR activities, pursuant to Section 135(1) of the Companies Act, 2013. In fulfillment of this obligation Rs.95.58 Lakhs was utilized by the implementing agencies by 31st March 2026. The remaining unutilized amount of Rs.129.42 Lakhs, allocated for ongoing projects, was transferred by the the Company's to the 'Unspent CSR Account' in accordance with Section 135(6) of the Act. These ongoing projects are currently in progress and are expected to be completed upon achieving its objectives. The Company continues to closely monitor their implementation to ensure meaningful and timely outcomes. The Company remains strongly dedicated to acting as a responsible corporate citizen and continues to consider Corporate Social Responsibility (CSR) a core element of its business values and approach.

(f) Excess amount for set off, if any

| Sl. No. | Particular | Amount (Rs. in Lakhs) |
|---|---|---|
| (1) | (2) | (3) |
| (i) | Two percent of average net profit of the company as per sub-section (5) of section 135 | - |
| (ii) | Total amount spent for the Financial Year | - |
| (iii) | Excess amount spent for the Financial Year [(ii)-(i)] | - |
| (iv) | Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any | - |
| (v) | Amount available for set off in succeeding Financial Years [(iii)-(iv)] | - |

## 6. DETAILS OF UNSPENT CSR AMOUNT FOR THE PRECEDING THREE FINANCIAL YEARS:

| 1 | 2 | 3 | 4 | 5 | 6 | | 7 | 8 |
|---|---|---|---|---|---|---|---|---|
| Sl. No. | Preceding Financial Year (s) | Balance Amount in Unspent CSR Account under subsection (6) of section 135 (in Rs.) | Balance Amount in Unspent CSR Account under subsectio (6) of section 135 (in Rs.) | Amount Spent in the Financial Year (in Rs) | Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any | | Amount remaining to be spent in succeeding Financial Years (in Rs) | Deficiency, if any |
| | | | | | Amount (Rs. in Lakhs). | Date of transfer. | | |
| 1. | 2024-25 | 39 | 39 | 39 | - | - | - | - |
| 2. | 2023-24 | - | - | - | - | - | - | - |
| 3. | 2022-23 | - | - | - | - | - | - | - |
| | **Total** | 39 | | | | | | |

Note: Amount transferred to Unspent CSR Account under sub-section (6) of Section 135 for FY2024-25 have been entirely spent in the FY2025-26.

**7.** WHETHER ANY CAPITAL ASSETS HAVE BEEN CREATED OR ACQUIRED THROUGH CORPORATE SOCIAL RESPONSIBILITY AMOUNT SPENT IN THE FINANCIAL YEAR: **NOT APPLICABLE**

Yes No

If Yes, enter the number of Capital assets created/ acquired:

Furnish the details relating to such asset(s) so created or acquired 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] | Pincode of the property or asset(s) | Date of Creation | Amount of CSR amount spent | Details of entity/ Authority/ beneficiary of the registered owner | | |
|---|---|---|---|---|---|---|---|
| (1) | (2) | (3) | (4) | (5) | (6) | | |
| | | | | | CSR Registration Number, if applicable | Name | Registered Address |
| | | | | | | | |

(All the fields should be captured as appearing in the revenue record, flat no, house no, Municipal Office/Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries)

**8.** 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.

Place: Mumbai
Date: 22nd May, 2026

**Surendra Kumar Bansal**
Director

**Ved P Leekha**
Chairman of CSR Committee

## ANNEXURE-3

# PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES (FORM AOC-2)

(Pursuant to clause (h) of Section 134(3) of the Companies Act, 2013 and Rule 8(2) of the Companies (Accounts) Rules, 2014.)

## 1. DETAILS OF CONTRACTS OR ARRANGEMENTS OR TRANSACTIONS NOT AT ARM'S LENGTH BASIS:

| | | | | | |
|---|---|---|---|---|---|
| I | a) | Name(s) of the related parties and nature of relationships | AMJ Land Holdings Limited a related party under Section 2(76)(v). | | |
| | b) | Nature of contracts/ arrangements/ transaction | Arrangements for providing the Common Services (such as telephone, electricity, Computer etc.) at cost basis. | Leave and License Agreement for accepting portion approximately 29 acres of land located at Thergaon, Pune - 411033 | Leave and License Agreement to obtain portion of office premises at Mezzanine Floor, 60, Jatia Chambers, Dr. V. B. Gandhi Marg, Mumbai - 400 001. |
| | c) | Duration of the Contracts/ arrangements/ transactions | Continuous arrangement. | 01st February, 2021 to 31st January, 2026 & 01st February, 2026 to 31st January, 2031 | 01st January 2025 to 31st December, 2027. |
| | d) | Salient terms of contracts or arrangements or transactions including the value if any | 1) Monetary value: Rs. 27.65 Lakhs (including GST) financial year 2025-2026.<br>2) Nature, material terms and particulars of arrangement: To provide Common Services (such as telephone, electricity, computer, etc.) on cost basis. | 1) Monetary value: Rs.192.34 Lakhs (including GST) for Financial Year 2025-2026.<br>2) Nature, material terms and particulars of arrangement: The licensee shall bear and pay all the maintenance charges and other outgoings including all rates, taxes and electricity bills etc. as per terms and conditions of Leave and License Agreement. | 1) Monetary value: Rs. 11.68 Lakhs (including GST) for Financial Year 2025-2026.<br>2) Nature, material terms and particulars of arrangement: The licensee shall bear and pay all the maintenance charges and other outgoings including all rates, taxes and electricity bills etc. as per terms and conditions of Leave and License Agreement. |
| | e) | Justification for entering into such contracts or arrangements or transactions | To provide common services to AMJ Land Holdings Limited in mutual interest, for continuance of their day to day commercial operations. | Enables Company to continue its paper manufacturing operations at the site, ensuring business continuity and continued optimal use of the premises. | The spare space available with the AMJ Land Holdings Limited is utilized in mutual interest, by the Company for continuance of its day to day commercial operations. |
| | f) | Date(s) of approval by the Board | 12th June, 2020 | 12th June, 2020 & and 26th May, 2026 | 30th October, 2021 and 28th October, 2024 |
| | g) | Amount paid as advances if any | NIL | NIL | NIL |
| | h) | Date on which the ordinary resolution was passed in general meeting as required under first proviso to Section 188 | 20th August, 2020. | 20th August, 2020. | N.A. |

| | | | | |
|---|---|---|---|---|
| **II** | a) | Name(s) of the related parties and nature of relationships | 3P Land Holdings Limited, a related party under Section 2(76)(v). | |
| | b) | Nature of contracts/ arrangements/transaction | Arrangements for providing the Common Services (such as telephone, electricity, Computer etc.) at cost basis. | Leave and license Agreement for accepting portion approximately 4.6 acres of land located at Thergaon, Pune- 411 033 for the purpose of carrying of business |
| | c) | Duration of the Contracts/ arrangements/transactions | Continuous arrangement. | 01st February, 2021 to 31st January, 2026 and 01st February, 2026 to 31st January, 2031. |
| | d) | Salient terms of contracts or arrangements or transactions including the value if any | 1) Monetary value: Rs. 3.45 Lakhs (including GST) for Financial Year 2025-26<br>2) Nature, material terms and particulars of arrangement: To provide Common Services (such as telephone, electricity, computer, etc.) on cost basis. | 1) Monetary value: Rs. 35.71 Lakhs (including GST) for Financial Year 2025-26.<br>2) Nature, material terms and particulars of arrangement: The licensee shall bear and pay all the maintenance charges and other outgoings including all rates, taxes and electricity bills etc. as per terms and conditions of Leave and License Agreement. |
| | e) | Justification for entering into such contracts or arrangements or transactions | To provide common services to the 3P Land Holdings Limited in mutual interest, for continuance of their day to day commercial operations. | Enables Company to continue its paper manufacturing operations at the site, ensuring business continuity and continued optimal use of the premises. |
| | f) | Date(s) of approval by the Board | 12th June, 2020 | 12th June, 2020 |
| | g) | Amount paid as advances if any | NIL | NIL |
| | h) | Date on which the ordinary resolution was passed in general meeting as required under first proviso to Section 188 | 20th August, 2020 | N.A. |

| | | | |
|---|---|---|---|
| **III** | a) | Name(s) of the related parties and nature of relationships | Biodegradable Products India Limited, a related party under Section 2(76)(v). |
| | b) | Nature of contracts/arrangements/ transaction | Arrangements for providing the Common Services (such as telephone, electricity, Computer etc.) at cost basis. |
| | c) | Duration of the Contracts/arrangements/ transactions | Continuous arrangement. |
| | d) | Salient terms of contracts or arrangements or transactions including the value if any | 1) Monetary value: Rs. 1.62 Lakhs (including GST) for Financial Year 2025-2026.<br>2) Nature, material terms and particulars of arrangement: To provide Common Services (such as telephone, electricity, computer, etc.) on cost basis. |
| | e) | Justification for entering into such contracts or arrangements or transactions | To provide common services to the Biodegradable Products India Limited in mutual interest, for continuance of their day to day commercial operations. |
| | f) | Date(s) of approval by the Board | 21st, May, 2022 |
| | g) | Amount paid as advances if any | NIL |
| | h) | Date on which the ordinary resolution was passed in general meeting as required under first proviso to Section 188 | N.A. |

## 2. DETAILS OF MATERIAL CONTRACTS OR ARRANGEMENTS OR TRANSACTIONS AT ARM'S LENGTH BASIS: NOT APPLICABLE

On behalf of the Board of Directors,

Place: Mumbai
Date : 22nd May, 2026

**A. K. Jatia,**
Executive Chairman.

## ANNEXURE - 4

# INFORMATION AS PER SECTION 197 OF THE COMPANIES ACT, 2013 READ WITH THE COMPANIES (APPOINTMENT & REMUNERATION) RULES, 2014 AND FORMING PART OF THE DIRECTORS' REPORT FOR THE YEAR ENDED 31ST MARCH, 2026.

| Name & Age (Years) | Designation/ Nature of Duties | Remuneration | | Qualification & Experience (Years) | Date of commencement of employment | Last employed | |
|---|---|---|---|---|---|---|---|
| | | Gross ₹ | Net ₹ | | | Name of the organization | Position held |
| Mr. Arunkumar Mahabirprasad Jatia (62) | Executive Chairman | 6,53,97,667 | 4,09,16,891 | B.S. (Finance & Business Economics) (40) | 01.08.2018 | AMJ Land Holdings Limited | Executive Chairman (upto 31.07.2018) |
| Dr. Ashok Kumar (69) | Executive Director | 1,54,04,943 | 1,07,01,297 | M.E. (Chemical) Ph.D (43) | 06.02.2015* | AMJ Land Holdings Limited | Director |

**Notes**:-

(1) Gross remuneration as shown above includes salary, commission/performance incentive Company's contribution to Provident fund/Superannuation fund and Value of medical and other facilities but excludes provision for gratuity. Net remuneration is arrived at after deduction of Income Tax.

(2) The nature and conditions of employment are non contractual. The employees were whole-time Directors of the Company during the year.

(3) There is no employee drawing remuneration in excess of the remuneration drawn by the Whole time Director/Executive Director and who holds himself or along with his/her spouse and dependent children not less than two per cent of the equity shares of the Company.

(4) *With AMJ Land Holdings Limited (before Demerger).

(5) None of the above employees are related to each other.

On behalf of the Board of Directors,
**A. K. Jatia,**
Executive Chairman.

Place: Mumbai
Date : 22nd May, 2026

## ANNEXURE - 4A

# STATEMENT SHOWING THE RATIO OF THE REMUNERATION OF EACH DIRECTOR TO THE MEDIAN EMPLOYEE'S REMUNERATION AND SUCH OTHER DETAILS.

| Sr. No. | Name of the director Chief Financial Officer, Chief Executive Officer, | Designation | Remuneration of each director Chief Financial Officer,Chief Executive Officer, Company Secretary (in INR) | Median remuneration of the employees (in INR) | Ratio for the financial year between D and E | Percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary in the financial year | Percentage increase in the median remuneration of employees in the financial year | Average percentile increase already made in the salaries of employees other than the managerial personnel | Percentile increase in the managerial remuneration |
|---|---|---|---|---|---|---|---|---|---|
| A | B | C | D | E | F | G | H | I | J |
| 1 | Mr. Arunkumar Mahabirprasad Jatia | Executive Chairman | 6,53,97,667 | 6,81,210 | 96 | Nil | 3 | Nil | Nil |
| 2 | Dr. Ashok Kumar | Executive Director | 1,54,04,943 | | 23 | | | | |
| 3 | Mr. H. P. Birla | Chief Financial Officer | 32,62,875 | | 5 | | | | |
| 4 | Mr. Shrihari Waychal | Company Secretary & Compliance Officer | 11,32,797 | | 2 | | | | |

Above Remuneration is as per the Remuneration policy adopted by the Company.

On behalf of the Board of Directors,
**A. K. Jatia,**
Executive Chairman.

Place: Mumbai
Date : 22nd May, 2026

## ANNEXURE - 5

# THE CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO:

Information as per Section 134 of the Companies Act, 2013 read with Companies (Accounts) Rules, 2014 and forming part of the Directors' Report for the year ended 31st March, 2026.

## A. CONSERVATION OF ENERGY:

### i) Steps taken for utilizing alternate sources of energy:

- Procured 2647MVAh power from Wind Power equivalent to 2.9% of total power requirement.
- Procured 21796 MVAh from Solar Power Plant, equivalent 23.84% of the Total Power requirement.
- Generated 3558 MVAh power from Cogeneration power (self) equivalent to 3.89% of total power requirement.
- Establishment & Commissioning of 15.4MW(AC) Solar Power generation plant.

### ii) Impact of measures taken:

A marginal reduction in power consumption was achieved through the above energy conservation measures.

### iii) Capital Investment on energy conservation equipments:

- The installation of a hydraulic headbox on Two Paper Machines led to improved productivity.
- The installation of the Atmospheric Fluidised Bed Combustion Boiler reduced coal consumption and enhanced overall steam productivity.
- Upgraded Air Circuit Breakers at the Motor Control Centers of two paper machines, enhancing operational reliability, electrical safety, and overall system performance.

## B. TECHNOLOGY ABSORPTION, ADAPTATION & INNOVATION:

| | |
|---|---|
| (a) Efforts made in brief towards Technology absorption, adaptation and Innovation | (a) A new hydraulic headbox was installed on Two of the paper machines.<br>(b) Upgradation of approach flow system on one of Paper Machine<br>(c) Installation of Atmospheric Fluidised Bed Combustion Boiler<br>(d) Installation of New QCS system on one of Paper Machine.<br>(e) Upgraded Air Circuit Breakers at the Motor Control Centers of two paper machines<br>(f) Establishment & Commissioning of 15.4MW(AC) Solar Power generation plant. |
| (b) Benefits derived as a result of the above efforts | (a) The upgradation and improvements in the Paper Machines enhanced paper formation, uniformity in strength and optical properties, reduced profile variations, minimized piping and creasing issues, improved basis weight and tensile strength, and ensured uninterrupted production with consistent paper quality.<br>(b) The Atmospheric Fluidised Bed Combustion Boiler installation provides updated standby boiler support with improved fuel efficiency and environmental benefits, including reduction in coal consumption and CO2 emissions.<br>(c) The new Quality Control System enables online measurement and control, helping to maintain quality parameters and reduce off-spec production.<br>(d) The circuit breaker upgradation improved operational reliability, sustainability and safety.<br>(e) The Solar Power Plant supports the generation of renewable energy and contributes towards reduction in CO2 emissions, promoting sustainable and environment-friendly operations. |

| | |
|---|---|
| (c) Details of Imported Technology: | |
| i. Details of Technology Imported: | A Hydraulic HeadBox equipped with lamella plates was imported, specifically designed to generate micro-turbulence. |
| ii. The year of import: | 2023-2024 & 2024-2025 |
| iii. Whether the technology been fully absorbed: | Technology has been fully absorbed and benefits achieved. |
| (d) Expenditure incurred on Research and Development | Rs. 173.17 Lakhs. |

## C. FOREIGN EXCHANGE EARNINGS AND OUTGO:

Foreign Exchange earned and used were Rs. 2,670.49 Lakhs and Rs. 30,678.55 Lakhs, respectively.

On behalf of the Board of Directors,

Place: Mumbai
Date : 22nd May, 2026

**A. K. Jatia,**
Executive Chairman.

**ANNEXURE-6**

# REPORT ON CORPORATE GOVERNANCE

The Directors present their Report on Corporate Governance as required by SEBI guidelines and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015:

## COMPANY'S PHILOSOPHY ON CODE OF GOVERNANCE

The Company's philosophy on Corporate Governance envisages transparency with integrity in all its dealings with its stakeholders including shareholders, employees, lenders and others, ensuring a high degree of regulatory compliance.

## CODE OF CONDUCT

The Company has adopted a Code of Conduct (the Code) for Directors and Senior Management of the Company in terms of the requirement of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as 'Listing Regulations'). The Code of Conduct is available at the Company's website at https://pudumjee.com/policies/.

The Board members and Senior Management Personnel have affirmed their Compliance with the code. A declaration to this effect signed by the Executive Chairman of the Company is attached with the Annual Report.

## BOARD PROCEDURE

Board Meetings are held about four-five times a year. Detailed Agenda is sent to each Director well in advance of the meetings. The Directors are briefed at each Board Meeting regarding performance and working by the functional heads. In addition to matters statutorily requiring Board's approval, all major decisions of policy, strategic formulations, capital expenditure, new investments, major accounting policies are considered by the committees and/ Board.

# MANAGEMENT DISCUSSION AND ANALYSIS

## GLOBAL ECONOMIC REVIEW

Global economy grew marginally at an 3.4% in 2025 compared to 3.3% in the previous year, influenced by the US tariff shock of April 2025. Despite being partially unwound through subsequent trade deals, it left effective tariff rates well above pre-2025 levels and heightened trade policy uncertainty.

Advanced economies witnessed a marginal growth from 1.8% in 2024 to 1.9% in 2025, while emerging market and developing economies demonstrated relative resilience, expanding by 4.4% in 2025 compared to 4.3% in 2024.

Global inflation continued its multi-year downward trend in 2025, declining to an estimated 4.1% from 5.8% in 2024.

### Outlook

Given the challenge of forming stable, real-time assumptions for projections, the IMF World Economic Outlook report adopted a 'reference forecast' instead of a conventional baseline, assuming the war remains contained in duration, intensity, and reach, with disruptions easing by mid-2026, in line with commodity futures as of March 10, 2026.

Under this reference view, global growth is projected at 3.1% in 2026 and 3.2% in 2027. Global inflation is expected to rise to 4.4% in 2026 before easing to 3.7% in 2027.

(Source: OECD Interim Economic Outlook, IMF, World Economic Forum, Federal Reserve, Bank of England, European Central Bank, Bank of Japan)

## INDIAN ECONOMY REVIEW

The Indian economy grew at an estimated 7.6% in FY26 (official confirmations to come in following the Balance Sheet date), compared to 7.1% in FY25. This growth was driven by strong consumption and increasing investments, reaffirming India's position as the fastest-growing major economy.

India's Real GDP at Constant Prices was estimated at ₹322.58 lakh crore in FY 2025-26, against the First Revised Estimate of ₹299.89 lakh crore for FY 2024-25.

### Growth of the Indian economy

| | FY23 | FY24 | FY25 | FY26E |
|---|---|---|---|---|
| Real GDP growth (%) | 7.2 | 7.2 | 7.1 | 7.6 |

E: Estimated. Note: FY24 figure restated under new base year 2022–23. (Source: MoSPI (February 27, 2026))

### Growth of the Indian economy quarter by quarter, FY 2025-26

| | Q1FY26 | Q2FY26 | Q3FY26 | Q4FY26E |
|---|---|---|---|---|
| Real GDP growth (%) | 7.8 | 8.4 | 6.7 | 7.3 |

Note: Q2 revised upward from 8.2% and Q3 from 7.35% under the new base year 2022–23 series released February 27, 2026. Q4 remains an estimate. (Source: MoSPI, February 27, 2026)

### Inflation, policy and currency dynamics

Inflation remained benign through much of FY26, with full-year CPI estimated at an exceptionally low 2.1%. This created room for 125 basis points of cumulative rate cuts, supporting consumption and investment.

However, macro stability was accompanied by currency volatility. The Indian rupee depreciated sharply by 9.88% during FY26 its steepest fall since FY12 touching ₹94.78 against the US dollar. This reflected global capital flows, a strong dollar environment, and geopolitical uncertainties.

### India's growth story

The tertiary services sector remained a key growth driver, expanding by 9.0 percent in FY26 and increasing its share in nominal gross value added to 54.3% from 52.8% in FY25, supported by broad-based momentum across segments.

During FY26, financial, real estate, IT and professional services grew by 9.9%, while trade, hotels, transport, communication and broadcasting recorded a strong 10.1% growth, and public administration and other services expanded by 5.8 percent.

At the same time, manufacturing demonstrated renewed strength, with Gross Value Added (GVA) rising 11.5% in FY26 at constant prices, marking the second instance of double-digit growth in three years and improving from 9.3% in FY25.

The secondary sector grew 9.1%, accelerating from 8.0% in the previous year, driven by manufacturing alongside construction growth of 7.1%. This combination of services-led scale and manufacturing acceleration is shaping a more balanced and resilient economic structure.

### Consumption and investment

During FY26, Private Final Consumption Expenditure (PFCE) and Gross Fixed Capital Formation (GFCF) maintained above-7% growth, reflecting a well-balanced demand composition across household spending and investment activity.

### Growth catalysts

**Policy-led consumption boost:** The Union Budget FY27's tax relief measures—particularly income tax exemptions up to ₹12 lakh—are expected to stimulate discretionary spending and reinforce consumption-led growth.

**Anticipatory Pay Commission impact:** The 8th Pay Commission, though expected to be implemented from FY28, is already shaping consumer sentiment, creating a forward consumption impulse.

**Monetary stability:** The Reserve Bank of India's calibrated stance, with the repo rate at 5.25%, balances inflation risks with growth support, ensuring macroeconomic stability.

**Credit expansion:** Improved banking health and liquidity conditions are expected to sustain strong credit growth across MSMEs, housing, and retail segments.

**Fiscal prudence with growth focus:** The Union Budget maintains fiscal discipline while prioritising infrastructure, MSME support, skilling, and innovation - key levers for long-term productivity.

### Outlook

The year under review underscores a defining divergence: a world grappling with uncertainty, and an India navigating it with confidence.

In a global environment marked by fragmentation and caution, India stands out as a rare convergence of stability, scale and structural opportunity. The World Bank has revised its FY27 growth estimate upward to approximately 6.6%, reflecting resilient domestic momentum even as growth moderates from the previous year. India is expected to retain its position as the fastest-growing major economy.

Growth will be shaped by a combination of strong domestic demand and resilient private consumption, supported by low inflation and GST rationalisation, alongside stable export performance with improved access to key markets. This momentum is further reinforced by sustained policy support, ongoing economic reforms, and a favourable demographic advantage.

While risks persist, particularly from elevated energy prices, subsidy pressures on government spending, and uncertainty in global demand, India's macroeconomic fundamentals remain strong.

Over the medium term, sustained consumption, gradual investment recovery, and expanding global trade linkages are expected to reinforce India's position as a key driver of global economic growth.

(Source: MoSPI, Business Standard, Press Information Bureau, Business Standard, IMF, OECD, Deccan Chronicle. NDTV Profit, Outlook Business, The Asian Banker)

## GLOBAL PAPER INDUSTRY OVERVIEW

The market has been expanding at a strong pace. Valued at USD 1,071.23 billion in 2025, it is expected to reach USD1,136.91 billion in 2026, representing a compound annual growth rate of 6.1%. This growth is rooted in several historic drivers: the expansion of publishing and printing, rising demand for consumer goods packaging, heightened awareness of hygiene, the availability of wood pulp, and the steady development of recycling infrastructure.

The specialty paper market is on a clear upward trajectory, expected to reach USD 18.9 billion by 2026 as global industries accelerate their shift away from single-use plastics. With an expected compound annual growth rate of 5.1% through 2036, the sector is set to surpass USD 31.1 billion by the end of the estimated period. This momentum is largely fueled by rising demand for high-performance cellulose substrates in food service and industrial applications.

Manufacturers are investing in biodegradable barrier coatings, seeking to align with tightening environmental regulations while maintaining product functionality. At the same time, consumer brands are pivoting from fossil-fuel-based packaging toward renewable fiber solutions, reshaping procurement practices across major economies. These shifts are prompting paper mills to expand their portfolios with advanced chemical treatments, creating functional products that meet both sustainability goals and performance expectations.

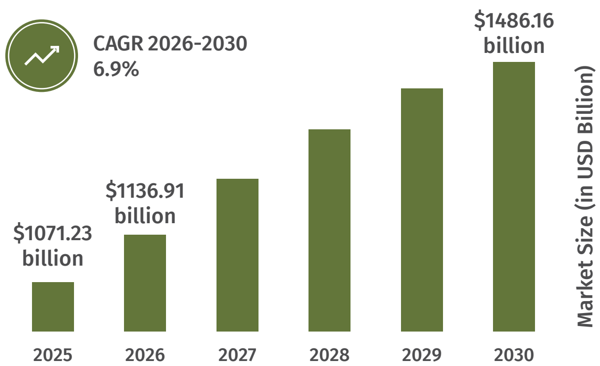
The paper and paperboard packaging sector has maintained steady growth, advancing from USD 442.34 billion in 2025 to expected USD 461.32 billion in 2026, reflecting a CAGR of 4.3%. Historically, this expansion has been driven by rising demand in food and beverage packaging, the widening reach of retail distribution networks, the ubiquity of corrugated boxes, the appeal of cost-effective packaging formats, and the ready availability of paper-based raw materials.

Looking ahead, momentum is expected to build around sustainability. The forecast period highlights a decisive shift toward eco-friendly packaging materials, surging demand from e-commerce, the strengthening of circular economy initiatives, and greater investment in recycling infrastructure. Smart packaging designs are also gaining traction, signaling a new phase of innovation.

Key trends shaping the future include the widespread adoption of recyclable solutions, growing preference for lightweight paper-based formats, the continued expansion of corrugated packaging tailored to e-commerce, the use of high-strength paperboard grades, and an intensified focus on custom printing and branding to differentiate products in competitive markets.

*(Source: Business Research Company, Future Market Insight)*

### Global paper industry market size




*(Source: Business Research Company)*

## INDIAN PAPER INDUSTRY OVERVIEW

The Indian paper industry is undergoing a significant transformation, driven by the rising demand for sustainable and recycled paper products. Growing environmental awareness, coupled with stricter regulations on plastic packaging, is accelerating the adoption of eco-friendly paper-based alternatives across industries. At the same time, advancements in recycling technologies have enhanced the quality and usability of recycled paper, positioning it as an effective substitute for some of the virgin paper products.

India contributes nearly 5% to the global paper market and ranks among the world's leading paper manufacturers, underscoring the sector's increasing role in the country's industrial and economic progress. Supported by rising demand across packaging, education and commercial applications, paper consumption in India is expected to grow at a CAGR of 6–7%, reaching nearly 30 million tonnes by FY2026-27.

The India paper packaging market is charting a strong growth path, valued at USD 19.42 billion in 2025 and expected to climb to USD 28.55 billion by 2034, advancing at a CAGR of 4.38% between 2026 and 2034. This expansion is being propelled by rising environmental consciousness, government bans on single-use plastics, and the growing appetite for sustainable alternatives across industries.

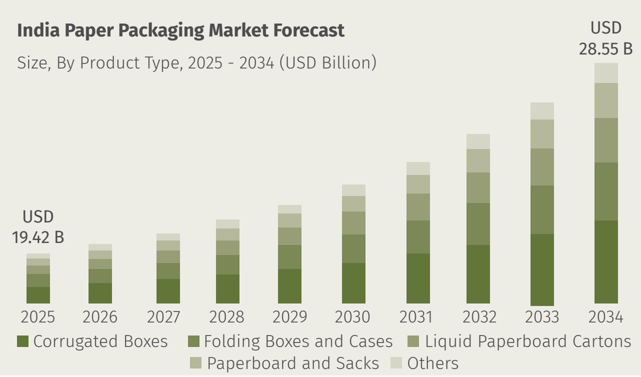
The surge of e-commerce, food delivery platforms, and organized retail is intensifying the need for packaging that is both efficient and eco-friendly. Consumers are increasingly favoring recyclable and biodegradable options, pushing companies to innovate with new paper-based materials. At the same time, technological improvements in durability, printability, and moisture resistance are elevating the performance and appeal of paper packaging, ensuring its continued relevance and strengthening its market share in India.

The India paper packaging market is positioned for steady growth, supported by the rapid expansion of e-commerce, stricter regulations on single-use plastics, and rising FMCG volumes that are driving demand for lightweight, recyclable materials. Growing advances in sustainable substrates and digital printing technologies are broadening product variety and improving efficiency across the supply chain. Together, these developments are fostering innovation while ensuring that packaging solutions meet evolving environmental standards and consumer expectations, reinforcing paper's role as a preferred choice in India's packaging landscape.

India's economic journey has been marked by rapid acceleration in recent decades. After taking six decades to reach the $1 trillion milestone, the economy doubled to $2 trillion by 2014, added another trillion by 2021, and crossed the $4 trillion threshold in 2025. Projections suggest it will advance to $5 trillion within the next two years, underscoring its position as one of the fastest-growing major economies.

Per capita income has followed a similar trajectory. It crossed USD1,000 in 2009, doubled to USD 2,000 by 2019, and is expected to reach USD 3,000 by 2026, reflecting the steady rise in individual prosperity alongside national growth. As consumer spending continues to surge, this rising purchasing power is creating stronger demand for packaging solutions across food, retail, and e-commerce sectors. The trend is expected to have a positive ripple effect on the paper packaging market, reinforcing its role as a sustainable and increasingly preferred choice in India's consumption-driven economy.

*(Source: Maximize Market Research, IMARC Group, Times of India)*




*(Source: IMARC Group)*

## INDIAN SPECIALTY PAPER AND PACKAGING INDUSTRY OVERVIEW

India's packaging industry is witnessing significant growth, driven by the rapid expansion of e-commerce, increasing demand from the pharmaceuticals and healthcare sectors, rising urbanisation, evolving consumer lifestyles, technological advancements, and supportive government initiatives alongside growing foreign investments. As the fifth-largest sector of the Indian economy, packaging plays a vital role in supporting industrial development and fostering innovation.

In line with global sustainability trends, the industry is increasingly adopting environmentally responsible materials and manufacturing practices. Regulatory measures aimed at reducing plastic usage and promoting sustainable packaging solutions are accelerating this transition across the sector. Additionally, the growing focus on food safety and product quality, coupled with the expansion of the food processing industry, is further driving demand for advanced and innovative packaging solutions.

The Indian paper and paperboard packaging market is expected to reach USD 14.57 billion in 2026, up from USD 13.72 billion in 2025, and further reach USD 19.66 billion by 2031 at a CAGR of 6.18% over 2026–2031. Growth momentum is being fueled by the nationwide transition away from single-use plastics, the rapid expansion of e-commerce logistics, and brand commitments to circular-economy packaging. Corrugated boxes remain dominant, serving the needs of online retail with impact-resistant yet lightweight formats, while cartons for liquid are gaining traction alongside premium beverage demand and investments in aseptic filling. Food and beverage companies are accelerating the shift toward recyclable mono-material packs, and the rise of quick-commerce hubs in Tier-1 and Tier-2 cities is expanding the market for small-format secondary packaging.

India's per capita paper consumption stood at 16 kg in 2025, significantly lower than the global average of 57 kg, highlighting substantial growth potential for the domestic paper industry. At the same time, continuous technological advancements are reshaping the speciality paper segment, particularly in the development of innovative paper-based packaging solutions designed to enhance food preservation, product safety and sustainability.

On the supply side, recycled fiber capacity, agro-residue pulp lines, and high-speed flexo presses are strengthening production capabilities, ensuring the industry is well-positioned to meet growing demand with sustainable and innovative solutions.

The specialty papers market is on a strong growth trajectory, expected to rise from USD 2,160.6 million in 2025 to USD 3,857.0 million by 2035, reflecting a CAGR of 5.9% over the expected period. Demand is being fueled by diverse applications in packaging, printing, and labeling, as industries increasingly seek high-quality, customized paper solutions. Technological advancements are enabling manufacturers to deliver enhanced properties such as water resistance, durability, and superior printability, broadening the scope of specialty paper products.

Sustainability is also reshaping the market, with eco-friendly materials gaining prominence as companies align with environmental priorities. The rapid expansion of e-commerce is further amplifying demand for innovative packaging formats that combine functionality with aesthetic appeal. This creates opportunities in niche segments, including luxury packaging and personalized stationery, where specialty papers can deliver both performance and differentiation. Overall, the market is evolving dynamically, driven by innovation, sustainability, and shifting consumer expectations.

The printing and writing paper market size is expected to increase by USD 10.88 billion at a CAGR of 2.1% between 2024 and 2029. The Indian speciality paper industry is entering a new phase of expansion, supported by rising demand for sustainable and high-performance packaging solutions. The increasing adoption of advanced barrier paper grades, designed to replace conventional plastic-based packaging, is expected to drive both volume growth and product innovation across the sector.

The India food and beverage packaging market is expected to reach USD 40.73 billion in 2026, up from USD 38.27 billion in 2025, with USD 55.67 billion by 2031 at a CAGR of 6.44% between 2026 and 2031. Growth is being reinforced by rising processed-food penetration, mandatory recycled-content regulations, and the rapid expansion of e-commerce. These factors are driving steady demand for packaging solutions that extend shelf life and ensure compliance with safety standards, positioning paper and paperboard formats as increasingly vital in India's evolving consumption landscape.

*(Source: Mordor Intelligence, Market Research Future, Technavio)*

### Growth drivers for Indian paper market

**Population**: India's population reached 1,471.21 million in 2026, and this demographic scale is fueling parallel growth in demand for paper-based products worldwide. Expanding educational initiatives and the continued rise of the retail sector are driving higher consumption of books, newspapers, and stationery. Together, these factors are providing strong momentum for the expansion of the paper industry, positioning it as a key beneficiary of both population growth and evolving consumer needs.

**Demand momentum**: India, the world's 15th largest paper producer, is rapidly emerging as the fastest-growing consumer market, with per capita paper use rising 10.6% between 2025 and 2032. Domestic consumption already exceeds 16 million tons per annum (TPA) and is expected to reach 30 million TPA by FY27. Backed by substantial investments in new capacity and modernization, the industry is well-positioned to meet rising demand for upstream products such as tissue paper, tea bags, filter paper, lightweight coated grades, and medical-grade coated formats. These developments highlight India's growing influence in the global paper industry.

**Regulations driving paper packaging**: India's regulatory measures against single-use plastics are significantly accelerating the shift towards paper-based packaging solutions. Following the nationwide ban implemented on July 1, 2022, enforcement efforts have intensified through the SUP compliance monitoring framework. Since the implementation of the ban, authorities have conducted over 8.61 lakh inspections, seized nearly 1,989 tonnes of prohibited single-use plastic items, and imposed penalties amounting to approximately Rs. 19.83 crore, reflecting the government's strong focus on promoting sustainable packaging alternatives. To encourage adoption of eco alternatives, the government launched a 'Compendium of Manufacturers/ Sellers of Eco alternatives' on World Environment Day 2025.

**Real estate demand**: India's growing real estate sector is fueling demand for décor and absorbent kraft paper, opening new opportunities for domestic manufacturers in a market long shaped by high imports. The Indian decor paper market is estimated to be valued at USD 256.2 billion in 2025 and is expected to grow to USD 496.4 billion by 2035, registering a CAGR of 6.8% during the period. This surge reflects rising construction activity and consumer preference for quality finishes, positioning local producers to capture a larger share of the expanding market.

**E Commerce expansion**: India's e commerce market is expected to grow from USD 137.21 billion in 2025 to USD 363.30 billion by 2030, registering a CAGR of 21.5% during 2025–2030. This rapid scale up is directly boosting demand for paper based packaging, as online retail requires corrugated boxes, lightweight cartons, and specialty formats for safe and efficient delivery. Rising order volumes and the need for impact resistant yet recyclable materials are creating significant opportunities for domestic paper manufacturers. As e commerce continues to expand, the paper industry is positioned to benefit from both higher consumption and innovation in packaging solutions tailored to digital retail logistics.

*(Source: Data Insight Market, IMARC Group, Brick Work Rating, Research and Markets, Maximize Market Research, PIB, Worldometer, Future Market Insights)*

## COMPANY OVERVIEW

Pudumjee, specializes in producing papers tailored for distinct uses, particularly in sectors where specific qualities - like resistance to oil and grease - are essential. Its portfolio serves the food, pharmaceutical, and hygiene industries, along with select industrial applications. Operating on a business-to-business model, the company supplies products directly to clients or through a nationwide dealer network, while also exporting to neighboring countries and Europe.

Among its notable offerings are:

- Laminated papers engineered for food-grade and pharmaceutical packaging.
- Baking papers and related specialty grades.
- Décor papers for furniture laminates and base sheets for melamine tableware.
- Packaging papers designed for hygiene products such as napkins, kitchen towels, toilet tissue, and baby diapers.
- Bleached kraft papers for flexible packaging laminates, premium kraft grades for label release liners, and kraft interleaving for steel and glass applications.
- Cooling pad papers used in both household and industrial cooling systems.
- Fine printing papers suited for religious texts, dictionaries, pharmaceutical inserts, and books.
- Glassine papers adaptable to multiple uses.
- Low GSM MG papers serving a wide range of applications.

The company's specialty paper operations are characterized by machines running at comparatively lower speeds, designed to produce lighter grammage papers that yield greater length but reduced weight. Fibre requirements are met through imported pulp and limited quantities of pre-consumer wastepaper sourced from select countries. Market pulp prices ranged between Rs. 47,450 per MT and Rs. 72,900 per MT depending on grade, compared to Rs. 50,700 per MT to Rs. 78,100 per MT in the prior year. Wastepaper prices across grades varied from Rs. 23,100 per MT to Rs. 32,900 per MT, against Rs. 19,100 per MT to Rs. 41,800 per MT previously.

The hygiene Products division caters to institutional clients - businesses, hotels, airports, and corporate establishments - by supplying tissues and related hygiene products. Dedicated verticals also serve specific customer segments such as hotels, restaurants, catering services, and SMEs.

A solar power plant was developed during the year, despite delays arising from complexities in acquiring land directly from farmers. The project was commissioned during FY2025–26 and is expected to contribute towards reducing power costs.

Plans to relocate operations to Mahad, Maharashtra remain on hold. In the meantime, the company has secured Environmental Clearance, subject to conditions, for a capacity expansion of approximately 68000 MT at an estimated investment of Rs. 1350 crores. Management is in discussions with overseas machinery suppliers to finalize machine configurations and optimize capital expenditure. Current operations continue in Pune, on freehold land and leased buildings under agreements with AMJ Land Holdings Ltd and 3P Land Holdings Ltd. However, given the limitations of the existing site, expansion opportunities in Mahad are actively under consideration.

## COMPANY PERFORMANCE

For the year under review, the company recorded turnover of Rs. 807.88 compared with Rs. 809.08 crores in the previous year. EBITDA stood at Rs. 145.01 against Rs. 145.04 crores last year, while Net Profit Before Tax amounted to Rs. 126.25 compared with Rs. 128.72 crores previously. Within this, the hygiene products division contributed turnover of Rs. 67.66 (prior year Rs. 57.84 crores, before intersegment revenue adjustments), EBITDA of Rs. 5.76 (previous year Rs. 8.12 crores), and Profit Before Tax of Rs. 5.05 (previous year Rs. 7.43 crores).

## HUMAN RESOURCES

The company upholds a strong commitment to equal opportunity across its workforce. Its human resource framework emphasizes continuous training, performance-linked compensation, employee retention, and initiatives that support work-life balance. Growth and development are encouraged for all employees, including those who remain active and also those who have retired from the services of the company. As of 2026, the organization's total workforce stood at 646.

## OPPORTUNITIES FOR THE COMPANY

- The rapid expansion of India's e-commerce and FMCG sectors is creating significant growth opportunities for the packaging and paper industry. India's e-commerce market is expected to grow from USD 137.21 billion in 2025 to USD 363.30 billion by 2030, registering a CAGR of 21.5%. Simultaneously, the Indian FMCG market, valued at USD 287.91 billion in 2025, is anticipated to reach USD 1,150.21 billion by 2034, reflecting a CAGR of 16.64% during 2026–2034. The sustained growth across these sectors is driving rising demand for innovative, sustainable and high-quality packaging solutions.
- Companies investing in corrugated boxes, cartons, and paper bags stand to benefit, especially as sustainability priorities accelerate the shift toward eco friendly paper based packaging.
- India's urban population is expanding rapidly, with projections showing that 40% of the country's people will reside in cities by 2036. At present, 37.6% of the population is urban, and these areas already contribute nearly 70% to national GDP. This demographic shift underscores the growing economic weight of urban centers and highlights the critical role of cities in driving India's future growth.
- India's youthful population is creating a powerful demographic dividend. With a median age of just 29.2 years in 2026, the country stands out as one of the youngest major economies. This large working age base provides a productive workforce that can drive consumption, innovation, and long term economic growth.
- Legal mandates requiring the replacement of plastics are opening significant opportunities for paper based packaging. This transition aligns seamlessly with the Company's existing product portfolio, particularly its functionally coated packaging papers, which are well suited to meet evolving regulatory standards and market demand. By leveraging its capabilities in sustainable paper solutions, the Company is positioned to benefit from the growing preference for eco friendly packaging alternatives.
- India's online food delivery market was valued at USD 55.58 billion in 2025 and is expected to reach USD 337.15 billion by 2034, growing at a CAGR of 22.18% from 2026–2034. This rapid expansion is creating strong demand for sustainable packaging solutions, with paper based formats such as corrugated boxes, takeaway cartons, and coated papers increasingly preferred over plastics. Rising delivery volumes present a significant opportunity for domestic paper manufacturers to supply eco friendly packaging tailored to the needs of restaurants, cloud kitchens, and delivery platforms.

*(Source: Wright Research, Worldometers, IMARC Group, Research and Market, World Bank Group, SMP IAS Academy, India Budget)*

## COMPETITIVE STRENGTHS OF THE COMPANY

The company's strengths can be seen across several dimensions:

- A skilled workforce guided by experienced, industry-savvy leadership.
- Flexibility to adjust product and raw material combinations in response to shifting market demands.
- Strong investment in research and development, driving customer-focused innovation.
- Effective cost control and strategic fibre sourcing, enhanced by locational advantages.
- Ongoing, meaningful engagement with customers to deliver solutions that are both practical and cost-efficient.
- A proactive, solutions-driven mindset aimed at consistently surpassing client expectations.
- Reliable, timely delivery backed by a commitment to quality and attentive after-sales service.
- A broad, adaptable product portfolio designed to meet the diverse requirements of different clients.

## BUSINESS STRATEGY OF THE COMPANY

The company's strategic priorities are centered on strengthening value creation while safeguarding product quality, optimizing input costs, and improving margins.

- Product specifications are continually improved to align with evolving market requirements.

- Manufacturing facilities are upgraded with customized and sustained technologies to maximize asset utilization.
- Growth opportunities in the market are actively identified and leveraged.
- The product portfolio is expanded with value-added offerings to reinforce and extend leadership.
- Environmental responsibility is emphasized through initiatives aimed at reducing greenhouse gas emissions and supporting a cleaner future.

## CONCERNS AND THREATS

The Company's dependence on purchased fibre, largely imported, remains a structural challenge as it does not have its own fibre sources. The average constitution of raw material is about 27% of sale prices, and any adverse movement in global prices, coupled with geopolitical or transportation imbalances, could disrupt fibre availability and margins. To counter these risks, the Company has consistently adopted practices such as maintaining sufficient fibre inventories, adjusting its product mix, implementing cost reduction measures through the use of appropriate fibre quality, and focusing on long term value additions aligned with evolving market requirements.

Energy reliance is another area of concern, as the Company does not have Co-generation facilities (except a small facility of 0.5mw). At present, 27% of its power is drawn from green energy, including three wind turbines and one solar plant. These initiatives not only support environmental protection but also contribute to lowering power costs. The Company continues to expand its renewable portfolio, with short and long term arrangements aimed at increasing access to green energy. A key step in this direction is the establishment of a 15.4 MW (AC) solar generation facility at Bhalwani, located about 50 kilometers from Solapur, which will further strengthen sustainability efforts. The prices of coal used by the Company stood at about Rs 11,600 per MT.

Operationally, the Company functions at about 95% of its installed capacity of 72000 MT per annum, with utilization levels improving post Covid, particularly in the hygiene products division. Compliance with stringent effluent discharge norms prescribed by the Government has always been maintained. Water requirements are met from the Pawna River through an adjacent lifting point, though growing urbanization around the plant, declining river levels, and deteriorating water quality present concerns that could increase operational costs in the future.

On the regulatory front, the Government of India issued a Gazette notification on October 8, 2025, under the Carbon Credit Trading Scheme (CCTS), titled "Greenhouse Gases Emission Intensity Target Rules 2025." Based on product output in 2023–24, the Company has been assigned emission intensity targets of 1.7275 $tCO_2$ equivalent per tonne of product for 2025–26 and 1.6567 for 2026–27. Given the inherent nature of operations - manufacturing specialty papers using imported pulp, purchased grid power, and coal as boiler fuel - the scope to meet these targets is limited. The Company is actively pursuing initiatives to comply, including raising objections to the methodology used for target setting in comparison with other paper mills. Regardless of the outcome of these objections, the 15.4 MW solar power plant recently SETUP will provide interim relief, enabling the Company to meet targets in the short term while allowing time to adopt and implement further sustainability measures.

The operations upto 31st March 2026 indicate the tCO2 equivalent/Tonne of equivalent product at 1.677. It is estimated that for 2026-27, barring unforeseen circumstances, tCO2 equivalent/Tonne of equivalent product will be about 1.6208 as against target of 1.6567 (tCO2 equivalent/Tonne of equivalent product).

## KEY FINANCIAL RATIOS

Details of significant changes in key financial ratios (i.e., changes of 25% or more compared to the immediately preceding financial year), along with reasons for the changes, are provided below:

| Ratio | 31st March 2026 | 31st March 2025 | % Change | Reason for change |
|---|---|---|---|---|
| Current Ratio | 3.47 | 4.66 | -25.54% | The Current Ratio has decreased to 3.47, primarily due to a significant increase in current liabilities by 53%, driven largely by higher trade payables, capital creditors for performance rentation for projects undertaken, current maturity of borrowings, an increase in statutory dues payble and current provisions for disputed liabilities.<br>Current Assets: Increased by 14%, primarily attributable to a rise in trade receivables and inter-corporate loans extended during the year. |
| Debt-Equity Ratio | 0.06 | 0.02 | 200% | Change in this ratio is primarily attributable to additional long-term borrowings mobilized to fund capital projects and recognition of new lease liabilities following the execution of new and extended lease agreements under Ind AS 116.<br>This increase in debt was partially offset by a 15% growth in the Equity base, driven by the accretion of profits to retained earnings during the current financial year. |

| Ratio | 31st March 2026 | 31st March 2025 | % Change | Reason for change |
|---|---|---|---|---|
| Debt service coverage Ratio | 13.86 | 6.62 | 109.37% | The Debt Service Coverage Ratio has improved compared to the previous year. This improvement is primarily due to, significant decrease in the scheduled repayment of public deposits during the current financial year. In the preceding year, the ratio was lower due to a substantial repayment of public deposits amounting to approximately ₹1,145 Lakhs. In current year there was no schedule repayment of public deposits. |

## CAUTIONARY STATEMENT

Statements made in this report, especially those in 'Management Discussion & Analysis' describing the company's objectives, estimates, projections and expectations may constitute 'Forward looking' statements within the meaning of applicable laws and regulations. The company's actual results, achievements may differ materially from those projected in any such forward looking statements.

## INTERNAL CONTROL SYSTEM AND THEIR ADEQUACY

The company has established internal control systems proportionate to its scale and operations. These mechanisms are structured to promote efficiency in management, ensure accuracy and verifiability of processes, and maintain the integrity of accounting and management information. They also safeguard assets while ensuring adherence to applicable laws and regulations. Key risks - spanning operational, compliance, economic, and financial areas - are identified and addressed in a systematic manner. Oversight is maintained by the Board of Directors, which conducts regular reviews to confirm the continued effectiveness of these controls.

## BOARD OF DIRECTORS :

The Board of Directors is composed of a 1 Promoter Director (Whole Time Director), 1 Executive Director, 2 Non-Executive Non-Independent Director and 4 Non-Executive Independent Directors. The Executive Chairman and Executive Director conduct the day to day management of the Company subject to the supervision and control of the Board of Directors.

The composition of the Board as on 31st March, 2026 is as under:

| Directors | Category | Total number of Directorships in Public Companies as on 31st March, 2026.* | Total number of Memberships of Committees as on 31st March, 2026. + | Total number of Chairmanships/ Chairpersonship of Committees as on 31st March, 2026. + | Names of other Listed Companies in which Executive / Non-Executive Directors hold Directorship & Category of Directorship |
|---|---|---|---|---|---|
| **Executive Directors** | | | | | |
| Mr. Arunkumar Mahabirprasad Jatia | Executive Chairman & Promoter | 4 | 5 | 1 | • Thacker and Company Limited - Non-Executive Non-Independent Director<br>• AMJ Land Holdings Limited - Non-Executive Chairman |
| Dr. Ashok Kumar | Executive Director | 2 | NIL | NIL | • AMJ Land Holdings Limited - Non-Executive Non-Independent Director |
| **Non-Executive Directors** | | | | | |
| Mr. Surendra Kumar Bansal | Non -Independent Director | 5 | 2 | NIL | • Thacker and Company Limited - Non-Executive Non-Independent Director<br>• AMJ Land Holdings Limited - Whole Time Director |

| Directors | Category | Total number of Directorships in Public Companies as on 31st March, 2026.* | Total number of Memberships of Committees as on 31st March, 2026. + | Total number of Chairmanships/ Chairpersonship of Committees as on 31st March, 2026. + | Names of other Listed Companies in which Executive / Non-Executive Directors hold Directorship & Category of Directorship |
|---|---|---|---|---|---|
| Mr. Basant Kumar Khaitan | Independent Director | 4 | 4 | NIL | • Pakka Limited - Non-Executive Independent Director |
| Mr. Ved P. Leekha | Non -Independent Director | 1 | 2 | 1 | -- |
| Mr. Sanjay Kumar Singh | Independent Director | 2 | 4 | NIL | • Wires And Fabriks (SA) Limited - Non-Executive Independent Director |
| Mr. Dilip Jayantilal Thakkar | Independent Director | 4 | 6 | 3 | • Black Box Limited - Non-Executive Independent Director<br>• Zodiac Clothing Company Limited - Non-Executive Independent Director |
| Mrs. Shailaja Nair # | Independent Director | 1 | 1 | Nil | -- |

* Excludes directorships of private limited companies, foreign companies and companies registered under section 8 of the Act. Includes Directorship in other Public Companies and Pudumjee Paper Products Limited.

+ Committees considered are Audit Committee and Stakeholders Relationship Committee, including in Pudumjee Paper Products Limited. Total number of committee membership includes the Chairmanship also.

# Mrs. Shailaja Nair was appointed as an Additional Independent Director w.e.f. 14th November, 2025 subsequently appointed as Non-Executive Independent Director on 17th December, 2025 by passing Special Resolution through Postal Ballot.

There are no inter-se relationships between the Board members.

All the Directors have made disclosures regarding their Directorship as required under Section 184 of the Companies Act, 2013 and on the Committee position held by them in other Companies. None of the Directors of the Company is a Member of more than 10 Committees and Chairman/Chairperson of more than 5 Committees across all the public limited Companies in which he/she is a Director. None of the Directors of the Company are related to each other.

The Independent Directors of the Company are acting as Independent Director in not more than Seven Listed Companies. Independent Director who is Whole Time Director in other Company acts as Independent Director in not more than three Listed Companies. The Whole Time Directors of the Company are not Independent Directors in more than three Companies.

Independent Directors are non-executive directors as defined under Regulation 16(1)(b) of the SEBI Listing Regulations read with Section 149(6) of the Act along with rules framed thereunder. In terms of Regulation 25(8) of SEBI Listing Regulations, they have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties. Based on the declarations received from the Independent Directors, the Board of Directors has confirmed that they meet the criteria of independence as mentioned under Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the management.

In the opinion of the Board, the Independent Directors fulfills the conditions specified in Listing Regulations and they are Independent of the Management.

## BOARD SKILLS MATRIX:

Matrix showing the core skills, expertise and competencies identified and which are available with the Board commensurate with nature and scale of business of the Company.

| Sr. No. | Name of Director | Designation | Core skills, expertise and competencies |
|---|---|---|---|
| 1. | Mr. Arunkumar Mahabirprasad Jatia | Executive Chairman & Promoter | • Visionary and knowledgeable entrepreneur about various businesses, industries and opportunities;<br>• More than 30 years first hand experience in International business with emerging markets and cross border transaction including countertrade;<br>• Expertise in finance and non conventional Power Generation business;<br>• Business Prudence;<br>• Economic & Business Analysis;<br>• Strategic Business Planning and Implementation. |
| 2. | Mr. Surendra Kumar Bansal | Non-Executive Non-Independent Director | • Knowledge about Financial Statements and matters, Direct and Indirect taxation, corporate law, Financial Planning & Internal Controls, Risk Management;<br>• Economic & Business Analysis;<br>• Legal understanding, planning and execution of Mergers &, Acquisitions. |
| 3. | Dr. Ashok Kumar | Executive Director | • Expertise in paper manufacturing of different types and well recognized chemical engineering skills.<br>• Crisis management;<br>• Excellent negotiation skills;<br>• Business Prudence;<br>• HRD Management. |
| 4. | Mr. Ved P. Leekha | Non-Executive Non-Independent Director | • More than 4 decades of expertise in Engineering in paper Industry in India and Overseas;<br>• Identifying problems, opportunities and achieving low cost solution.<br>• Strategic business Planning and Implementation;<br>• Economic and Business Understanding and Analysis;<br>• Risk Management;<br>• Excellent negotiation skills. |
| 5. | Mr. Basant Kumar Khaitan | Independent Director | • Identifying business opportunities and deriving solution therefor;<br>• Strategic Business Planning and Implementation;<br>• Economic and Business Analysis;<br>• Excellent negotiation skills;<br>• Business Prudence;<br>• Expertise in analysis of Financial Statements. |
| 6. | Mr. Sanjay Kumar Singh | Independent Director | • Technical Expertise in Paper Industry;<br>• Identifying business opportunities and deriving solution therefor;<br>• Strategic Business Planning and Implementation;<br>• Excellent negotiation skills;<br>• People Oriented Leadership;<br>• Business Prudence. |
| 7. | Mr. Dilip Jayantilal Thakkar | Independent Director | • Economic & Business Analysis;<br>• Expertise in Financial Statements, Financial planning, Internal Controls Audit and Direct tax;<br>• Specializes in Foreign Exchange Management Act<br>• Business Prudence. |
| 8. | Mrs. Shailaja Nair | Independent Director | • Extensive expertise in corporate governance, risk frameworks, Global Capability Center (GCC) setup, and IPO management.<br>• Experience in Governance, business transformation, ESG, and impact investing. |

During the year 2025-26, Board Meetings were held on the following dates:

| | |
|---|---|
| 26-05-2025 | 01-08-2025 |
| 10-11-2025 | 31-01-2026 |

The 11th Annual General Meeting (AGM) of the Company was held on 30th August, 2025. The attendance of the Directors at these Meetings was as under:

| Name of the Director | Number of Board Meetings Attended | Attendance at the last AGM |
|---|---|---|
| Mr. Arunkumar Mahabirprasad Jatia | 4 | Yes |
| Mr. Ved P. Leekha | 4 | Yes |
| Mr. Surendra Kumar Bansal | 4 | Yes |
| Mr. Nandan Damani (up to 20.10.2025) | 2 | Yes |
| Mr. Vinod Kumar Beswal (up to 20.10.2025) | 2 | Yes |
| Mrs. Madhu Dubhashi (up to 13.11.2025) | 2 | Yes |
| Mr. Basant Kumar Khaitan | 4 | Yes |
| Dr. Ashok Kumar | 4 | Yes |
| Mr. Sanjay Kumar Singh | 4 | Yes |
| Mr. Dilip Jayantilal Thakkar | 4 | Yes |
| Mrs. Shailaja Nair (w.e.f. 14.11.2025) | 1 | NA |

Details of Remuneration and sitting fees paid to Directors during the year

(In ₹)

| Name of Directors | Sitting fees | Salaries | Perquisites& Benefits | Performance Incentive/Commission | Total |
|---|---|---|---|---|---|
| Mr. Arunkumar Mahabirprasad Jatia | Nil | 3,51,88,800 | 48,43,867 | 2,53,65,000 | 6,53,97,667 |
| Mr. Ved P. Leekha | 3,24,000 | NIL | NIL | NIL | 3,24,000 |
| Mr. Surendra Kumar Bansal | Nil | NIL | NIL | NIL | NIL |
| Mr. Nandan Damani | 1,62,000 | NIL | NIL | NIL | 1,62,000 |
| Mr. Vinod Kumar Beswal | 1,60,000 | NIL | NIL | NIL | 1,60,000 |
| Mrs. Madhu Dubhashi | 1,55,000 | NIL | NIL | NIL | 1,55,000 |
| Mr. Basant Kumar Khaitan | 3,28,000 | NIL | NIL | NIL | 3,28,000 |
| Dr. Ashok Kumar | Nil | 1,52,44,800 | 1,60,143 | NIL | 1,54,04,943 |
| Mr. Sanjay Kumar Singh | 2,67,000 | NIL | NIL | NIL | 2,67,000 |
| Mr. Dilip Jayantilal Thakkar | 2,67,000 | NIL | NIL | NIL | 2,67,000 |
| Mrs. Shailaja Nair | 80,000 | Nil | Nil | Nil | 80,000 |

- Perquisites include housing/house rent allowance with electricity, gas, medical expenses, leave travel assistance, club fees, accident insurance, contribution to provident and Superannuation fund etc., but exclude provision for gratuity and pension.
- Severance fees, stock options and notice period are not applicable in case of Executive Directors.
- Non-executive Directors' are entitled to regular sitting fees and re-imbursement of expenses incurred for attending each meeting of Board or Committee thereof.
- The details for shares held by directors as on 31-03-2026 are as under:

Except Mr. Arunkumar Mahabirprasad Jatia & Mr. Dilip Jayantilal Thakkar who holds 44,40,528 & 277 equity shares of Re. 1/- each of the Company respectively, none of the other Directors namely Mr. Ved P. Leekha, Mr. Surendra Kumar Bansal, Mr. Basant Kumar Khaitan, Dr. Ashok Kumar, Mr. Sanjay Kumar Singh and Mrs. Shailaja Nair hold any equity shares of the Company.

## COMMITTEES OF DIRECTORS:

### a) Audit Committee

The Audit Committee was constituted by the Board of Directors at their meeting held on 14th November, 2015. As on 31st March, 2026, the Audit Committee consists of Six Directors of the Company i.e. Four Non-Executive Independent Directors, One Executive Chairman - Promoter Director and One Non-Executive Non-Independent Director, they have vast experience and knowledge of corporate affairs and financial management and possess strong accounting and financial management expertise.

Four Meetings of Committee were held during the financial year 2025-26 on the following dates:

| | |
|---|---|
| 26-05-2025 | 01-08-2025 |
| 10-11-2025 | 31-01-2026 |

The composition & attendance of Committee during the year is as under:

| Sr. No. | Name of the Committee Members | Category of Directorship | Position in the Committee during the year | No. of Meetings Attended |
|---|---|---|---|---|
| 1. | Mr. Dilip J Thakkar (Appointed as member w.e.f. 21.10.2025 & as Chairman w.e.f. 10.11.2025) | Independent Director | Chairman | 4 |
| 2. | Mr. Arunkumar Mahabirprasad Jatia | Executive Chairman | Member | 4 |
| 3. | Mr. Sanjay Kumar Singh (w.e.f. 21.10.2025) | Independent Director | Member | 2 |
| 4. | Mrs. Shailaja Nair (w.e.f. 14.11.2025) | Independent Director | Member | 1 |
| 5. | Mr. Basant Kumar Khaitan | Independent Director | Member | 4 |
| 6. | Mr. Ved P. Leekha | Non-Executive Director | Member | 4 |
| 7. | Mr. Vinod Kumar Beswal (up to 20.10.2025) | Independent Director | Chairman | 2 |
| 8. | Mr. Nandan Damani (up to 20.10.2025) | Independent Director | Member | 2 |
| 9. | Mrs. Madhu Dubhashi (up to 13.11.2025) | Independent Director | Member | 2 |

The Company Secretary acts as a Secretary to the Audit Committee.

The Meetings of the Audit Committee are also attended by the Executive Director, Chief Financial Officer, the Statutory Auditors and the Internal Auditors.

The Chairman of the Committee was present at the Annual General Meeting of the Company held on 30th August, 2025.

Pursuant to provisions of Section 177 of the Companies Act, 2013 and the Listing Regulations, terms of reference of this Committee are as under:

## ROLE OF THE AUDIT COMMITTEE:

- the recommendation for appointment, remuneration and terms of appointment of auditors of the Company;
- approval of payment to statutory auditors for any other services rendered by the statutory auditors;
- review and monitor the auditor's independence and performance, and effectiveness of audit process;
- examination of the financial statement and the auditors' report thereon;
- approval or any subsequent modification of transactions of the company with related parties, grant omnibus approvals subject to fulfilment of certain conditions;
- scrutiny of inter-corporate loans and investments;
- valuation of undertakings or assets of the Company, wherever it is necessary;
- evaluation of internal financial controls and risk management systems;
- monitoring the end use of funds raised through public offers and related matters;
- To obtain outside legal and other professional advice;
- call for the comments of the auditors about internal control systems, the scope of audit, including the observations of the auditors and review of financial statement before their submission to the Board and may also discuss any related issues with the internal and statutory auditors and the management of the Company;
- 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;
- Reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the board for approval, with particular reference to:
  - a) Matters required to be included in the Director's Responsibility Statement to be included in the Board's report in terms of clause (c) of sub-section 3 of section 134 of the Companies Act, 2013;
  - b) Changes, if any, in accounting policies and practices and reasons for the same;
  - c) Major accounting entries involving estimates based on the exercise of judgment by management;
  - d) Significant adjustments made in the financial statements arising out of audit findings;
  - e) Compliance with listing and other legal requirements relating to financial statements;
  - f) Disclosure of any related party transactions;
  - g) Modified opinion(s) in the draft audit report;
- Reviewing, with the management, the quarterly financial statements before submission to the board for approval;

- Reviewing the utilization of loans and/or advances from/investment by the holding company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans/advances/investment existing as on the date of coming into force of this provision.
- Reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue, and making appropriate recommendations to the Board to take up steps in this matter;
- Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;
- Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
- Discussion with internal auditors of any significant findings and follow up there on;
- Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;
- Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
- To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
- To review the functioning of the Whistle Blower Mechanism;
- Approval of appointment of Chief Financial Officer after assessing the qualifications, experience and background, etc. of the candidate;
- Reviewing the utilization of loans and/ or advances from/investment by the holding company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments existing as on the date of coming into force of this provision.
- Consider and Comment on rational, cost-benefits and impact of schemes involving merger, demerger, amalgmation etc., on the listed entity and its shareholders.
- Reviewing the following information:

  a) management discussion and analysis of financial condition and results of operations;

  b) statement of significant related party transactions (as defined by the audit committee), submitted by management;

  c) management letters / letters of internal control weaknesses issued by the statutory auditors;

  d) internal audit reports relating to internal control weaknesses; and

  e) the appointment, removal and terms of remuneration of the chief internal auditor shall be subject to review by the audit committee.

  f) statement of deviations:

     (i) quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

     (ii) annual statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice in terms of Regulation 32(7) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

### b) Nomination and Remuneration Committee:

The Nomination and Remuneration Committee was constituted by the Board of Directors at their meeting held on 14th November, 2015. The constitution and the terms of reference of the Nomination and Remuneration Committee are in compliance with the provisions of Section 178 of the Companies Act, 2013 and the Listing Regulations. As on 31st March, 2026, the Nomination and Remuneration Committee consists of Five Directors of the Company i.e. Four Non-Executive Independent Directors and one Non-Executive Non-Independent Director.

Three Committee Meetings were held during the year 01st April, 2025 to 31st March, 2026 on the following dates:

| | | |
|---|---|---|
| 26-05-2025 | 10-11-2025 | 31-01-2026 |

The composition & attendance of Committee during the year is as under:

| Sr. No. | Name of the Committee Members | Category of Directorship | Position in the Committee during the year | No. of Meetings Attended |
|---|---|---|---|---|
| 1. | Mr. Vinod Kumar Beswal (up to 20.10.2025) | Independent Director | Chairman | 1 |
| 2. | Mr. Nandan Damani (up to 20.10.2025) | Independent Director | Member | 1 |
| 3. | Mrs. Madhu Dubhashi (up to 13.11.2025) | Independent Director | Member | 1 |
| 4. | Mr. Basant Kumar Khaitan (Appointed Chairman w.e.f. 10.11.2025) | Independent Director | Chairman | 3 |
| 5. | Mr. Ved P. Leekha | Non-Executive Director | Member | 3 |
| 6. | Mr. Sanjay Kumar Singh (w.e.f. 21.10.2025) | Independent Director | Member | 2 |
| 7. | Mr. Dilip J Thakkar (w.e.f. 21.10.2025) | Independent Director | Member | 2 |

The Company Secretary acts as a Secretary to the Nomination and Remuneration Committee.

Pursuant to provisions of Section 178 of the Companies Act, 2013 and the Listing Regulations, the terms of reference of this Committee are as under:

- Formulation of the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board of Directors a policy relating to, the remuneration of the Directors, Key Managerial Personnel and other Employees;
- For every appointment of an independent director, the Nomination and Remuneration Committee shall 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. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:
    i. use the services of an external agencies, if required;
    ii. consider candidates from a wide range of backgrounds, having due regard to diversity; and
    iii. consider the time commitments of the candidates.
- Formulation of criteria for evaluation of performance of Independent Directors and the Board of Directors;
- Devising a policy on diversity of Board of Directors;
- Identifying persons who are qualified to become Directors and who may be appointed in Senior Management in accordance with the criteria laid down, and recommend to the Board of Directors their appointment and removal;
- Whether to extend or continue the term of appointment of the Independent Director, on the basis of the report of performance evaluation of Independent Directors.
- Recommend to the board, all remuneration, in whatever form, payable to Senior Management.

The detailed policy of the Company on Directors' appointment and remuneration including criteria for determining qualifications, of a Director and other matters and policy, relating to the remuneration for the Directors, Key Managerial Personnel and other employees can be viewed at Company's website at https://pudumjee.com/policies/.

## c) Stakeholders Relationship Committee:

The Stakeholders Relationship Committee was constituted by the Board of Directors at their meeting held on 14th November, 2015. As on 31st March, 2026, the Stakeholders Relationship Committee consists of Six Directors of the Company.

Four Meetings of Committee were held during the year 01st April 2025, to 31st March, 2026 on the following dates:

| | |
|---|---|
| 26-05-2025 | 01-08-2025 |
| 10-11-2025 | 31-01-2026 |

The composition & attendance of Committee during the year is as under:

| Sr. No. | Name of the Committee Members | Category of Directorship | Position in the Committee during the year | No. of Meetings Attended |
|---|---|---|---|---|
| 1. | Mr. Nandan Damani (up to 20.10.2025) | Independent Director | Chairman | 2 |
| 2. | Mr. Arunkumar Mahabirprasad Jatia | Executive Chairman | Member | 4 |
| 3. | Mr. Surendra Kumar Bansal | Non-Executive Director | Member | 4 |
| 4. | Mr. Basant Kumar Khaitan | Independent Director | Member | 3 |
| 5. | Mr. Ved P. Leekha (Appointed as Chairman w.e.f. 10.11.2025) | Non-Executive Director | Chairman | 4 |
| 6. | Mr. Sanjay Kumar Singh (w.e.f. 21.10.2025) | Independent Director | Member | 2 |
| 7. | Mr. Dilip J Thakkar (w.e.f. 21.10.2025) | Independent Director | Member | 2 |

The Company Secretary acts as a Secretary to the Stakeholders Relationship Committee.

Pursuant to provisions of Section 178 of the Companies Act, 2013 and the Listing Regulations, the terms of reference of this Committee are as under:

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

During the year 2025-26, the Company received 05 complaints from investors and No complaints were received through SEBI and No Complaint was received through Stock Exchange. The complaints received have been replied to and resolved. No complaints are pending for resolution.

### d) Corporate Social Responsibility Committee:

The Corporate Social Responsibility Committee comprises of five members of which three are Independent Directors. Details of the Committee is as under.

One Committee Meeting was held on 26th May, 2025 during the financial year 2025-26. The composition & attendance of the committee is as:

| Sr. No. | Name of the Committee Members | Category of Directorship | Position in the Committee during the year | No. of Meetings Attended |
|---|---|---|---|---|
| 1. | Mr. Nandan Damani (up to 20.10.2025) | Independent Director | Chairman | 1 |
| 2. | Mr. Vinod Kumar Beswal (up to 20.10.2025) | Independent Director | Member | 1 |
| 3. | Mr. Surendra Kumar Bansal | Non-Executive Director | Member | 1 |
| 4. | Mr. Basant Kumar Khaitan | Independent Director | Member | 1 |
| 5. | Mr. Ved P. Leekha (Appointed as chairman w.e.f. 10.11.2025) | Non-Executive Director | Chairman | 1 |
| 6. | Mr. Sanjay Kumar Singh (w.e.f. 21.10.2025) | Independent Director | Member | NA |
| 7. | Mr. Dilip J Thakkar (w.e.f. 21.10.2025) | Independent Director | Member | NA |

Pursuant to provisions of Section 135 of the Companies Act, 2013 and Rules made thereunder, the terms of reference of this Committee are as under:

- Formulate and recommend to the Board a CSR policy which shall indicate the activities to be undertaken by the Companies in areas or subject, as mentioned in the CSR Policy of the Company or in Schedule VII of the Companies Act, 2013.
- Recommend the amount of CSR expenditure to be incurred.
- Implement & Monitor the CSR policy & CSR Project of the Company from time to time.
- Formulate and recommend to the Board CSR Annual Action Plan of the Company and
- Any other matter/thing as may be considered expedient by the Committee to comply with the CSR Policy of the Company.

## GENERAL BODY MEETINGS:

### i) Annual General Meetings held during the past three years and the following Special Resolutions were passed:

| Financial Year End | Date of Meeting and Venue | Time | Special Resolutions passed |
|---|---|---|---|
| 31st March, 2023 | 11th August, 2023 through Video Conference / Other Audio Visual Means without physical presence of the Shareholders at a common venue. | 3:00 p.m. (IST) | (i) Approval to the appointment of Mr. Arunkumar Mahabirprasad Jatia as a Whole-time Director.<br>(ii) Consent for acceptance of fixed deposits from Public. |
| 31st March, 2024 | 06th September, 2024 through Video Conference / Other Audio Visual Means without physical presence of the Shareholders at a common venue. | 3:00 p.m. (IST) | (i) Revision in the Remuneration of Whole Time Director, Mr. Arunkumar Mahabirprasad Jatia.<br>(ii) Revision in the Remuneration of Executive Director, Dr. Ashok Kumar<br>(iii) Consent for acceptance of fixed deposits from Public. |
| 31st March, 2025 | 30th August, 2025 through Video Conference / Other Audio Visual Means without physical presence of the Shareholders at a common venue. | 3:00 p.m. (IST) | (i) Consent for acceptance of fixed deposits from Public. |

### ii) Postal Ballot:

During the Financial Year 2025-26, the Company conducted two Postal Ballot processes through remote e-voting only. The Company appointed Mrs. Savita Jyoti (Membership No. 3738 & CP No. 1796), Practising Company Secretary, Hyderabad, as the Scrutinizer for both the Postal Ballot processes. The Postal Ballot processes were carried out in a fair and transparent manner, and the remote e-voting facility was provided to the Shareholders of the Company.

The Postal Ballot processes were conducted in compliance with the applicable provisions of the Companies Act, 2013 read with the Rules made thereunder, the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and the applicable circulars issued by the Ministry of Corporate Affairs and the Securities and Exchange Board of India.

#### I. Postal Ballot – Result declared on 17th December, 2025

#### i) Appointment of Mrs. Shailaja Nair (DIN: 11343122) as Non-Executive Independent Director of the Company:

| Total Number of Votes | Number of Votes cast in favour of the resolution | % of Votes cast in favour | Number of Votes cast against the resolution | % of Votes cast against | Number of Votes abstain/Invalid |
|---|---|---|---|---|---|
| 6,89,98,397 | 6,89,95,601 | 99.99 | 2,796 | 0.00 | 5,692 |

**Procedure Of Postal Ballot:**

- The Notice of Postal Ballot containing instruction was sent on Monday, 17th November, 2025 through Company's Registrar and Share Transfer Agent i.e. KFin Technologies Limited ("KFintech") by way of electronic mode only (i.e. e-mail) to those Members whose names appeared on the Register of Members/List of Beneficial Owners as on Friday, 07th November, 2025 ("Cut-off Date") and whose email addresses were registered with the Company/Depositories on the said date in compliance with the said MCA Circulars.

- The Public Notice of Postal Ballot and Remote E-voting Information was published in the newspapers i.e. Financial Express (All editions) and Loksatta (Pune edition) on Tuesday, 18th November, 2025.
- The Company had engaged the services of KFin Technologies Limited for the purpose of providing e-voting facility to all its Members.
- The remote e-voting period commenced on Tuesday, the 18th November, 2025 (9:00 a.m. IST) and concluded on Wednesday, the 17th December, 2025 (5:00 p.m. IST).
- The Result of the Postal Ballot was declared on 17th December, 2025 and intimated to the stock exchanges and uploaded on the website of the Company and KFin Technologies Limited.

## II. Postal Ballot – Result declared on 05th March, 2026

**i) Approval to the Remuneration of Whole Time Director, Mr. Arunkumar Mahabirprasad Jatia (DIN: 01104256):**

| Total Number of Votes | Number of Votes cast in favour of the resolution | % of Votes cast in favour | Number of Votes cast against the resolution | % of Votes cast against | Number of Votes abstain/ Invalid |
|---|---|---|---|---|---|
| 6,43,68,588 | 6,35,65,868 | 98.75 | 8,02,720 | 1.25 | 44,40,671 |

**ii) Approval to the Remuneration of Whole Time Director, Mr. Arunkumar Mahabirprasad Jatia (DIN: 01104256):**

| Total Number of Votes | Number of Votes cast in favour of the resolution | % of Votes cast in favour | Number of Votes cast against the resolution | % of Votes cast against | Number of Votes abstain/ Invalid |
|---|---|---|---|---|---|
| 6,88,09,207 | 6,88,06,023 | 99.99 | 3,184 | 0.00 | 43 |

**Procedure Of Postal Ballot:**

- The Notice of Postal Ballot containing instruction was sent on Monday, 02nd February, 2026 through Company's Registrar and Share Transfer Agent i.e. KFin Technologies Limited ("KFintech") by way of electronic mode only (i.e. e-mail) to those Members whose names appeared on the Register of Members/List of Beneficial Owners as on Friday, 23rd January, 2026 ("Cut-off Date") and whose email addresses were registered with the Company/Depositories on the said date in compliance with the said MCA Circulars.
- The Public Notice of Postal Ballot and Remote E-voting Information was published in the newspapers i.e. Financial Express (All editions) and Loksatta (Pune edition) on Tuesday, 03rd February, 2026 .
- The Company had engaged the services of KFin Technologies Limited for the purpose of providing e-voting facility to all its Members.
- The remote e-voting period commenced on Tuesday, the 03rd February, 2026 (9:00 a.m. IST) and concluded on Wednesday, the 04th March, 2026 (5:00 p.m. IST).
- The Result of the Postal Ballot was declared on 05th March, 2026 and intimated to the stock exchanges and uploaded on the website of the Company and KFin Technologies Limited.

At the ensuing Annual General Meeting, there is no item on the agenda that needs approval by postal Ballot.

## COMPANY'S POLICIES:

The Board has adopted the following policies/programme:

(a) Policy on Related Party Transactions

(b) Whistle Blower Policy/Vigil Mechanisam

(c) Criteria For Selection of Candidates for Senior Management and Members on the Board of Directors

(d) Familiarisation programme for Independent Directors

(e) Policy on Board's Diversity

(f) Risk Policy & Procedures

(g) CSR Policy

(h) Archival policy

(i) Policy for Preservation of Documents

(j) Policy on Determination of Materiality For Disclosure(s)

(k) Policy For Determination of Legitimate Purposes

(l) Policy for Procedure of Inquiry in case of leak of unpublished price sensitive information

(m) Dividend Distribution Policy

The disclosure in respect of above policies/programme is available at the website of the Company viz. https://pudumjee.com/policies/ .

## SENIOR MANAGEMENT:

Particulars of senior management of the Company as on 31st March, 2026 are as under:

| Sr. No. | Name | Designation |
|---|---|---|
| 1. | Mr. Nandkumar Gune | Senior General Manager (Operations & Technical) |
| 2. | Mr. Hanuman Prasad Birla | Chief Financial Officer |
| 3. | Mr. Shrihari Waychal | Company Secretary and Compliance Officer |

## MEETING OF INDEPENDENT DIRECTORS:

As required under Companies Act, 2013 and Listing Regulations, a meeting of the Independent Directors was held on 31st January, 2026, without the attendance of Non-Independent Directors and Members of the Management.

The Independent Directors evaluated the performance of the Non-Independent Directors, wherein the evaluation of performance of the Non-Independent Directors, including the Chairman and also of the Board as a Whole was made, against pre-defined and identified criteria.

## ANNUAL EVALUATION OF BOARD, ITS COMMITTEES AND DIRECTORS:

As required under Companies Act, 2013 and Listing Regulations the Board has carried out an annual evaluation of its own performance, the Directors individually as well as the evaluation of the working of its Committees. The principles and guidelines given in the master circular issued by the SEBI vide circular no. SEBI/HO/CFD/PoD2/CIR/P/0155 dated 11th November, 2024 has been taken into consideration while making the evaluations.

## CEO/CFO CERTIFICATION:

As required under Regulation 17(8) of the Listing Regulations, the Executive Chairman and the CFO of the Company have certified to the Board that Audited Financial Statements for the Financial Year ended 31st March, 2026 do not contain any untrue statement and that these statements represent a true and fair view of the Company's affairs and other matters as specified there under.

## DISCLOSURES:

### 1. Related Party Transactions:

Pursuant to Regulation 23 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has formulated a policy on dealing with Related Party Transaction and the same is available at the website of the Company viz, https://pudumjee.com/wp-content/uploads/2026/02/PPPL-Related-Party-Transactions-Policy-1.pdf. The Audit Committee has granted from time to time, omnibus approval to related party transactions. A Statement of all the Related Party Transaction entered into by the Company, pursuant to the omnibus approval granted was placed before the meeting of Audit Committee for its review.

### 2. Whistle Blower Policy / Vigil Mechanism:

The Company has formulated a policy “Whistle Blower Policy / Vigil Mechanism”, wherein the Employees/Directors/Stakeholders of the Company are free to report any unethical or improper activity, actual or suspected fraud or violation of the Company’s Code of Conduct. This mechanism provides safeguards against victimization of Employees, who report under the said mechanism. We affirm that no director or employee has been denied access to the Audit Committee during financial year 31st March, 2026`.

### 3. Prevention of Insider Trading:

The Company has adopted a detailed Code of Conduct for Prevention of Insider Trading for its designated persons/employees, in compliance with SEBI (Prohibition of Insider Trading) Regulations, 2015. The Code lays down Guidelines, which advise them on procedures to be followed and disclosures to be made, while dealing with shares of the Company and cautions them of the consequences of violations.

### 4. Compliance with Mandatory requirements and Adoption of Non-mandatory requirements:

All the Mandatory requirements of the SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015, have been complied with as detailed in this annexure. The Company has also complied Non-mandatory requirements of the Listing Regulations such as: a) Separate posts of Chairman and Managing Director/Executive Director b) unmodified audit opinion.

The Company has complied with corporate governance requirements specified in regulations 17 to 27 and Clauses (b) to (i) of sub-regulation (2) of regulation 46 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

### 5. Risk Management Disclosure:

In terms of Listing Regulations, the Company has its “Risk Management Policy and Mitigation measures” and is adopted by the Board. The Board/Audit Committee periodically reviews the risks and the measures to mitigate the same.

### 6. List of Credit Ratings obtained by the Company:

| | |
|---|---|
| Total Bank Loan Facilities Rated | Rs. 280 Crore |
| Long Term Rating | CRISIL A/Positive |
| Short Term Rating | CRISIL A1 |
| Rs.50 crore Fixed Deposits | A/Positive |

7. A Certificate received from SIUT & CO LLP Practicing Company Secretaries, confirming that none of the Directors of the Company have been debarred or disqualified from being appointed or continuing as Directors of Company by the Securities and Exchange Board of India/Ministry of Corporate Affairs or any such other authority is annexed.

**8. Disclosure of commodity price risks and commodity hedging activities:**

Not Applicable

**9. Foreign exchange risk and hedging activities:**

The Company usually takes short term cover against foreign exchange rates moving upwards and guards against possible losses.

**10. Details of total fees for all services paid by the Company to M/s. J. M. Agrawal & Company, Statutory Auditor for the Financial Year 2025-26 is as under**

| Sr. No. | Name of the Company | Total Fees Paid (Rs. In Lakhs) |
|---|---|---|
| 1. | Pudumjee Paper Products Limited | 29.89 |

**11. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:**

| | |
|---|---|
| a) Number of complaints filed during the financial year: | Nil |
| b) Number of complaints disposed of during the financial year: | Nil |
| c) Number of complaints pending as on end of the financial year: | Nil |

**12. Outstanding ADRs/ GDRs/ Warrants or any convertible instruments, conversion date and likely impact on equity:**

Not Applicable.

### Means of Communication:

The Company maintains regular communication with its shareholders and investors through multiple channels, as and when required. These include disclosures on the websites of the Stock Exchanges, press releases, annual reports, and timely updates made available on the Company's official website: www.pudumjee.com. The Company publishes its quarterly and half yearly results giving the required particulars in the "Financial Express" and "Loksatta" (Regional Language). These results are also posted on Company's website at www.pudumjee.com.

### Disclosure of shares lying In the Unclaimed Suspense Account:

Pursuant to Regulation 39 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 the details in respect of the shares lying in the unclaimed suspense account till 31st March, 2026 is as under:

| Particulars | No. of Shareholders | No. of Shares |
|---|---|---|
| Aggregate number of Shareholders and outstanding shares held in the Unclaimed Suspense Account as on 01st April, 2025 | 34 | 43,340 |
| Number of Shareholders / legal heirs who approached the Company for transfer of shares from the Unclaimed Suspense Account | 0 | 0 |
| Number of Shareholders / legal heirs to whom the shares were transferred from the Unclaimed Suspense Account upon receipt and verification of necessary documents. | 0 | 0 |
| Aggregate number of Shareholders and outstanding shares held in the Unclaimed Suspense Account as on 31st March, 2026 | 34 | 43,340 |

There were no request pending for want of necessary documents from the Shareholders / legal heirs.

Voting rights in respect of the aforesaid 43,340 shares held in the Unclaimed Suspense Account will remain frozen till the time such shares are claimed by the concerned Shareholders. Shareholders may get in touch with the Company/ RTA for any further information in this matter.

### Details of shares lying under Suspense Escrow Account

Pursuant to SEBI Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated 25th January, 2022 Company has already opened Suspense Escrow Account with Axis Securities Limited in the name and style as "Pudumjee Paper Products Limited - Suspense Escrow Account".

During Financial Year 2025-26, 462 equity Shares were transferred to the Suspense Escrow Account.

As on 31st March, 2026, 1,387 equity shares belonging to 2 Shareholders are lying in the Suspense Escrow Account.

During the year no Shareholders approached the Company for transfer of shares from the Suspense Escrow Account.

Shareholders may get in touch with the Company/ RTA for any further information in this matter.

### Distribution of Shareholding

**Distribution of Shareholding as on 31st March, 2026 is as under**

| No. of shares | No. of shareholders | % of Shareholders | No. of Shares held | % of share holding |
|---|---|---|---|---|
| 1-5000 | 49399 | 98.74 | 14372519 | 15.14 |
| 5001-10000 | 360 | 0.72 | 2629433 | 2.77 |
| 10001-20000 | 149 | 0.30 | 2046697 | 2.16 |
| 20001-30000 | 38 | 0.08 | 896554 | 0.94 |
| 30001-40000 | 26 | 0.05 | 920352 | 0.97 |
| 40001-50000 | 13 | 0.03 | 608187 | 0.64 |
| 50001-100000 | 20 | 0.04 | 1551430 | 1.63 |
| 100001 & Above | 22 | 0.04 | 71924828 | 75.75 |
| **GRAND TOTAL** | **50027** | **100** | **94950000** | **100** |

## DEMATERIALIZATION OF SHARES AND LIQUIDITY AS ON 31ST MARCH, 2026.

As on 31st March, 2026, 99.20% of the paid-up Equity Capital was held in dematerialized form with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL). Trading in the equity shares of the Company is permitted only in dematerialized form. Non-promoter's shareholding is around 28.45%.

### General Shareholders' Information:

| | | |
|---|---|---|
| 1) | **Date, time and venue of Annual General Meeting** | Wednesday, 02nd September, 2026 at 3:00 p.m. The Company is conducting AGM through "VC/OAVM" pursuant to MCA Circulars.<br><br>Therefore, there is no requirement to have a venue of the AGM. For details please refer to the Notice of the AGM. |
| 2) | **Financial Year** | 1st April to 31st March |
| 3) | **Dividend Payment Date** | on or after 22nd September, 2026 |
| 4) | **Date of Book Closure** | From Tuesday, 25th August, 2026 to Friday,<br>02nd September, 2026 (both days inclusive) |
| 5) | **Board Meeting for Consideration of unaudited results for first three quarters** | Within 45 days from the end of the each quarter |
| 6) | **E-mail ID for Investor Complaints** | investors.relations@pudumjee.com |
| 7) | **Any other inquiry:** | The Company Secretary,<br>Pudumjee Paper Products Limited<br>Thergaon, Pune 411 033.<br>Tel. : 91-20-30613333<br>E-mail : investors.relations@pudumjee.com |
| 8) | **Plant Location** | Thergaon, Pune 411 033. |
| 9) | **Corporate Identification Number** | L21098PN2015PLC153717 |
| 10) | **Registrars & Share Transfer Agents** | KFin Technologies Limited<br>Selenium Tower B, Plot No 31 & 32<br>Gachibowli, Financial District,<br>Nanakramguda, Serilingampally<br>Hyderabad – 500 008<br>Tel. : 1800 309 4001<br>E-mail: einward.ris@kfintech.com |

## Listing of Equity shares on Stock Exchanges

The equity shares of the Company are Listed on BSE Limited Address - Phiroze Jeejeebhoy Towers Dalal Street, Kala Ghoda, Mumbai - 400 001 and National Stock Exchange of India Limited (NSE) Address - Exchange Plaza, Plot No. C/1, G Block, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051. The requisite listing fees have been paid in full to BSE and NSE. The securities of the Company have never been suspended from trading on any of the Stock Exchanges.

## Share Transfer System:

Trading in Ordinary (Equity) Shares of the Company through recognized Stock Exchanges is permitted only in dematerialised form.

In terms of Regulation 40 (1) of the Listing Regulations, transfer of securities held in physical mode has been discontinued and the transfer of securities is allowed only in dematerialized form. Pursuant to SEBI Circulars dated 02nd July, 2025 and 30th January, 2026, special windows were made available from 07th July, 2025 to 06th January, 2026 for re-lodgement of transfer deeds lodged prior to 01st April, 2019 and rejected, returned or left unattended due to deficiencies in documents, process or otherwise, and from 05th February, 2026 to 04th February, 2027 for transfer-cum-dematerialisation of eligible physical securities. However, the Company did not receive any request for transfer of securities during the year under review. Further as per SEBI Master Circular dated 06th February, 2026 while processing the service requests in relation to Issue of duplicate securities certificate, Claim from Unclaimed Suspense Account and Suspense Escrow Demat Account, Replacement / Renewal / Exchange of securities certificate, Endorsement, Sub-division / Splitting of securities certificate, Consolidation of securities certificates/folios, Transmission and Transposition, the Company shall issue securities only in dematerialised form.

For processing any of the aforesaid service requests the securities holder/claimant is required to submit duly filled up Form ISR-4-along-with all the necessary documents to the Registrars & Share Transfer Agents i.e., M/s. KFin Technologies Limited. A member also needs to submit Form ISR-1 for updating PAN and other KYC details to the RTA of the Company. Member(s) may submit Form SH-13 to file Nomination. However, in case a Member do not wish to file nomination 'declaration to Opt-out' in Form ISR-3 shall be submitted. In case of major mismatch in the signature of the members(s) as available in the folio with the RTA and the present signature or if the signature is not available with the RTA, then the member(s) shall be required to furnish Banker's attestation of the signature as per Form ISR-2 along-with the documents specified therein. Hence, it is advisable that the members send the Form ISR-2 along-with the Form ISR-1 for updating of the KYC Details or Nomination.

If the KYC of all the holders of shares is duly updated in the relevant folio and duly filled-in and signed ISR form along-with all necessary supporting documents are received, the RTA process such requests. The Stakeholders' Relationship Committee, the Company Secretary and the authorized Officials of the KFin Technologies Limited attends to aforesaid matters as per the Authority Matrix, as and when required.

In view of the aforesaid, Members who are holding shares in physical form are hereby requested to convert their holdings in electronic mode to avail various benefits of dematerialization.

## Certificate of Compliance:

The Certificate of Compliance with requirements of Corporate Governance by the Company, issued by M/s. SIUT & CO LLP, Practicing Company Secretaries is annexed.

On behalf of the Board of Directors,

**A. K. Jatia**
Executive Chairman
(DIN: 01104256)

Place: Mumbai
Date: 22nd May, 2026

# DECLARATION BY THE EXECUTIVE CHAIRMAN REGARDING AFFIRMATION OF CODE OF CONDUCT

To
The Members of
**Pudumjee Paper Products Limited**

I, Arunkumar Mahabirprasad Jatia, Executive Chairman of Pudumjee Paper Products Limited, declare that all the Members of the Board of Directors and Senior Management Personnel have affirmed compliance with the Codes of Conduct for the year ended 31st March, 2026.

**A. K. Jatia**
Executive Chairman
(DIN: 01104256)

Place: Mumbai
Date: 22nd May, 2026

# CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V para C clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirement) Regulations, 2015

TO,
THE MEMBERS OF
**PUDUMJEE PAPER PRODUCTS LIMITED**
THERGAON, PUNE,
MAHARASHTRA – 411033.

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of PUDUMJEE PAPER PRODUCTS LIMITED having CIN L21098PN2015PLC153717 having registered office at THERGAON, Pune, Maharashtra, India, 411017 (hereinafter referred to as "the Company"), produced before us by the Company for the purpose of issuing this Certificate, in accordance with the Regulation 34(3) read with Schedule V Para-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 information and according to the verification (including Director Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company and its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 2026 have been debarred or disqualified from being appointed or continuing as Director of Company by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

| S. NO. | NAME OF DIRECTOR | DIN | DATE OF APPOINTMENT IN COMPANY |
|---|---|---|---|
| 1. | SURENDRA KUMAR BANSAL | 00031115 | 14/01/2015 |
| 2. | VED PRAKASH LEEKHA | 00048568 | 27/07/2019 |
| 3. | BASANT KUMAR KHAITAN | 00117129 | 28/05/2016 |
| 4. | ARUNKUMAR MAHABIRPRASAD JATIA | 01104256 | 14/01/2015 |
| 5. | ASHOK KUMAR | 07111155 | 28/05/2016 |
| 6. | KUMAR SANJAY SINGH | 10168533 | 30/01/2024 |
| 7. | DILIP JAYANTILAL THAKKAR | 00007339 | 28/10/2024 |
| 8. | SHAILAJA PRAKASH NAIR | 11343122 | 14/11/2025 |

Ensuring the eligibility for the appointment/ continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **SIUT & Co LLP**
Company Secretaries
(Unique code: L2021MH011500)

Name: **CS I U Thakur**
Partner
FCS: 2298
CP: 1402
UDIN: F002298H000438250
Peer Review Certificate No.: 5460/2024

Date: 22nd May, 2026
Place: Pune

# CERTIFICATE ON CORPORATE GOVERNANCE

TO,
THE MEMBERS OF
**PUDUMJEE PAPER PRODUCTS LIMITED**
THERGAON, PUNE,
MAHARASHTRA – 411033.

We have examined the compliance with conditions of Corporate Governance by **PUDUMJEE PAPER PRODUCTS LIMITED** -("the Company"), for the year ended on March 31st, 2026, as stipulated in Regulations 17 to 27 and clauses (b) to (i) of regulation 46 (2) and Para C, D and E of Schedule V of the SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), as amended.

The compliance of conditions of Corporate Governance is the responsibility of the management. Our examination has been limited to the review of the procedures and implementation thereof, as adopted by the Company for ensuring the compliance with the conditions of the Corporate Governance as stipulated in the said Clauses and/or Regulations. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us and the representations made by the Directors and Management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the aforementioned Listing Regulations.

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

For **SIUT & Co LLP**
Company Secretaries
(Unique code: L2021MH011500)

Name: **CS I U Thakur**
Partner
FCS: 2298
CP: 1402
UDIN: F002298H000438294
Peer Review Certificate No.: 5460/2024

Date: 22nd May, 2026
Place: Pune

# Financial Statements

# Independent Auditor's Report

To
The members of
**Pudumjee Paper Products Limited**

## Report on the Audit of the Financial Statements

### Opinion

We have audited the accompanying financial statements of Pudumjee Paper Products Limited ("the Company"), which comprise the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Changes in Equity and the Statement of Cash Flows for the year ended on that date, and a summary of the significant accounting policies and other explanatory information (hereinafter referred to as "the financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, the profit and total comprehensive income, changes in equity and its cash flows for the year ended on that date.

### Basis for Opinion

We conducted our audit of the financial statements in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the independence requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

| The key audit matter | Auditor's Response |
|---|---|
| **Intercorporate Loans:**<br><br>The Company has an outstanding inter-corporate loan balance of ₹9.45 crores as of March 31, 2026 (original disbursed principal: ₹20 crores), from an unlisted corporate entity (the "Borrower"). The loan carries a contractually agreed interest rate of 15% p.a. and is secured by a charge over specific real estate premises owned by the Borrower's directors and relatives of such directors.<br><br>We identified the evaluation of the recoverability and expected credit loss provisioning of this loan as a Key Audit Matter due to the following critical indicators:<br><br>1. Frequent Maturity Extensions: During the current financial year, the Investment and Borrowing Committee approved a further extension of the tenure up to June 30, 2026. While these extensions were executed prior to the respective maturity dates, they represent a prolonged exposure period. | **Our procedure included, but were not limited to the following:**<br><br>**Contractual and Authorization Review:** We reviewed the original loan agreement, subsequent addendums, and verified the approvals of the Investment and Borrowing Committee for the tenure extensions executed during the year to confirm that they were contractually formalized before their respective maturity dates.<br><br>**Interest and Subsequent Receipts Verification:** We recalculated the outstanding normal interest of ₹1.08 as of the balance sheet date. We verified subsequent interest recoveries made after the balance sheet date through bank statements and reviewed the accounting treatment for tax deducted at source (TDS), as well as the expected timelines for receiving the corresponding TDS certificates. |

| The key audit matter | Auditor's Response |
|---|---|
| 2. Persistent Interest Servicing Delays: There have been significant delays in interest servicing during the current year. Normal interest outstanding as of the balance sheet date amounted to ₹1.08 crores (representing outstanding dues since July 2025). The Company has contractually permitted penal interest rights of 2% per month on delayed payments, which management has chosen not to levy and/or recognise as income as of now on prudent basis.<br>3. Credit Risk Evaluation: Management has identified a Significant Increase in Credit Risk under Ind AS 109 due to these payment delays. However, the Investment Committee has determined that the Expected Credit Loss (ECL) on this facility is nil, relying on their assessment that the fair value of the underlying collateral remains sufficient to cover the entire outstanding exposure.<br>The evaluation of the recoverable amount of the loan, the valuation of the underlying collateral, and the assessment of the credit stage under the ECL framework require significant management judgment, making this area a key focus of our audit. | **ECL Framework and SICR Evaluation:** We evaluated management's assessment of stage classification under Ind AS 109. We assessed the criteria used to identify the Significant Increase in Credit Risk (SICR) and classification as not SICR but 'considered good' category in financial statement. We critically analysed management's justification for maintaining a nil ECL provision based on collateral sufficiency.<br>**Reporting and Disclosures:** We verified that the transaction details, outstanding balances, security terms, and staging classifications have been appropriately disclosed in the notes to the financial statements and under the relevant clauses of the Companies Auditor's Report Order (CARO), 2020. |
| **Provisions and contingencies**<br>In earlier years, the Company had received total demands of ₹3,312.98 lakhs from MSEDCL/MERC on power purchased from outside vendor under group captive power mechanism.<br>In FY 2019-20, the Company paid ₹432 lakhs under protest against demands. Following subsequent favourable orders from the Appellate Authority and MERC, the Company received complete refund of ₹432 lakhs in instalments from MSEDCL, of which ₹46.30 lakhs received during the year.<br>MSEDCL has challenged these orders and appealed before the Hon'ble Supreme Court, where the matter is currently pending. On a conservative basis, the Company continues to carry the original gross provision of ₹3,312.98 lakhs in its books pending the final judicial outcome.<br>Refer note 12 and 32 of the financial statements.<br>Given the significant value of these provisions and the inherent complexity and subjectivity in their estimation, we have identified this as a Key Audit Matter | **Our procedure included, but were not limited to the following:**<br>We assessed the management's judgement in determining the probability of the outcome of the pending litigation, and an ultimate probability of economic outflow, at the time when provision was made.<br>We evaluated adequacy of the provision made in books.<br>We have obtained information on the pending litigation and its status. We have obtained explanations from management to understand the merits in the demand and appeal filled.<br>We have also considered the adequacy of the disclosures in respect of the sub-judice matter. |

## Other Information

The Company's Management and Board of Directors are responsible for the preparation of the other information. The other information comprises the information included in the Company's Annual Report but does not include the financial statements and our auditor's report thereon.

The Annual Report is expected to be made available to us after the date of our auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the state of affairs, the profit and total comprehensive income, changes in equity and its cash flows of the Company in accordance with the Ind AS and other accounting principles generally accepted in India.

This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management 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 management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are responsible for overseeing the Company's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls system 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 financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2. 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.

   (c) The Balance Sheet, the Statement of Profit and Loss (including other comprehensive income), the Statement of Changes in Equity and the Cash Flow Statement dealt with by this Report are in agreement with the books of account.

   (d) In our opinion, the aforesaid financial statements comply with the Ind AS specified under Section 133 of the Act.

   (e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164(2) of the Act.

   (f) With respect to the adequacy of the internal financial controls reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in Annexure B.

   (g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of Section 197(16) of the Act, as amended:

   In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of Section 197 read with Schedule V of the Act.

   (h) With respect to the other matters to be included in the Auditors' Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

      i. The Company has disclosed the impact of pending litigations on its financial position in the financial statements.

      ii. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts.

      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 ended March 31, 2026.

      iv. (a) The Management has represented that, to the best of its knowledge and belief, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Company to or in any other person or entity, including foreign entity ("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 (which are material either individually or in the aggregate) have been received by the Company from any person or entity, including foreign entity ("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;

(c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

v. The dividend proposed in the previous year ended March 31, 2025, declared and paid by the Company during the current year ended March 31, 2026 is in accordance with Section 123 of the Act, as applicable.

The Board of Directors of the Company have proposed dividend for the current year ended March 31, 2026 which is subject to the approval of the members at the ensuing Annual General Meeting. The amount of dividend proposed is in accordance with section 123 of the Act, as applicable.

**For J M Agrawal & Co.**
Chartered Accountants
Firm Registration Number: 100130W

**Punit Agrawal**
Partner
Membership Number: 148757
UDIN: 26148757MGRBGK3483

Place: Mumbai
Date: May 22, 2026

# Annexure A to Independent Auditors' Report

**Referred to in the Independent Auditors' Report of even date to the members of Pudumjee Paper Products Limited on the financial statements for the year ended March 31, 2026**

To the best of our information and according to the explanations provided to us by the Company and the books of account and records examined by us in the normal course of audit, we state that:

i. (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment, investment property and relevant details of right-of-use assets.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) The property, plant and equipment, investment property and right-of-use assets are physically verified by the Management according to a phased program 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 program a part of property, plant and equipment was physically verified by the Management during the year. According to the information and explanations given to us, no material discrepancies were noticed on such verification.

(c) Based on our examination of the property tax receipts and lease agreement for land on which building is constructed, registered sale deed / transfer deed / conveyance deed provided to us, we report that, the title in respect of self-constructed buildings and title deeds of all other immovable properties (other than properties where the company is the lessee and the lease agreements are duly executed in favour of the lessee), disclosed in the financial statements included under Property, Plant and Equipment are held in the name of the Company as at the balance sheet date.

(d) The Company has not revalued any of its Property, Plant and Equipment (including right-of-use assets) and intangible assets during the year.

(e) No proceedings have been initiated during the year or are pending against the Company as at March 31, 2026 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.

ii. (a) The physical verification of inventory excluding stocks with third parties, have been conducted at reasonable intervals by the management during the year. In respect of inventory lying with third parties, these have substantially been confirmed by them. No material discrepancies (of 10% or more in the aggregate for any class of inventory) were noticed on such physical verification.

(b) The company has been sanctioned working capital limits in excess of five crore rupees, from banks. The quarterly statements filed by the Company with such banks are in agreement with the books of account of the Company.

iii. The Company has made investments in and granted secured/unsecured loans to companies, firms and other parties, during the year. The Company has not provided any guarantee or security or granted any advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties.

(a) the Company has provided loans to companies, in respect of which –

(A) the Company does not have any subsidiary, joint venture or associate. Hence, reporting under clause 3(iii)(a)(A) of the Order is not applicable.

(B) in respect of loans to companies, the aggregate amount of loan given during the year is Rs. 23,224.59 lakhs (including loan maturity extended) and the balance outstanding at the balance sheet date is Rs. 11,586.15 lakhs

(b) In our opinion, the investments made and the terms and conditions of the grant of loans, during the year are, prima facie, not prejudicial to the Company's interest.

(c) In respect of secured loans granted by the Company, schedule for repayment of principal and payment of interest is stipulated. Significant delays noted in interest payment, and since the principal amount has not fallen due during the year, we can't comment on regularity of principal payment.

In respect of unsecured loans granted by the Company, schedule for repayment of principal and payment of interest is stipulated and both payments are regular.

(d) In respect of one secured loan granted by the Company, the following interest amount is overdue and remaining outstanding as at the balance sheet date for more than ninety days –

| No. of cases | Overdue Principal | Overdue Interest | Total Overdue | Remarks |
|---|---|---|---|---|
| 1 | - | Rs. 73.02 lakhs | Rs. 73.02 lakhs | Received subsequent to March 31, 2026 |

(e) During the year, the Company has extended repayment of loan of Rs. 945.42 lakhs, prior to its due date. The percentage of such extended loan to total loans granted during the year is 4.07%. No fresh loans were granted to settle the overdue of existing loans given to the same parties.

(f) The Company has granted loans repayable on demand. The aggregate amount of such loan outstanding and percentage thereof to the total loans granted, as on balance sheet date is Rs. 387.67 lakhs and 3.35% respectively. Amount of loan granted during the year to related parties is Rs. 279.17 lakhs.

iv. The Company has complied with the provisions of Section 185 and 186 of the Companies Act, 2013 in respect of the loans and investments made, and guarantees and security provided, as applicable.

v. The Company has complied with the directives issued by the Reserve Bank of India and the provisions of Sections 73, 74, 75 and 76 or any other relevant provisions of the Act and the rules made thereunder, as applicable. According to the information and explanations given to us, no order has been passed by the Company Law Board or National Company Law Tribunal or Reserve Bank of India or any Court or any other Tribunal on the Company in respect of the aforesaid deposits.

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 same, 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 service tax, provident fund, employees' state insurance, income-tax, cess and other material statutory dues, as applicable, with the appropriate authorities. However, there are a few instances of minor delays in payment of duty of customs during the year.

(b) There are no dues of income-tax, duty of customs, provident fund, employees' state insurance, cess which have not been deposited on account of any dispute. The particulars of dues of Goods and Service Tax as at March 31, 2026, which have not been deposited on account of a dispute, are as follows:

| S. No. | Nature of dues | Amount (Rs in lakhs) | Period to which the amount relates | Forum where the dispute is pending |
|---|---|---|---|---|
| 1 | Goods and Service Tax (GST) | 15.16 | FY 2021-22 | Appeals (GST) |

viii. There were no transactions relating to previously unrecorded income that have been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961).

ix. (a) The Company has not defaulted in repayment of loans or borrowings to any financial institution or bank or Government as at the balance sheet date.

(b) The Company has not been declared willful defaulter by any bank or financial institution or government or any government authority.

(c) On an overall examination of the financial statements of the Company, the term loans have been applied for the purpose for which the loans were obtained by the Company.

(d) On an overall examination of the financial statements of the Company, funds raised on short-term basis have, prima facie, not been used during the year for long-term purposes by the Company.

(e) The Company does not have any subsidiary, joint venture or associate. Hence, reporting under clause 3(ix)(e) and (f) of the Order is not applicable.

x. (a) The Company has not raised any moneys by way of initial public offer, further public offer (including debt instruments) during the year. Hence, reporting under clause 3(x)(a) of the Order is not applicable.

(b) During the year, the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully or partly or optionally) and hence reporting under clause 3(x)(b) of the Order is not applicable.

xi. (a) No fraud by the Company and no material fraud on the Company has been noticed or reported during the year.

(b) No report under sub-section (12) of section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.

(c) No whistle blower complaints received by the Company during the year (and upto the date of this report). Hence reporting under clause 3(xi)(c) of the Order is not applicable.

xii. The Company is not a Nidhi Company and hence reporting under clause (xii) of the Order is not applicable.

xiii. In our opinion, the Company is in compliance with Section 177 and 188 of the Companies Act, 2013 with respect to applicable transactions with the related parties and the details of related party transactions have been disclosed in the financial statements as required by the applicable accounting standards.

xiv. (a) In our opinion the Company has an adequate internal audit system commensurate with the size and the nature of its business.

(b) We have considered, the internal audit reports for the year under audit, issued to the Company during the year and till date, in determining the nature, timing and extent of our audit procedures.

xv. The Company has not entered into any non-cash transactions with its directors or persons connected with him during the year. Accordingly, the provisions of section 192 of the Act are not applicable to the Company.

xvi. (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause 3(xvi)(a), (b) and (c) of the Order is not applicable.

(b) There are three CICs (Core Investment Company) within the Group (as defined in the Core Investment Companies (Reserve Bank) Directions, 2016).

xvii. The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.

xviii. There has been no resignation of the statutory auditors of the Company during the year.

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 financial statements and 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 indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date.

xx. (a) There are no unspent amounts towards Corporate Social Responsibility (CSR) on other than ongoing projects requiring a transfer to a Fund specified in Schedule VII to the Companies Act in compliance with second proviso to sub-section (5) of Section 135 of the said Act. Accordingly, reporting under clause 3(xx)(a) of the Order is not applicable for the year.

(b) In respect of ongoing projects, the Company has transferred unspent Corporate Social Responsibility (CSR) amount as at the Balance Sheet date, to a Special Account (the Company's Unspent CSR Account for the FY 2024-25) within a period of 30 days from the end of the financial year in compliance with the provision of section 135(6) of the Act

xxi. The Company does not have any subsidiary, joint venture or associate, accordingly reporting under clause 3(xvi)(d) of the Order is not applicable.

**For J M Agrawal & Co.**
Chartered Accountants
Firm Registration Number: 100130W

**Punit Agrawal**
Partner
Membership Number: 148757
UDIN: 26148757MGRBGK3483

Place: Mumbai
Date: May 22, 2026

# Annexure B to Independent Auditors' Report

**Referred to in the Independent Auditors' Report of even date to the members of Pudumjee Paper Products Limited on the financial statements for the year ended March 31, 2026**

## Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Act

1. We have audited the internal financial controls over financial reporting of Pudumjee Paper Products Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

## 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 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.

## Auditors' Responsibility

3. Our responsibility is to express an opinion on the Company's internal financial controls over financial reporting based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing deemed to be prescribed 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 over financial reporting 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 over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls system over financial reporting.

## Meaning of Internal Financial Controls Over Financial Reporting

6. A company's internal financial control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

## Inherent Limitations of Internal Financial Controls Over Financial Reporting

7. Because of the inherent limitations of internal financial controls over financial reporting, 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 over financial reporting to future periods are subject to the risk that the internal financial control over financial reporting 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, an adequate internal financial controls system over financial reporting and such internal financial controls over financial reporting 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 on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

**For J M Agrawal & Co.**
Chartered Accountants
Firm Registration Number: 100130W

**Punit Agrawal**
Partner
Membership Number: 148757
UDIN: 26148757MGRBGK3483

Place: Mumbai
Date: May 22, 2026

# Balance Sheet as at 31$^{st}$ March,2026

(All amounts in INR Lakhs unless otherwise stated)

| | Notes | 31-Mar-26 | 31-Mar-25 |
|---|---|---|---|
| **ASSETS** | | | |
| **Non-Current Assets** | | | |
| Property, plant and equipment | 3 | 23,613.14 | 12,837.34 |
| Right-of-use Assets | 3 | 3,031.46 | 1,358.63 |
| Capital work-in-progress | 3 | 2,113.10 | 2,767.65 |
| Investment properties | 4 | 6,843.45 | 6,957.21 |
| Goodwill | 5 | 6,425.03 | 6,425.03 |
| Other intangible assets | 5 | 30.58 | 32.52 |
| Intangible assets under development | 5 | 1.08 | 1.08 |
| Financial assets | | | |
| (i) Investments | 6(a) | 1,585.86 | 2,031.06 |
| (ii) Other financial assets | 6(g) | 22.03 | 21.90 |
| Other non-current assets | 7 | 10.62 | 1,449.28 |
| **Total non-current assets** | | **43,676.35** | **33,881.70** |
| **Current assets** | | | |
| Inventories | 8 | 13,498.06 | 12,956.45 |
| Financial assets | | | |
| (i) Investments | 6(b) | 11,178.85 | 12,942.56 |
| (ii) Trade receivables | 6(c) | 7,551.45 | 6,827.98 |
| (iii) Cash and cash equivalents | 6(e) | 2,279.30 | 3,541.82 |
| (iv) Bank balances other than (iii) above | 6(f) | 237.62 | 255.01 |
| (v) Loans | 6(d) | 11,586.15 | 5,184.78 |
| (vi) Other financial assets | 6(g) | 78.85 | 93.93 |
| Current tax assets (net) | 15 | 677.76 | 326.82 |
| Other current assets | 9 | 1,272.98 | 332.42 |
| **Total current assets** | | **48,361.02** | **42,461.77** |
| **Total assets** | | **92,037.37** | **76,343.47** |
| **EQUITY AND LIABILITIES** | | | |
| **Equity** | | | |
| Equity share capital | 10(a) | 949.50 | 949.50 |
| **Other equity** | | | |
| Reserves and surplus | 10(b) | 65,997.91 | 57,337.75 |
| **Total equity** | | **66,947.41** | **58,287.25** |
| **LIABILITIES** | | | |
| **Non-current liabilities** | | | |
| Financial Liabilities | | | |
| (i) Borrowings | 11(a) | 1,752.30 | 892.37 |
| (ia) Lease liabilities | | 1,649.48 | 94.11 |
| (ii) Other financial liabilities | 11(c) | 230.34 | 252.77 |
| Provisions | 12 | 3,406.25 | 3,993.94 |
| Employee benefit obligations | 13 | 1,117.55 | 982.12 |
| Deferred tax liabilities (net) | 14 | 3,000.32 | 2,734.32 |
| **Total non-current liabilities** | | **11,156.24** | **8,949.63** |
| **Current liabilities** | | | |
| Financial liabilities | | | |
| (i) Borrowings | 11(b) | 532.38 | 25.79 |
| (ia) Lease liabilities | | 317.11 | 194.65 |
| (ii) Trade payables | 11(d) | | |
| a. Total outstanding dues of micro enterprises and small enterprises | | 250.96 | 182.07 |
| b. Total outstanding dues of creditors other than micro enterprises and small enterprises | | 6,632.93 | 5,510.57 |
| (iii) Other financial liabilities | 11(c) | 2,884.03 | 1,777.52 |
| Provisions | 12 | 839.38 | - |
| Employee benefit obligations | 13 | 502.33 | 458.79 |
| Other current liabilities | 16 | 1,974.60 | 957.20 |
| **Total current liabilities** | | **13,933.72** | **9,106.59** |
| **Total liabilities** | | **25,089.96** | **18,056.22** |
| **Total equity and liabilities** | | **92,037.37** | **76,343.47** |

The accompanying notes are an integral part of the financial statements

As per our report of date attached

**For and on behalf of the board of directors of Pudumjee Paper Products Limited**

**For J M AGRAWAL & CO.**
Firm Registration No - 100130W
Chartered Accountants

**Punit Agrawal**
Partner
Membership No - 148757

Place : Mumbai
Date : 22$^{nd}$ May 2026

**Dilip J. Thakkar**
Independent Director
DIN: 00007339

**Arun Kumar Jatia**
Executive Chairman
DIN: 01104256

**Shrihari Waychal**
Company Secretary & Compliance Officer
ICSI M.No: A62562

**Dr. Ashok Kumar**
Executive Director
DIN: 07111155

**H. P. Birla**
Chief Financial Officer
ICMAI M.No: A13010

Place : Mumbai
Date : 22$^{nd}$ May 2026

# Statement of Profit and Loss for the year ended 31st March, 2026

(All amounts in INR Lakhs unless otherwise stated)

| | Notes | 31-Mar-26 | 31-Mar-25 |
|---|---|---|---|
| **Revenue** | | | |
| Revenue from operations | 17 | 80,788.11 | 80,907.99 |
| Other income (net) | 18 | 2,147.42 | 2,092.16 |
| **Total income** | | **82,935.53** | **83,000.15** |
| **Expenses** | | | |
| Cost of materials consumed | 19(a) | 41,115.51 | 44,275.58 |
| Purchases of stock-in-trade | | 790.94 | 712.81 |
| Changes in inventories of work-in-progress, stock-in-trade and finished goods | 19(b) | 303.64 | (1,195.58) |
| Power,fuel & water expenses | | 12,061.37 | 11,923.88 |
| Employee benefit expense | 20 | 6,404.77 | 5,905.56 |
| Net foreign exchange (gain)/loss | | (3.62) | (26.11) |
| Finance costs | 23 | 335.56 | 321.04 |
| Depreciation and amortisation expenses | 21 | 1,540.56 | 1,310.39 |
| Other expenses | 22 | 7,761.65 | 6,900.38 |
| **Total expenses** | | **70,310.38** | **70,127.95** |
| **Profit before tax** | | **12,625.15** | **12,872.20** |
| Income tax expense | 24 | | |
| - Current tax | | 2,990.00 | 3,275.00 |
| - Deferred tax | | 275.99 | 21.23 |
| **Total tax expense** | | **3,265.99** | **3,296.23** |
| **Profit for the year** | | **9,359.16** | **9,575.97** |
| **Other comprehensive income** | | | |
| **Items that may be reclassified to profit or loss** | | - | - |
| **Items that will not be reclassified to profit or loss** | | | |
| - Changes in fair value of equity instruments through OCI | | (216.17) | 197.33 |
| - Remeasurements of defined benefit obligations | 13(aa) | 76.88 | (164.10) |
| - Income tax relating to these items | 14 | 9.99 | 18.23 |
| **Other comprehensive income for the year, net of tax** | | **(129.30)** | **51.46** |
| **Total comprehensive income for the Period** | | **9,229.86** | **9,627.43** |
| **Earning per equity share:(Face value Rs.1 per share)** | | | |
| (1) Basic | 33 | 9.86 | 10.09 |
| (2) Diluted | 33 | 9.86 | 10.09 |

The accompanying notes are an integral part of the financial statements

As per our report of date attached

**For and on behalf of the board of directors of Pudumjee Paper Products Limited**

**For J M AGRAWAL & CO.**
Firm Registration No - 100130W
Chartered Accountants

**Punit Agrawal**
Partner
Membership No - 148757

Place : Mumbai
Date : 22nd May 2026

**Dilip J. Thakkar**
Independent Director
DIN: 00007339

**Shrihari Waychal**
Company Secretary & Compliance Officer
ICSI M.No: A62562

**H. P. Birla**
Chief Financial Officer
ICMAI M.No: A13010

**Arun Kumar Jatia**
Executive Chairman
DIN: 01104256

**Dr. Ashok Kumar**
Executive Director
DIN: 07111155

Place : Mumbai
Date : 22nd May 2026

# Statement of Cash Flows for the year ended 31st March, 2026

(All amounts in INR Lakhs unless otherwise stated)

| Particulars | 31-Mar-26 | | 31-Mar-25 | |
|---|---|---|---|---|
| **Cash flow from operating activities** | | | | |
| Profit before tax | | 12,625.15 | | 12,872.20 |
| **Adjustments to reconcile net profit to net cash from operating activities:** | | | | |
| Depreciation,amortisation and impairment expense | 1,540.56 | | 1,310.39 | |
| (Profit) / Loss on sale of property, plant and equipment / assets held for sale (net) | (53.58) | | 73.35 | |
| Dividend and fair value gain on investment | (36.89) | | (446.93) | |
| Remeasurements of post-employment benefit obligations | 76.88 | | (164.10) | |
| Interest income | (1,045.13) | | (1,126.46) | |
| Finance costs | 335.56 | | 321.04 | |
| Profit on sale of investment | (981.00) | | (403.26) | |
| (Write-back)/Provision for doubtful debts / advances | 64.97 | | (79.11) | |
| | - | (98.63) | - | (515.08) |
| **Operating profit before working capital changes** | | **12,526.52** | | **12,357.12** |
| **Changes in assets and liabilities:** | | | | |
| Trade receivables, other financial assets and other assets | (258.00) | | 923.58 | |
| Inventories | (541.61) | | 1,685.24 | |
| Trade payables, other financial liabilities, other liabilities and provisions | 3,723.39 | | (3,428.27) | |
| | | 2,923.78 | | (819.45) |
| **Cash generated from operations** | | **15,450.30** | | **11,537.67** |
| Taxes paid (net of refunds) | | (3,340.94) | | (3,300.75) |
| **Net cash inflow from operating activities** | | **12,109.36** | | **8,236.92** |
| **Cash flow from investing activities** | | | | |
| Payment for purchase of property, plant & equipments/ intangible assets | (11,311.31) | | (2,592.01) | |
| Proceeds from sale of property, plant & equipment | 63.05 | | 17.53 | |
| Proceeds from sales of non current investments, net | 229.03 | | 526.74 | |
| (Payment) /Proceeds from purchase/sales of current investments, net | 2,774.09 | | 496.58 | |
| Loans (given) / repayment received, net | (6,401.37) | | (3,075.29) | |
| Interest received | 1,045.13 | | 1,126.46 | |
| Dividend received | 7.51 | | 3.19 | |
| **Net cash used in investing activities** | | **(13,593.87)** | | **(3,496.80)** |
| **Cash flow from financing activities** | | | | |
| Interest paid (including interest pertaining to Ind AS 116) | (335.56) | | (321.04) | |
| Proceeds/(repayment) of short-term borrowings, net | 28.73 | | (16.69) | |
| Proceeds of long-term borrowings | 1,521.21 | | 593.01 | |
| Repayment of leases liabilities | (239.27) | | (218.38) | |
| Repayment of long-term borrowings | (183.42) | | (1,145.90) | |
| Dividend on equity shares | (569.70) | | (569.70) | |
| **Net cash used in financing activities** | | **221.99** | | **(1,678.70)** |

# Statement of Cash Flows for the year ended 31st March, 2026

(All amounts in INR Lakhs unless otherwise stated)

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Net increase/(Decrease) in cash and cash equivalents** | **(1,262.52)** | **3,061.42** |
| **Cash and cash equivalents at the beginning of the financial year** | 3,541.82 | 480.40 |
| **Cash and cash equivalents at the end of the financial year** | 2,279.30 | 3,541.82 |

**Notes:**

1. The above Cash Flow Statement has been prepared under the "Indirect Method" set out in Indian Accounting Standard (Ind AS) 7 on Statement of Cash Flows.
2. Disclosure with regards to changes in liabilities arising from financing activities as set out in Ind AS 7 – Statement of Cash flows is presented under in Note 38.
3. For details of Cash and cash equivalents refer note 6(e).

The accompanying notes are an integral part of the financial statements

As per our report of date attached

**For and on behalf of the board of directors of Pudumjee Paper Products Limited**

**For J M AGRAWAL & CO.**
Firm Registration No - 100130W
Chartered Accountants

**Dilip J. Thakkar**
Independent Director
DIN: 00007339

**Arun Kumar Jatia**
Executive Chairman
DIN: 01104256

**Punit Agrawal**
Partner
Membership No - 148757

**Shrihari Waychal**
Company Secretary & Compliance Officer
ICSI M.No: A62562

**Dr. Ashok Kumar**
Executive Director
DIN: 07111155

Place : Mumbai
Date : 22nd May 2026

**H. P. Birla**
Chief Financial Officer
ICMAI M.No: A13010

Place : Mumbai
Date : 22nd May 2026

# Statement of changes in equity

(All amounts in INR Lakhs unless otherwise stated)

## A. Equity Share Capital

### (1) For year ended 31.03.2026

| Balance As on 1.4.2025 | Changes in Equity Share Capital due to prior period errors | Restated balance As on 1.4.2025 | Changes in equity share capital year ended 31.3.2026 | Balance As on 31.3.2026 |
|---|---|---|---|---|
| 949.50 | - | 949.50 | - | 949.50 |

### (2) For year ended 31.3.2025

| Balance As on 1.4.2024 | Changes in Equity Share Capital due to prior period errors | Restated balance As on 1.4.2024 | Changes in equity share capital year ended 31.3.2025 | Balance As on 31.3.2025 |
|---|---|---|---|---|
| 949.50 | - | 949.50 | - | 949.50 |

## B. Other Equity

### (1) For year ended 31.3.2026

| Particulars | Capital Reserve | Securities Premium | General reserve | Retained Earnings | Total |
|---|---|---|---|---|---|
| **Balance as on 1.4.2025** | **17,945.50** | **95.00** | **2,000.00** | **37,297.25** | **57,337.75** |
| Changes in accounting policy or prior period errors | - | - | - | - | - |
| **Restated balance as on 1.4.2025** | **17,945.50** | **95.00** | **2,000.00** | **37,297.25** | **57,337.75** |
| Profit for the year | - | - | - | 9,359.16 | 9,359.16 |
| Other comprehensive income for the year | - | - | - | (129.30) | (129.30) |
| Total Comprehensive income for the year | **-** | **-** | **-** | **9,229.86** | **9,229.86** |
| Dividends | - | - | - | (569.70) | (569.70) |
| Transfer to General reserve from retained earnings | - | - | 200.00 | (200.00) | - |
| **Balance as on 31.3.2026** | **17,945.50** | **95.00** | **2,200.00** | **45,757.41** | **65,997.91** |

### (2) For year ended 31.3.2025

| Particulars | Capital Reserve | Securities Premium | General reserve | Retained Earnings | Total |
|---|---|---|---|---|---|
| **Balance as on 1.4.2024** | **17,945.50** | **95.00** | **1,800.00** | **28,439.52** | **48,280.02** |
| Changes in accounting policy or prior period errors | - | - | - | - | - |
| **Restated balance as on 1.4.2024** | **17,945.50** | **95.00** | **1,800.00** | **28,439.52** | **48,280.02** |
| Profit for the year | - | - | - | 9,575.97 | 9,575.97 |
| Other comprehensive income for the year | - | - | - | 51.46 | 51.46 |
| Total Comprehensive income for the year | **-** | **-** | **-** | **9,627.43** | **9,627.43** |

# Statement of changes in equity

(All amounts in INR Lakhs unless otherwise stated)

### (2) For year ended 31.3.2025 (contd.)

| Particulars | Capital Reserve | Securities Premium | General reserve | Retained Earnings | Total |
|---|---|---|---|---|---|
| Dividends | - | - | - | (569.70) | (569.70) |
| Transfer to General reserve from retained earnings | - | - | 200.00 | (200.00) | - |
| **Balance as on 1.4.2025** | **17,945.50** | **95.00** | **2,000.00** | **37,297.25** | **57,337.75** |

**Note:** The nature and purpose of each reserves is disclosed in notes. Refer note 10 ( c )

The above statement of changes in equity should be read in conjunction with the accompanying notes.

This is the statement of changes in equity referred to in our report of even date.

**For and on behalf of the board of directors of Pudumjee Paper Products Limited**

**For J M AGRAWAL & CO.**
Firm Registration No - 100130W
Chartered Accountants

**Punit Agrawal**
Partner
Membership No - 148757

Place : Mumbai
Date : 22nd May 2026

**Dilip J. Thakkar**
Independent Director
DIN: 00007339

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**Arun Kumar Jatia**
Executive Chairman
DIN: 01104256

**Dr. Ashok Kumar**
Executive Director
DIN: 07111155

Place : Mumbai
Date : 22nd May 2026

# Notes to the Financial Statements as at and for the year ended March 31, 2026

## Note 1 : General Information

Pudumjee Paper Products Limited (the "Company") The Company, mainly belongs to Paper Industry and operates in Specialty Paper segment for Wrapping and Food Grade Packaging Paper, household and Sanitary Paper etc. The Company's manufacturing facilities located at Thergaon, Pune produces wide range of Specialty Papers of varying basis weight and is ably supported by a dedicated team and country wide network of distribution channels. Manufacturing tailor made products of varying properties to suit various applications in a short and committed period of delivery is Company's hallmark. Such applications (with more possibilities for inclusion), can be broadly categorized as 1) Opaque Laminating Base used for Laminating, printing, packaging, Chocolate and Toffee wrapping 2) Glassine for packing of food products soaps etc. 3) Base paper for melamine tableware, Paper for decorative laminates for furniture 4) Bible Printing Paper used in Printing of Bible, Dictionary, Books, pharma leaflets (insert & outserts) 5) Vegetable parchment paper for packing of butter, cheese etc. 6) Kraft paper used as release liner for labels, Interleaving for steel and Glass industry etc. 7) Tissue paper used as napkins, kitchen towel, Toilet rolls products and several others.

The Hygiene Products Division of the Company markets its Away-from-Home converted tissue products such as Bathroom roll, Kitchen towel, Napkins, dispensers etc. under well received brand name 'Greenlime' and mainly focuses on institutional buyers, comprising Luxury Hotels, Airports, Corporate Offices etc.

The Company is public limited company and is listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE).

The financial Statements were authorised for issue in accordance with resolution passed by the Board of Directors of the Company on 22nd May 2026.

## Note 2 : Summary of material accounting policies

### a. Basis of preparation

The financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act) read with Companies (Indian Accounting Standards) Rules, 2015 (as amended) and other relevant provisions of the Act.

Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy hitherto in use.

The financial statements have been prepared on the historical cost 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 below.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either, in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Company. The fair value of an asset or a liability is measured using assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1- Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2- Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable, e.g. adjusting quoted market price of infrequent trade from observable inputs;

# Notes to the Financial Statements as at and for the year ended March 31, 2026

Level 3- Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

## b. Current versus non-current classification

The Company presents assets and liabilities in the balance sheet based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within the operating cycle or twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within the operating cycle or twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Company classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities. Provisions where timing of cash out-flow is not certain is classified as non-current.

Operating cycle of the Company is the time between the acquisition of assets for processing and their realisation in cash or cash equivalents. The company has ascertained operating cycle of 12 months for the purpose of current and non-current classification of assets and liabilities.

## c. Revenue Recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duties collected on behalf of the government. The Company has concluded that it is the principal in all of its revenue arrangements since it is the primary obligator in all the revenue arrangements as it has pricing latitude and is also exposed to inventory and credit risks.

**Sale of goods:**

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer. Amounts disclosed are net of returns and allowances, trade discounts, volume rebates and amounts collected on behalf of third parties. Insurance/freight charged on sales and recovered is included in revenue as a part of other operating revenue.

Goods are often sold with retrospective volume discounts based on aggregate sale over the contract period. Revenue from these sales is based on the price specified in the sales contracts, net of the estimated volume discounts. Accumulated experience is used to estimate and provide for the discounts. A refund liability (included in other financial liability) is recognised for expected volume discounts payable to customers in relation to sales made until the end of reporting period.

No element of financing is deemed present as the sales are made with a credit term consistent with market practice. Further the Company charges interest to customers on delayed payment, if any.

**Export incentive:**

Export incentive related to export of goods, is recognised as income when the right to receive such incentive is established in principle, i.e. at the time of export sale is complete.

**Interest income**

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable. Interest income is included in Other income in the statement of profit and loss.

**Dividends**

Income from dividend on investments is accrued in the year in which it is declared, whereby the Company's right to receive is established.

## d. Property, plant and equipment

Property, plant and equipment (PPE), Capital work in progress (CWIP) are stated at cost, net of accumulated depreciation, amortisation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the property, plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of the property, plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in statement of profit or loss as incurred. No decommissioning liabilities are expected or be incurred on the assets of plant and equipment.

Machinery spares that meet the definition of PPE in accordance with Ind AS 16, are recognised in CWIP at the time of purchase. Such spares is added to the Plant and machinery once it is installed and ready to use as intended by Management; and depreciated over its useful life from that date.

Advances paid towards the acquisition of property, plant and equipment, is classified as capital advances under other non-current assets.

**Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets as follows:**

| Asset Category | Useful Life considered | Useful life as per Schedule II |
|---|---|---|
| Factory building | 30 | 30 |
| Factory building (on lease hold land) * | 8.5 | 30 |
| Plant & machinery ** | 25 | 25 |
| Data processing equipment | 3 | 3 |
| Computer software's | 6 | 6 |
| Laboratory equipment | 10 | 10 |
| Vehicles | 8 | 8 |
| Furniture & fixtures (office equipment's) | 5 | 5 |
| Furniture & fixtures (including Electrical equipment's) | 10 | 10 |

* Lower of useful life of the asset or lease term.

** While for most items of P&M useful life if 25 years, it may vary for few items/components in the range of 5 to 40 years based on management's technical assessment.

The Company, based on technical assessment made by technical team and management's estimate, depreciates all the assets over estimated useful life, which is mostly in line with the useful life prescribed in Schedule II to the Companies Act, 2013. The management believes that these estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

# Notes to the Financial Statements as at and for the year ended March 31, 2026

## e. Intangible Assets

### Goodwill

The Goodwill represent arising on demerger prior to Ind AS transition. At the time of transition to Ind AS, the Company had availed exemption available in Ind AS 101 from retrospective application of Ind AS 103 Business Combination.

Goodwill recognised in a business combination is an asset representing the future economic benefits arising from other assets acquired in a business combination that are not individually identified and separately recognised. It is tested for impairment on an annual basis and whenever there is an indication that the recoverable amount of a cash generating unit (CGUs) is less than its carrying amount. For the impairment test, goodwill is allocated to the CGU or groups of CGUs which benefit from the synergies of the acquisition and which represent the lowest level at which goodwill is monitored for internal management purposes.

The recoverable amount is determined based on higher of value-in-use and fair value less cost to sell. Key assumptions in the cash flow projections are prepared based on current economic conditions and comprises estimated long term growth rates, weighted average cost of capital and estimated operating margins. (Refer note 35)

### Patents, copyrights and other rights

Separately acquired patents and copyrights as well as internally developed ones are shown at historical cost. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

### Computer software

Costs associated with maintaining software programmes are recognised as an expense as incurred. Separately acquired software are recorded as intangible assets and amortised from the point at which the asset is available for use.

In software-as-a-service (SaaS) arrangements, where the hosting arrangement does not give rise to a software intangible asset, the related license cost and upfront implementation costs, is recognised as expenditure as the Company receives the SaaS – i.e. over the SaaS period.

### Research and development

Research expenditure and development expenditure that do not meet the recognition criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

### Amortisation methods and periods

The Company amortises intangible assets with a finite useful life using the straight-line method over the following periods:

Patents, copyrights and other rights : 10 years

Computer software : 6 years

## f. Impairment

PPE and intangible 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.

If such assets are considered to be impaired, the impairment to be recognized in the Statement of profit and loss is measured by the amount by which the carrying value of the assets exceeds the estimated recoverable amount of the asset. An impairment loss is reversed in the Statement of profit and loss if there has been a change in the estimates used to determine the recoverable amount. The carrying amount of the asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated depreciation) had no impairment loss been recognized for the asset in prior years.

## g. Inventory

Inventory comprises of stock of raw material, other consumable materials, finished goods, traded goods, work-in-progress, packing material, and stores. Inventory is valued at cost or net realizable value whichever is lower.

Cost of raw materials, other consumable materials, packing material, stores and traded goods comprises cost of purchases. Cost of work-in progress and finished goods comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Cost of inventories also include all other costs incurred in bringing the inventories to their present location and condition. Costs are assigned to individual items of inventory on first-in first-out basis. Costs of purchased inventory are determined after deducting rebates and discounts.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Estimates of net realisable value are based on the most reliable evidence available at the time the estimates are made, of the amount the inventories are expected to realise. These estimates take into consideration fluctuations of price or cost directly relating to events occurring after the end of the period to the extent that such events confirm conditions existing at the end of the period. Estimates of net realisable value also take into consideration the purpose for which the inventory is held. Raw materials and other supplies held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost. However, when a decline in the price of materials indicates that the cost of the finished products exceeds net realisable value, the raw materials are written down to net realisable value.

## h. Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use are capitalised as part of the cost of the asset. The Company suspends capitalisation of borrowing costs during extended periods in which it suspends active development of the qualifying asset. The Company cease capitalising borrowing costs when substantially all the activities necessary to prepare the qualifying asset for its intended use are complete.

All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that the Company incurs in connection with the borrowing of funds.

## i. Leases

### Company as a lessee

Ind AS 116 requires lessees to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Company makes an assessment on the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to the Company's operations taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

The Company's lease asset classes primarily consist of leases for land, building, and office premises. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether: (i) the contract involves the use of an identified asset (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Company has the right to direct the use of the asset.

At the date of commencement of the lease, the Company recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease. 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.

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 re-measured 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.

## j. Taxes

### Current tax

Current tax comprises the expected tax payable on the taxable income of the year and any adjustment to the tax payable or receivable in respect of previous years. It is measured using tax rate enacted or substantially enacted at the reporting date.

### Deferred tax

Deferred tax is recognised in respect of temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognised for deductible temporary differences, the carry forward of unused tax credits and any unused tax losses to the extent that it is probable that taxable profit will be available against which those can be utilised. The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable Company and the same taxation authority.

Current and deferred tax are recognized in profit or loss, except when they relate to items that are recognized in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognized in other comprehensive income or directly in equity respectively

## k. Cash and cash equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

## l. Provisions and Contingent liability

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation but, there is uncertainty about the timing or amount of the future expenditure required in settlement. When the Company expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Contingent liabilities are disclosed in the Notes. Contingent liabilities are disclosed for

i. possible obligations which will be confirmed only by future events not wholly within the control of the Company or

ii. present obligations arising from past events where it is not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount of the obligation cannot be made.

## m. Employee benefits

### Short-term obligations

Short-term employee benefit are expensed as the related service is provided. Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within one year after the end of the period in which the employees render the related service are the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

### Other long-term employee benefit obligations

The liabilities for earned leave and sick leave are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The benefits are discounted using the market yields at the end of the reporting period on government bonds that have terms approximating to the terms of the related obligation. Re-measurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The company does not have an unconditional right to defer settlement for any of these obligations. However, based on past experience, the company does not expect all employees to take the full amount of accrued leave or require payment within the next 12 months and accordingly amounts have been classified as current and non current based on actuarial valuation report.

### Post-employment obligations

The Company operates the following post-employment schemes:

i. defined benefit plans such as gratuity, pension, and

ii. defined contribution plans such as provident fund, superannuation fund,

### Defined benefit plans

The liability or asset recognised in the balance sheet in respect of defined benefit pension and gratuity plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by actuaries using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows by reference to market yields at the end of the reporting period on government bonds that have terms approximating to the terms of the related obligation. The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit and loss. Re-measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in OCI (other comprehensive income). They are included in retained earnings in the statement of changes in equity and in the balance sheet. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service cost.

### Defined contribution plans

The Company pays provident fund contributions to publicly administered provident funds as per local regulations. The Company has no further payment obligations once the contributions have been paid. The contributions are accounted for as defined contribution plans and the contributions are recognised as employee benefit expense when they are due.

Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

## n. Financial instruments

### Financial assets

**Initial recognition and measurement**
All financial assets are recognised initially at fair value.

The classification depends on the Company's business model for managing the financial asset and the contractual terms of the cash flows. The Company classifies its financial assets in the following measurement categories:

i. those measured at fair value (either through other comprehensive income (FVOCI), or through profit or loss (FVPL)) and

ii. those measured at amortised cost,

**Subsequent measurement**
For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in equity instruments, this will depend on whether the Company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI). All other financial assets are measured at amortised cost, using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the statement of profit or loss.

**Impairment of financial assets**
The Company applies expected credit loss (ECL) model for measurement and recognition of impairment loss financial assets that are not fair valued.

The Company follows 'simplified approach' for recognition of impairment loss for trade receivables that have no significant financing component. The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

For all other financial assets, expected credit losses are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case those are measured at lifetime ECL.

The amount of expected credit losses (or reversal) that is required to adjust the loss allowance at the reporting date to the amount that is required to be recognized, is recognized under the head 'other expenses' in the statement of profit and loss.

The Company does not have any purchased or originated credit-impaired (POCI) financial assets, i.e., financial assets which are credit impaired on purchase/ origination.

**De-recognition of financial assets**
The Company derecognizes a financial asset when -

i. the contractual rights to the cash flows from the financial asset expire or it transfers the financial asset and the transfer qualifies for de-recognition under IND AS 109.

ii. it retains contractual rights to receive the cash flows of the financial asset but assumes a contractual obligation to pay the cash flows to one or more recipients.

When the entity has neither transferred a financial asset nor retained substantially all risks and rewards of ownership of the financial asset, the financial asset is de-recognised if the Company has not retained control of the financial asset. Where the Company retains control of the financial asset, the asset is continued to be recognised to extent of continuing involvement in the financial asset.

### Financial liabilities

**Initial recognition**

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

**Subsequent measurement**

The subsequent measurement of financial liabilities depends on their classification, as described below:

***Trade and other payables***

These amounts represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within one year after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

***Borrowings***

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are de-recognised when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other gains/(losses).

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least one year after the reporting period.

***Derivative financial instruments***

Derivative financial instruments such as forward contracts, to hedge its foreign currency risks are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value with changes in fair value recognised in the Statement of profit and loss in the period when they arise.

### o. Earnings per share

The basic earnings per share is computed by dividing the net profit for the year attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. The Company does not have any potential equity share or warrant outstanding for the periods reported, hence diluted earnings per share is same as basic earnings per share of the Company.

### p. Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker (CODM). The Board of Directors of the Company, assesses the financial performance and position of the Company, and makes strategic decisions. The Board of Directors is therefore considered to be the chief operating decision maker.

### q. Non-current assets held for sale

The Company classify a non-current asset (or disposal group) as held for sale if, (i) the Company intends to sell the asset, (ii) the asset is available for immediate sale in its present condition, (iii) the Management has initiated a plan to sell and (iv) the sale is highly probable.

Non-current assets held for sale are measured at the lower of carrying amount and fair value less costs to sell. The determination of fair value less costs to sell includes use of management estimates and assumptions. The fair value of the assets held for sale has been estimated using valuation techniques including using the comparative price approach, which includes unobservable inputs.

An asset that ceases to be classified as held for sale shall be measured at the lower of carrying amount before the non-current asset was classified as held for sale adjusted for any depreciation/ amortization and its recoverable amount at the date when the asset no longer meets the "Held for sale" criteria. Recoverable amounts of assets reclassified from held for sale have been estimated using management's assumptions which consist of significant unobservable inputs.

## r. Critical estimate and judgements

### i Estimation of Expected credit loss on Loans:

The Company analyses credit risk and expected credit loss on loans on individual basis. If contractual payments are more than 30 days past due, the item is considered as significant increase in credit risk, else the same is considered as good. For measurement of expected credit loss, value of collateral is also considered. In case the value of collateral exceeds loan amount plus accrued interest, then expected credit loss amount would be estimated as nil.

### ii Estimation of provision against litigation and other provision

Provision is a liability of uncertain timing or amount. The Company recognises provision when it has a present obligation (legal or constructive) as a result of a past event, where economic outflow is probable, and a reliable estimate can be made of the amount of the obligation.

The use of estimates is an essential part of the preparation of financial statements. This is especially true in the case of provisions, which by their nature are more uncertain than most other items in the balance sheet. The Company determine a range of possible outcomes and make an estimate of the obligation that is sufficiently reliable to use in recognising a provision. Assumptions are reviewed at each reporting date.

As on balance sheet date the provision against litigation and other provision mainly relates to electricity matters. These are further disclosed in note 12 and note 32.

### iii Goodwill

Goodwill is tested for impairment at least annually or when events occur or changes in circumstances indicate that the recoverable amount is less than its carrying value. The recoverable amount is higher of value-in-use and fair value less cost to sell. The calculation involves use of significant estimates and assumptions which includes turnover and earnings multiples, growth rates and net margins used to calculate projected future cash flows, risk-adjusted discount rate, future economic and market conditions. Refer note 35.

### iv Determining Lease term for Right-of-use assets:

As described in the significant accounting policies, the Company reviews the lease term for assets taken on lease at the end of each reporting period.

### v Defined benefit obligation

The cost of the defined benefit plans and the present value of the defined benefit obligation are based on actuarial valuation using the projected unit credit method. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, employee turnover rate and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date. Also refer note 13.

### vi Impairment of Trade receivables

The impairment allowance for financial assets are based on assumptions about risk of default and expected loss rates. The Company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Company's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

In calculating expected credit loss, the Company has also considered credit reports and other related credit information for its customers to estimate the probability of default in future. Assumptions are reviewed at each reporting date. Refer note 27(a).

**vii Income Taxes**

Significant judgments are involved in determining the provision for income taxes, including amount expected to be paid/recovered for uncertain tax positions.

## s. Amendments and new Ind AS applicable from subsequent financial years:

**1) Removal of Historical Carve-out in Ind AS 1 – Presentation of Financial Statements (Classification of Liabilities with Covenant Breaches):**

Effective for annual reporting periods beginning on or after April 1, 2026, the MCA has aligned Ind AS 1 fully with global reporting frameworks by removing the long-standing Indian carve-out regarding the breach of a material loan covenant.

Historically, under the Indian carve-out, if the Company breached a material covenant of a long-term loan arrangement on or before the reporting date (rendering the liability payable on demand), the liability could continue to be classified as "Non-Current" provided the lender agreed before the approval of the financial statements not to demand payment.

Under the amended standard effective from April 1, 2026, any such liability **must be classified as a Current Liability** if the material breach exists at the end of the reporting period. A rectifying waiver or grace period obtained from the lender after the reporting date, but before the approval of financial statements, can no longer prevent a current classification; such a waiver must be securely in place on or before the reporting date to preserve Non-current status.

Based on the Company's current capital structure and strict compliance track record with financial covenants across its existing credit facilities, this amendment is not expected to have a material impact on the classification of its financial liabilities upon adoption.

The Company will adopt these presentation updates beginning April 1, 2026.

**2) Ind AS 118 – Presentation and Disclosure in Financial Statements:**

The National Financial Reporting Authority (NFRA) has recommended the notification of a comprehensive new accounting standard, Ind AS 118, which is proposed to replace the existing Ind AS 1 (Presentation of Financial Statements). Ind AS 118 is anticipated to be applicable for annual reporting periods beginning on or after April 1, 2027.

The new standard fundamentally overhauls the structure of the Statement of Profit and Loss by introducing three distinct categories for income and expenses—Operating, Investing, and Financing—and mandating new standardized subtotals, including "Operating Profit" and "Profit Before Financing and Income Tax."

Additionally, Ind AS 118 introduces stringent disclosure requirements for Management-defined Performance Measures (MPMs) (non-GAAP metrics such as customized EBITDA variants) within a single dedicated note to the financial statements, requiring strict reconciliation to the closest Ind AS subtotal. It also strengthens guidance on aggregation and disaggregation of financial information. Consequential amendments to Schedule III of the Companies Act, 2013, are expected to follow the formal notification of this standard.

The Company is evaluating the extensive presentation and data tracking modifications required to transition to the Ind AS 118 framework in future reporting periods.

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 3 (a) : Property, Plant & Equipment, Right of use assets and Capital Work in Progress

| Particulars | Property, Plant & Equipment | | | | | | | | Right of use assets | | | | Capital Work in Progress |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Land | Buildings | Plant & Machinery | Data Processing Equipments | Laboratory Equipments | Furniture & Fixtures | Vehicles | Total | Land Leasehold | Land & Building Leasehold | Premises Leasehold | Total | |
| **Cost** | | | | | | | | | | | | | |
| **At 1st April 2024** | **69.61** | **2,900.84** | **13,504.00** | **178.25** | **184.30** | **240.17** | **676.57** | **17,753.74** | **1,469.31** | **569.88** | **216.98** | **2,256.17** | **2,557.48** |
| Additions | 823.29 | - | 812.41 | 22.33 | 4.72 | 24.65 | - | **1,687.40** | - | - | 45.96 | **45.96** | **2,536.53** |
| Disposals / Transfer | - | - | (161.84) | (19.28) | - | (7.64) | - | **(188.76)** | - | - | (41.35) | **(41.35)** | **(1,634.56)** |
| **At 31st March 2025** | **892.90** | **2,900.84** | **14,154.57** | **181.30** | **189.02** | **257.18** | **676.57** | **19,252.38** | **1,469.31** | **569.88** | **221.59** | **2,260.78** | **3,459.45** |
| Additions | 99.53 | 394.74 | 10,955.91 | 41.44 | 0.04 | 5.78 | 371.88 | **11,869.32** | 161.38 | 1,753.38 | 2.34 | **1,917.10** | **11,331.19** |
| Disposals / Transfer | - | - | - | (0.52) | - | (0.12) | (189.17) | **(189.81)** | (197.17) | (569.88) | (23.41) | **(790.46)** | **(11,893.20)** |
| **At 31st March 2026** | **992.43** | **3,295.58** | **25,110.48** | **222.22** | **189.06** | **262.84** | **859.28** | **30,931.89** | **1,433.52** | **1,753.38** | **200.52** | **3,387.42** | **2,897.44** |
| **Depreciation, Amortisation & Impairment** | | | | | | | | | | | | | |
| **At 1st April 2024** | **-** | **825.42** | **4,208.42** | **125.57** | **83.17** | **118.57** | **257.59** | **5,618.74** | **283.01** | **357.91** | **98.42** | **739.34** | **601.19** |
| Additions | - | 113.21 | 637.81 | 20.38 | 16.06 | 20.31 | 84.48 | **892.25** | 47.45 | 115.62 | 41.09 | **204.16** | **92.54** |
| Disposals / Transfer | - | - | (77.43) | (11.00) | - | (7.52) | - | **(95.95)** | - | - | (41.35) | **(41.35)** | **(1.93)** |
| **At 31st March 2025** | **-** | **938.63** | **4,768.80** | **134.95** | **99.23** | **131.36** | **342.07** | **6,415.04** | **330.46** | **473.53** | **98.16** | **902.15** | **691.80** |
| Additions | - | 112.40 | 815.64 | 22.82 | 15.36 | 20.84 | 96.99 | **1,084.05** | 47.70 | 153.03 | 43.54 | **244.27** | **92.54** |
| Disposals / Transfer | - | - | - | (0.51) | - | (0.12) | (179.71) | **(180.34)** | (197.17) | (569.88) | (23.41) | **(790.46)** | **-** |
| **At 31st March 2026** | **-** | **1,051.03** | **5,584.44** | **157.26** | **114.59** | **152.08** | **259.35** | **7,318.75** | **180.99** | **56.68** | **118.29** | **355.96** | **784.34** |
| **Net Book Value** | | | | | | | | | | | | | |
| **At 31st March 2026** | **992.43** | **2,244.55** | **19,526.04** | **64.96** | **74.47** | **110.76** | **599.93** | **23,613.14** | **1,252.53** | **1,696.70** | **82.23** | **3,031.46** | **2,113.10** |
| **At 31st March 2025** | **892.90** | **1,962.21** | **9,385.77** | **46.35** | **89.79** | **125.82** | **334.50** | **12,837.34** | **1,138.85** | **96.35** | **123.43** | **1,358.63** | **2,767.65** |

## Note 3(b): Capital Work in Progress

Capital Work in progress mainly includes building & machinery at Mahad and new projects at Pune .

## Note 3(c): CWIP Amortisation

The future economic benefits embodied in an asset are consumed by an entity principally through its use. Depreciation of an asset begins when it is available for use. However, other factors, such as technical or commercial obsolescence and wear and tear while an asset remains idle, often result in the diminution of the economic benefits that might have been obtained from the asset. To account for such diminution the Management has recognised amortisation of Rs.92.54 lakhs (31 March 2025: Rs.92.54 lakhs), on the idle assets of CWIP.

## Note 3(d): Property, plant and equipment hypothecated as security

Refer to note 11(a) &(b) for information on property, plant and equipment hypothecated as security by the company.

## Note 3(e): Contractual obligations

Refer to note 34 (a) for disclosure of contractual commitments for the acquisition of Property, plant and equipment's.

(All amounts in INR Lakhs unless otherwise stated)

## Note 3(f) :CWIP ageing schedule

| Particulars | Amount in CWIP for a period of | | | | Total |
|---|---|---|---|---|---|
| | Less than 1 year | 1-2 years | 2-3 years | More than 3 years | |
| As on 31/3/2026 | | | | | |
| Projects in progress | 343.62 | 18.63 | 26.86 | 15.42 | 404.53 |
| Projects temporarily suspended | - | - | - | 1,708.57 | 1,708.57 |
| **Total** | **343.62** | **18.63** | **26.86** | **1,723.99** | **2,113.10** |

| Particulars | Amount in CWIP for a period of | | | | Total |
|---|---|---|---|---|---|
| | Less than 1 year | 1-2 years | 2-3 years | More than 3 years | |
| As on 31/3/2025 | | | | | |
| Projects in progress | 915.93 | 23.66 | 14.17 | 12.78 | 966.54 |
| Projects temporarily suspended | - | - | - | 1,801.11 | 1,801.11 |
| **Total** | **915.93** | **23.66** | **14.17** | **1,813.89** | **2,767.65** |

### CWIP completion schedule

For capital-work-in progress, whose completion is overdue or has exceeded its cost compared to its original plan the project wise details of when the project is expected to be completed is given below -

| Particulars | to be completed in | | | | Total |
|---|---|---|---|---|---|
| | Less than 1 year | 1-2 years | 2-3 years | More than 3 years | |
| **As on 31/3/2026** | | | | | |
| **Projects in progress** | | | | | |
| Solar Power Project | 232.70 | - | - | - | 232.70 |
| Online SO2 Analyser | 21.00 | - | - | - | 21.00 |
| Misc. (Machinery Items) | 18.81 | - | - | - | 18.81 |
| Mahad Project Operation | 56.05 | - | - | - | 56.05 |
| Sheet Cutter | 6.12 | - | - | - | 6.12 |
| | **334.68** | **-** | **-** | **-** | **334.68** |
| **Projects temporarily suspended** | | | | | |
| Factory building at Mahad Project | - | - | - | 278.66 | 278.66 |
| Plant & Machinery at Mahad Project | - | - | - | 1,429.91 | 1,429.91 |
| | **-** | **-** | **-** | **1,708.57** | **1,708.57** |
| **Grand Total** | **334.68** | **-** | **-** | **1,708.57** | **2,043.25** |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 3(f) :CWIP ageing schedule (contd.)

| Particulars | to be completed in | | | | Total |
|---|---|---|---|---|---|
| | Less than 1 year | 1-2 years | 2-3 years | More than 3 years | |
| **As on 31/3/2025** | | | | | |
| **Projects in progress** | | | | | |
| Installation of new AFBC Boiler | 401.58 | - | - | - | 401.58 |
| Replacement of Head Box | 338.65 | - | - | - | 338.65 |
| Misc. (Machinery Items) | 140.22 | - | - | - | 140.22 |
| Replacement of Sectional Drive panels | 46.28 | - | - | - | 46.28 |
| Upgradation of PLC processor | 21.77 | - | - | - | 21.77 |
| Sheet Cutter | - | 6.12 | - | - | 6.12 |
| | **948.50** | **6.12** | **-** | **-** | **954.62** |
| **Projects temporarily suspended** | | | | | |
| Factory building at Mahad Project | - | - | - | 289.57 | 289.57 |
| Plant & Machinery at Mahad Project | - | - | - | 1,511.54 | 1,511.54 |
| | **-** | **-** | **-** | **1,801.11** | **1,801.11** |
| **Grand Total** | **948.50** | **6.12** | **-** | **1,801.11** | **2,755.73** |

## Note 4 : Investment Properties

| Particulars | Amount Building |
|---|---|
| **Cost** | |
| **At 31st March 2025** | **7,184.49** |
| Additions | - |
| Disposals / Transfer | - |
| **At 31st March 2026** | **7,184.49** |
| **Depreciation, Amortisation & Impairment** | |
| **At 31st March 2025** | **227.28** |
| Additions | 113.76 |
| Disposals / Transfer | - |
| **At 31st March 2026** | **341.04** |
| **Net Book Value** | |
| **At 31st March 2026** | **6,843.45** |
| **At 31st March 2025** | 6,957.21 |

The company's investment property consists of apartments in India.

The company has no restrictions on the realisability of it's investment property and no contractual obligation to purchase, construct or develop investment properties or for repairs, maintenance and enhancements. Investment property is depreciated using straight line method considering useful life of 60 years. As on 31 March 2026 The Company has no plan to sell this property.

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 4 : Investment Properties (contd.)

### i) Rental income and operating expenses recognised in profit or loss for investment properties

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Rental income | - | - |
| Direct operating expenses from property that generated rental income including depreciation | - | - |
| Direct operating expenses from property that did not generate rental income including depreciation | 209.40 | 184.46 |

### ii) Fair value

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Investment properties** | | |
| Buildings | 7449.41 | 7,449.41 |

**Estimation of fair value**

The frequency of valuations depends upon the changes in fair values of the items of investment property being valued. Since frequent valuations are unnecessary, with only insignificant changes in fair value, the company obtains independent valuation for its investment properties once in five years, from registered valuers as defined under rule 2 of Companies (Registered Valuers and Valuation) Rules, 2017. The fair market value is done by valuers is based on physical inspection of properties and using comparable transfer instances of the similar type of properties of nearby locations, and with the prevailing market rates.

## Note 5 : Other Intangible Assets, Intangible Assets under Development

| Particulars | Other Intangible Assets | | | Intangible Assets Under Development | Goodwill |
|---|---|---|---|---|---|
| | Patent, Copyrights & other rights | Computer Software | Total Others Intangible Assets | | |
| **Cost** | | | | | |
| **At 1st April 2024** | **29.91** | **70.90** | **100.81** | **1.08** | **7,793.05** |
| Additions | 1.26 | 1.38 | 2.64 | - | - |
| Disposals / Transfer | - | - | - | - | - |
| **At 31st March 2025** | **31.17** | **72.28** | **103.45** | **1.08** | **7,793.05** |
| Additions | 3.50 | 0.50 | 4.00 | - | - |
| Disposals / Transfer | - | - | - | - | - |
| **At 31st March 2026** | **34.67** | **72.78** | **107.45** | **1.08** | **7,793.05** |
| **Depreciation, Amortisation & Impairment** | | | | | |
| **At 1st April 2024** | **16.63** | **46.62** | **63.25** | **-** | **1,368.02** |
| Additions | 2.49 | 5.19 | 7.68 | - | - |
| Disposals / Transfer | - | - | - | - | - |
| **At 31st March 2025** | **19.12** | **51.81** | **70.93** | **-** | **1,368.02** |
| Additions | 2.57 | 3.37 | 5.94 | - | - |
| Disposals / Transfer | - | - | - | - | - |
| **At 31st March 2026** | **21.69** | **55.18** | **76.87** | **-** | **1,368.02** |
| **Net Book Value** | | | | | |
| **At 31st March 2026** | **12.98** | **17.60** | **30.58** | **1.08** | **6,425.03** |
| **At 31st March 2025** | **12.05** | **20.47** | **32.52** | **1.08** | **6,425.03** |

* Refer note 35 for impairment on goodwill

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 5 (a) : Additional information (Separate from Ind AS Schedule III)

| Particulars | Gross Block As at 31-Mar-25 | Accumulated Depreciation / Amortisation 31-Mar-25 | Net Block As at 31-Mar-25 | Gross Block As at 31-Mar-26 | Accumulated Depreciation / Amortisation 31-Mar-26 | Net Block As at 31-Mar-26 |
|---|---|---|---|---|---|---|
| **Property Plant & Equipment** | | | | | | |
| Land | 892.90 | - | 892.90 | 992.43 | - | 992.43 |
| Building | 2,920.91 | 958.70 | 1,962.21 | 3,315.65 | 1,071.10 | 2,244.55 |
| Plant & Machinery | 29,928.72 | 20,542.95 | 9,385.77 | 40,884.64 | 21,358.60 | 19,526.04 |
| Data processing Equipment | 286.35 | 240.00 | 46.35 | 327.28 | 262.32 | 64.96 |
| Laboratory Equipment | 220.72 | 130.93 | 89.79 | 220.76 | 146.29 | 74.47 |
| Furniture & Fixture | 756.77 | 630.95 | 125.82 | 762.30 | 651.54 | 110.76 |
| Vehicles | 759.94 | 425.44 | 334.50 | 942.66 | 342.73 | 599.93 |
| **Total PPE** | **35,766.31** | **22,928.97** | **12,837.34** | **47,445.72** | **23,832.58** | **23,613.14** |
| **Right to Use Assets** | | | | | | |
| Leasehold-Land | 1,533.76 | 394.91 | 1,138.85 | 1,497.97 | 245.44 | 1,252.53 |
| Leasehold-Land & Building | 569.88 | 473.53 | 96.35 | 1,753.38 | 56.68 | 1,696.70 |
| Leasehold-Premises | 221.60 | 98.17 | 123.43 | 200.53 | 118.30 | 82.23 |
| **Total Right to Use Assets** | **2,325.24** | **966.61** | **1,358.63** | **3,451.88** | **420.42** | **3,031.46** |
| **Capital work in Progress** | 3,459.46 | 691.81 | 2,767.65 | 2,897.45 | 784.35 | 2,113.10 |
| Investment Properties | 7,184.49 | 227.28 | 6,957.21 | 7,184.49 | 341.04 | 6,843.45 |
| **Goodwill** | 7,793.05 | 1,368.02 | 6,425.03 | 7,793.05 | 1,368.02 | 6,425.03 |
| **Other Intangible Assets** | | | | | | |
| Patents, copyrights and other rights | 38.18 | 26.13 | 12.05 | 41.68 | 28.70 | 12.98 |
| Computer Software | 194.67 | 174.20 | 20.47 | 195.17 | 177.57 | 17.60 |
| **Total other intangible Assets** | **232.85** | **200.33** | **32.52** | **236.85** | **206.27** | **30.58** |
| **Intangible assets under Dev.** | **1.08** | **-** | **1.08** | **1.08** | **-** | **1.08** |
| **Grand total** | **56,762.48** | **26,383.02** | **30,379.46** | **69,010.52** | **26,952.68** | **42,057.84** |

## Note 6 : Financial assets

### 6 (a) Non Current investments

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Investment in equity instruments (quoted) (at FVOCI)** | | |
| 15,96,533 (31 March 2025 : 15,96,533 ) equity shares of AMJ Land Holdings Limited of Rs,2/each fully paid | 516.80 | 732.97 |
| **Investment in equity instruments (unquoted) (at FVPL)** | | |
| 2,500 (31 March 2025 : 2,500 ) equity shares of Saraswat co-Operative Bank of Rs,10/each fully paid | 0.25 | 0.25 |
| 4,002 (31 March 2025 : 4,002 ) equity shares of MMA CETP Co-Op Society Limited of Rs,10/each fully paid | 4.00 | 4.00 |
| **Investment in bonds - (quoted) (at amortised cost) *** | | |
| 7.73% SBI Perpetual Sr. II bond | - | 403.28 |
| 9.75 %Performance chemiserve Ltd SR.1 | - | - |
| **Investment in Alternate investment funds (AIF) (Unquoted - at FVPL)** | | |
| 9,804 (31 March 2025 : 9,804) units of Abakkus growth fund-2 | 158.18 | 157.72 |
| 8,32,294 (31 March 2025 : 6,57,161) Nuvama/Edelweiss crossover opportunity fund | 80.05 | 60.90 |

(All amounts in INR Lakhs unless otherwise stated)

## 6 (a) Non Current investments (Contd)

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| 19,51,445 ( 31 March 2025: 19,59,192 ) units of IIFL Special Opportunities Fund 11 | 378.22 | 339.96 |
| 29,97,827 ( 31 March 2025: 19,49,902 ) units of IIFL Special Opportunities Fund 13 | 324.47 | 214.43 |
| 1,09,916 ( 31 March 2025: 1,09,916) units of Northen ARC money market alpha fund | 123.89 | 117.55 |
| **Total** | **1,585.86** | **2,031.06** |
| Aggregate amount of quoted investments and market value thereof | 506.22 | 1,125.67 |
| Aggregate amount of unquoted investments | 1,079.64 | 894.81 |

* Additional Tier 1 bonds, which are perpetual in nature, are issued by commercial banks under Reserve Bank of India guidelines. These have been classified as debt instruments by the Company to be carried at amortised cost, based on the substantive characteristics of the contract.

## 6 (b) Current investments

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Investment in equity instruments (quoted) (at FVPL)** | | |
| 29,85,150 (31 March 2025 : Nil ) equity shares of Lloyds Enterprises Limited of Re,1/each fully paid | 1,235.55 | - |
| **Investment in equity instruments (unquoted) (at FVPL)** | | |
| 12,04,999 equity shares of Mitcon Solar Alliance Limited of Rs,10/each fully paid | 240.50 | 240.50 |
| **Investment in debentures/bonds - (quoted) (at FVPL)** | | |
| Hinduja Leyland Finance Limited SR 001 BR NCD 17SP24 FVRS10LAC | 610.50 | 536.83 |
| 360 One Distribution Services Ltd. | - | 495.80 |
| **Investment in mutual funds (quoted) (at FVPL)** | | |
| 55,439 (31 March 2025: 51,640 ) units in Tata Liquid Fund | 2,411.42 | 2,113.52 |
| 3,75,253 (31 March 2025: 2,34,729 ) units in ICICI Prudential Liquid Fund | 1,529.84 | 901.11 |
| 45,04,158 (31 March 2025 : 45,04,158) units in Nippon India arbitrage fund | 1,355.01 | 1,270.02 |
| 23,886 (31 March 2025: Nil) units in Kotak Liquid Fund | 1,329.37 | - |
| 34,173 (31 March 2025: 20,215) units in Mirae assets cash management | 994.54 | 553.79 |
| 43,138 (31 March 2025 : 43,138) units in Kotak floating rate fund | 698.59 | 650.76 |
| 8,36,137 (31 March 2025 : 8,36,137) units in Kotak equity arbitrage fund | 351.42 | 329.04 |
| 7,250 (31 March 2025: Nil) units in Franklin Templeton Liquid Fund | 300.22 | - |
| 3,751 (31 March 2025: Nil) units in Groww Liquid Fund | 100.18 | - |
| 640 (31 March 2025 : 640) units in Axis treasury advantage fund | 21.71 | 20.31 |
| Nil (31 March 2025: 1,05,870 ) units in Axis liquid fund | - | 3,052.87 |
| Nil (31 March 2025: 35,865) units in Nippon India Liquid fund | - | 2,276.28 |
| Nil (31 March 2025: 1,19,822) units in Adity Birla Sunlife liquid fund | - | 501.73 |
| **Total** | **11,178.85** | **12,942.56** |

## 6 (c) Trade receivables

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Secured, considered good | 392.83 | 229.93 |
| Unsecured, considered good | 7,286.90 | 6,667.96 |
| Trade receivables - credit impaired | 160.87 | 210.35 |
| **Total** | **7,840.60** | **7,108.24** |
| Less: Allowance for expected credit loss | (289.15) | (280.26) |
| **Net** | **7,551.45** | **6,827.98** |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## 6 (c) Trade receivables (Contd)

### Trade Receivables ageing schedule as on 31/3/2026

| Particulars | Outstanding for following periods from due date of payments | | | | | | |
|---|---|---|---|---|---|---|---|
| | Not Due | Less than 6 Months | 6 months to 1 year | 1 to 2 years | 2 to 3 years | more than 3 years | Total |
| (i) Undisputed Trade receivables -considered good | 5,904.63 | 1,691.21 | 22.10 | - | - | - | 7,617.94 |
| (ii) Undisputed Trade receivables -which have significant increase in credit risk considered good | - | 9.91 | 2.29 | 9.71 | - | 39.73 | 61.64 |
| (iii) Undisputed Trade receivables -credit impaired | - | - | - | - | - | 0.15 | 0.15 |
| (iv) Disputed Trade receivables -considered good | - | - | - | - | - | - | - |
| (v) Disputed Trade receivables -which have significant increase in credit risk. | - | - | - | - | - | - | - |
| (vi) Disputed Trade receivables -credit impaired * | - | - | - | - | - | 160.87 | 160.87 |
| **Total** | **5,904.63** | **1,701.12** | **24.39** | **9.71** | **-** | **200.75** | **7,840.60** |

### Trade Receivables ageing schedule as on 31/3/2025

| Particulars | Outstanding for following periods from due date of payments | | | | | | |
|---|---|---|---|---|---|---|---|
| | Not Due | Less than 6 Months | 6 months to 1 year | 1 to 2 years | 2 to 3 years | more than 3 years | Total |
| (i) Undisputed Trade receivables -considered good | 5,741.08 | 1,069.21 | 18.35 | - | - | - | 6,828.64 |
| (ii) Undisputed Trade receivables -which have significant increase in credit risk considered good | - | 17.69 | 2.17 | 4.30 | 5.65 | 39.44 | 69.25 |
| (iii) Undisputed Trade receivables -credit impaired | - | - | - | - | - | - | - |
| (iv) Disputed Trade receivables -considered good | - | - | - | - | - | - | - |
| (v) Disputed Trade receivables -which have significant increase in credit risk. | - | - | - | - | - | - | - |
| (vi) Disputed Trade receivables -credit impaired * | - | - | - | - | - | 210.35 | 210.35 |
| **Total** | **5,741.08** | **1,086.90** | **20.52** | **4.30** | **5.65** | **249.79** | **7,108.24** |

* Dispute is existence of suit or arbitration proceedings.

1 No amounts are receivable from directors or other officers of the company either severally or jointly with any other person.

2 Amounts receivable from firms or private companies in which any director is a partner, a director or a member - Rs.Nil (31 March 2025 - Rs.Nil)

(All amounts in INR Lakhs unless otherwise stated)

## 6 (d) Loans

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Current** | | |
| **Secured, considered good** | | |
| Loan to Others | 1,029.71 | 968.34 |
| **Unsecured, considered good** | | |
| Loan to Related Parties (Refer note 30 ) | 387.67 | 147.50 |
| Loan to Others | 10,168.77 | 4,068.94 |
| **Loan receivables which have significant increase in credit risk** | | |
| Loan to Others | - | - |
| Less: Allowance for loan receivable with credit risk | - | - |
| **Total** | **11,586.15** | **5,184.78** |

1 No amounts are receivable from directors or other officers of the company either severally or jointly with any other person.

2 Amounts receivable from firms or private companies in which any director is a partner, a director or a member - Rs.Nil (31 March 2025 - Rs.Nil)

## 6 (e) Cash and cash equivalents

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Balances with banks | | |
| - in current accounts | 520.73 | 397.39 |
| - in EEFC accounts | 1,526.72 | 341.09 |
| - in Other accounts (debit balance in cash credit A/c with bank) | 223.50 | 2,798.49 |
| Cash on hand | 8.35 | 4.85 |
| **Total** | **2,279.30** | **3,541.82** |

## 6 (f) Other Bank Balances

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Bank deposits with original maturity of more than twelve months | 110.77 | 94.43 |
| Balance with bank in unpaid dividend account | 41.47 | 42.19 |
| Margin money deposits ** | 85.38 | 118.39 |
| **Total** | **237.62** | **255.01** |

** Margin money deposits are subject to first charge to secure the Company's non-fund based working capital facilities.

## 6 (g) Other financial assets

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Non Current** | | |
| Security deposits | 22.03 | 21.90 |
| **Total** | **22.03** | **21.90** |
| **Current** | | |
| Other receivables | 8.83 | 5.82 |
| Security deposits | 70.02 | 88.11 |
| **Total** | **78.85** | **93.93** |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 7: Other non-current assets

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Capital advances | 10.62 | 1,449.28 |
| **Total** | **10.62** | **1,449.28** |

## Note 8: Inventories

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Raw materials (including goods in transit Rs.19.74 lakhs (31 March 2025 : Rs.Nil lakhs ) | 7,285.64 | 6,776.52 |
| Other material (including goods in transit Rs.Nil (31 March 2025 : Rs.115.26 lakhs ) | 1,407.23 | 1,489.97 |
| Work-in-progress | 1,229.21 | 1,318.62 |
| Finished goods (including goods in transit Rs.102.09 lakhs (31 March 2025 : Rs.11.71 lakhs) | 2,571.33 | 2,829.43 |
| Traded goods | 79.18 | 35.31 |
| Packing material | 108.61 | 105.93 |
| Fuel | 379.00 | 20.49 |
| Stores and spares | 437.86 | 380.18 |
| **Total** | **13,498.06** | **12,956.45** |

### Amounts recognised in profit or loss:

Write-downs of inventories to net realisable value amounted to Rs. (0.52) lakhs (31 March 2025 Rs. 0.77 lakhs). These were recognised as an expenses during the year and included in 'Changes in inventories of work-in-progress, stock-in-trade and finished goods' in the Statement of profit and loss.

The reversal of write-downs of inventories of Rs. 17.22 lakhs (31-Mar-25: 16.52 lakhs), were recognised as reversal of expense during the year and included in 'Changes in inventories of work-in-progress, stock-in-trade and finished goods' in the Statement of profit and loss.

## Note 9: Other current assets

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Advances to employees | 0.96 | 1.03 |
| Advances to suppliers | 1,053.54 | 156.75 |
| Prepaid expenses | 218.48 | 174.64 |
| **Total** | **1,272.98** | **332.42** |

## Note 10 (a) : Equity share capital

### (i) Authorised equity share capital

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| 10,00,00,000 equity shares of Rs. 1 each | 1,000.00 | 1,000.00 |
| (10,00,00,000 shares of Rs. 1 each at 31 March 2025) | | |
| | **1,000.00** | **1,000.00** |

(All amounts in INR Lakhs unless otherwise stated)

## Note 10 (a) : Equity share capital (contd.)

### (ii) Issued, subscribed and Paid up

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| 9,49,50,000 equity shares of Rs. 1 each | 949.50 | 949.50 |
| (9,49,50,000 shares of Rs. 1 each at 31 March 2025) | | |
| | **949.50** | **949.50** |

### (iii) Terms/Rights attached to Equity Shares :

The Company has only one class of equity shares having a par value of Rs. 1 per share. They entitle the holder to participate in dividends, and to share in the proceeds of winding up the company in proportion to the number of and amounts paid on the shares held.

Every holder of equity shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share is entitled to one vote.

### (iv) Details of shareholders holding more than 5% shares in the company

| Particulars | 31-Mar-26 | | 31-Mar-25 | |
|---|---|---|---|---|
| | Number ofShares (In Lakhs) | % Holding | Number ofShares (In Lakhs) | % Holding |
| 3P Land Holdings Limited | 135.67 | 14.29 | 135.67 | 14.29 |
| Thacker and Co.Ltd | 139.05 | 14.64 | 130.05 | 13.70 |
| Suma Commercial Pvt. Ltd. | 103.09 | 10.86 | 103.09 | 10.86 |
| Yashvardhan Jatia Trust | 96.75 | 10.19 | 96.75 | 10.19 |
| Chem Mach Private Limited | 77.00 | 8.11 | 77.00 | 8.11 |
| AMJ Land Holdings Limited | 63.43 | 6.68 | 63.43 | 6.68 |

### (v) Details of shares held by promotors

| Particulars | 31-Mar-26 | | 31-Mar-25 | | % Change during the year |
|---|---|---|---|---|---|
| | Number ofShares (In Lakhs) | % Holding | Number ofShares (In Lakhs) | % Holding | |
| 3P Land Holdings Limited | 135.67 | 14.29 | 135.67 | 14.29 | - |
| Thacker and Co.Ltd | 139.05 | 14.64 | 130.05 | 13.70 | 6.92 |
| Suma Commercial Pvt. Ltd. | 103.09 | 10.86 | 103.09 | 10.86 | - |
| Yashvardhan Jatia Trust (Trustees Mr.A.K.Jatia and Mr. Gautam Jajodia) | 96.75 | 10.19 | 96.75 | 10.19 | - |
| Chem Mach Private Limited | 77.00 | 8.11 | 77.00 | 8.11 | - |
| AMJ Land Holdings Limited | 63.43 | 6.68 | 63.43 | 6.68 | - |
| Arunkumar Mahabirprasad Jatia | 44.41 | 4.68 | 42.09 | 4.43 | 5.51 |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 10 (a) : Equity share capital (Contd)

### (v) Details of shares held by promotors (Contd)

| Particulars | 31-Mar-26 | | 31-Mar-25 | | % Change during the year |
|---|---|---|---|---|---|
| | Number ofShares (In Lakhs) | % Holding | Number ofShares (In Lakhs) | % Holding | |
| Vasudha Jatia Trust (Trustees Mr.A.K.Jatia and Mr. Gautam Jajodia) | 10.00 | 1.05 | 10.00 | 1.05 | - |
| Vrinda Jatia Trust (Trustees Mr.A.K.Jatia and Mr. Gautam Jajodia) | 10.00 | 1.05 | 10.00 | 1.05 | - |
| Fujisan Technologies Limited | - | - | 9.00 | 0.95 | (100.0) |
| Yashvardhan Jatia * | 0.00 | 0.00 | 0.00 | 0.00 | - |
| | **679.40** | | **677.08** | | |

* 0.00 represent number less than 1000

## Note 10 (b) : Reserves and surplus

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Securities premium | 95.00 | 95.00 |
| General Reserves | 2,200.00 | 2,000.00 |
| Capital Reserve | 17,945.50 | 17,945.50 |
| Retained earnings | 45,757.41 | 37,297.25 |
| **Total** | **65,997.91** | **57,337.75** |

### (i) Securities premium reserve

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Opening balance | 95.00 | 95.00 |
| Movement during the year | - | - |
| **Closing balance** | **95.00** | **95.00** |

### (ii) General Reserves

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Opening balance | 2,000.00 | 1,800.00 |
| Add: Transfer from retained earning | 200.00 | 200.00 |
| **Closing balance** | **2,200.00** | **2,000.00** |

### (iii) Capital Reserve

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Opening balance | 17,945.50 | 17,945.50 |
| Movement during the year | - | - |
| **Closing balance** | **17,945.50** | **17,945.50** |

(All amounts in INR Lakhs unless otherwise stated)

## Note 10 (b) : Reserves and surplus (contd.)

### (iv) Retained earnings

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Opening balance | 37,297.25 | 28,439.52 |
| Net profit for the period | 9,359.16 | 9,575.97 |
| Items of OCI recognised directly in retained earnings | (129.30) | 51.46 |
| Transfer to General reserve | (200.00) | (200.00) |
| Dividends | (569.70) | (569.70) |
| **Closing balance** | **45,757.41** | **37,297.25** |

## Note 10 (c) : Reserves and surplus - Additional disclosures

**(i) Securities premium reserve:**
Securities premium reserve is used to record premium on issue of shares. The reserve is utilised in accordance with the provisions of the Companies Act, 2013.

**(ii) General Reserve**
General reserve is a free reserve and it represents amount transferred from retained earning.

**(iii) Capital reserve:**
Capital reserve was created on account of demerger, as per scheme approved by Hon.Bombay High court.

**(iv) Retained earnings:**
Retained earnings comprises of the Company's undistributed earnings after taxes.

## Note 11: Financial liabilities

### 11 (a) Non-current borrowings

| Total long term borrowings | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Secured** | | |
| **Term loans From banks** | | |
| Term loan-1 | 116.79 | 117.58 |
| Term loan-2 | 182.87 | - |
| Term loan-3 | 208.55 | - |
| Term loan-4 | 925.95 | - |
| **Total Secured loans** | **1,434.16** | **117.58** |
| **Unsecured** | | |
| Public Deposits | 821.79 | 800.58 |
| **Total unsecured loan** | **821.79** | **800.58** |
| **Total long term borrowings (A)** | **2,255.95** | **918.16** |
| **Current Maturities of long term borrowings** | | |
| **Secured** | | |
| **Term loans From banks** | | |
| Term loan-1 | - | 0.96 |
| Term loan-2 | 18.50 | - |
| Term loan-3 | 42.86 | - |
| Term loan-4 | 200.00 | - |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 11: Financial liabilities (contd.)

### 11 (a) Non-current borrowings

| Total long term borrowings | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Unsecured** | | |
| Public Deposits | 242.29 | 24.83 |
| **Total current maturities of long term borrowings (B)** | **503.65** | **25.79** |
| Amount disclosed under the note 11(b) current borrowing | 503.65 | 25.79 |
| **Non-current borrowing (A-B)** | **1,752.30** | **892.37** |

**Notes :**

i) Term loan carries floating interest at (Prime lending rate) PLR minus 6.25% p.a (31 March 2025 6.25% p.a.). The balance loan amount is repayable in single instalment at the end of the term i.e. on 19 April 2030.The term loan is secured by investment properties purchased using this loan.

ii) Term loan-2 carries fixed interest at 8.25% p.a. The principal loan amount repayment is in equal monthly instalments, such that monthly repayable amount increases every year, to be repaid in full by 30 December 2030. The term loan-2 is secured against first pari-passu charge by hypothecation of all plant and machinery at Pune and Mahad alongwith first pari-passu charge by mortgage of land and buildings at Mahad.

iii) Term loan-3 carries fixed interest at 8.25% p.a. principal loan amount is repayable in remaining 81 equal monthly instalments of Rs. 3.57 lakhs each. The term loan-3 is secured against hypothecation of solar panels and other equipment installed at Solar Park Village Bhalvani, Tal. Mangalvedha, Dist. Solapur

iv) Term loan-4 carries fixed interest at 8.25% p.a. principal loan amount is repayable in remaining 57 equal monthly instalment of Rs. 16.67 lakhs each. The term loan-4 is secured against first pari-passu charge by hypothecation of certain machinery at PM2, PM6 and PM7 locations of Pune plant.

v) Public Deposits are unsecured deposits accepted from Public, in compliance with provisions of Companies Act, 2013. The Deposits carried fixed rate of interest @ 7.25% p.a (31 March 2025: 7.25% )

### 11 (b) Current borrowings

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Loans repayable on demand (Secured)** | | |
| Working capital loans from banks | 28.73 | - |
| Current maturities of long-term borrowing | 503.65 | 25.79 |
| **Total current borrowings** | **532.38** | **25.79** |

**Notes:**

As on 31 March 2025 there is debit balance in cash credit working capital loan from banks, hence it is shown as Cash & Cash Equivalent in note 6 (e). These working capital loans from banks is secured by first pari passu charge on entire current assets of the Company (both present and future) plus, second pari passu charge on all Property, Plant & Equipment of the Company and the corporate guarantee from a group company 3P Land Holdings Limited. The loans are repayable on demand and carries floating interest @ 9.45% - 9.90% (31 March 2025: 9.85% - 10.25% ) p.a. The quarterly statements of current assets filed by the Company with banks are in agreement with the books of account

(All amounts in INR Lakhs unless otherwise stated)

## Note 11: Financial liabilities (contd.)

### 11 (c) Other financial liabilities

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Non-current** | | |
| Other Financial Liabilities | 230.34 | 252.77 |
| **Total other non-current financial liabilities** | **230.34** | **252.77** |
| **Current** | | |
| Employees dues | 772.80 | 735.25 |
| Unclaimed public deposits * | 20.65 | 33.05 |
| Unclaimed interest on public deposits * | 1.63 | 2.65 |
| Performance Security Deposit | 240.00 | 240.00 |
| Unclaimed dividend * | 41.47 | 42.19 |
| Capital creditors | 834.31 | 157.79 |
| Refund Liabilities # | 512.45 | 293.31 |
| Other Financial Liabilities | 460.72 | 273.28 |
| **Total current financial liabilities** | **2,884.03** | **1,777.52** |

* There are no amounts due and outstanding to be credited to Investor Education and Protection Fund.

# The company recognise refund liability for the expected quality claim settlements. Refund liabilities are also recognised for expected volume discount payable to wholesale customers.

### 11 (d) Trade payables

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| (i) Total outstanding dues of micro & small enterprises | 250.96 | 182.07 |
| (ii) Total outstanding dues of creditors other than micro & small enterprises | 6,632.93 | 5,510.57 |
| **Total** | **6,883.89** | **5,692.64** |

### Details of total outstanding dues of micro, small and medium enterprises:

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| (a) (i) Principal amount of outstanding dues to MSME | 250.96 | 182.07 |
| (a) (ii) Interest on above outstanding amount | - | - |
| (b) Amount of interest paid in terms of section 16 of Micro, Small and Medium Enterprise Development Act, 2006 (27 of 2006), along with the payment made to the supplier beyond appointed day | - | - |
| (c) Amount of interest due and payable for the period of delay in making payment (which has been paid but beyond appointed day during the year) but without adding the interest specified under the Micro, Small and Medium Enterprises Development Act, 2006 | - | - |
| (d) The amount of interest accrued and remaining unpaid at the end of each accounting year | - | - |
| (e) The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise, for the purpose of disallowance of a deductible expenditure under section 23 of the Micro, Small and Medium Enterprises Development Act, 2006 | - | - |
| | **250.96** | **182.07** |

As certified by management there are no outstanding dues to Micro and Small Enterprises, other than the amount disclosed. There is no interest due or outstanding on the same.

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 11: Financial liabilities (contd.)

### Trade payables ageing schedule

| Particulars | Not Due | Unbilled | Outstanding for following periods from due date of payment | | | | Total |
|---|---|---|---|---|---|---|---|
| | | | Less than 1 year | 1-2 years | 2-3 years | More than 3 years | |
| **As on 31-3-2026** | | | | | | | |
| (i) MSME | 250.96 | - | - | - | - | - | 250.96 |
| (ii) Others | 4,798.64 | 697.67 | 896.33 | 2.30 | 76.38 | 2.40 | 6,473.72 |
| (iii) Disputed dues - MSME | - | - | - | - | - | - | - |
| (iv) Disputed dues - Others | - | - | - | - | - | 159.21 | 159.21 |
| **As on 31-3-2025** | | | | | | | |
| (i) MSME | 182.07 | - | - | - | - | - | 182.07 |
| (ii) Others | 3,478.34 | 815.94 | 976.05 | 40.20 | 38.43 | 2.40 | 5,351.36 |
| (iii) Disputed dues - MSME | - | - | - | - | - | - | - |
| (iv) Disputed dues - Others | - | - | - | - | - | 159.21 | 159.21 |

## Note 12: Provisions

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Non Current** | | |
| Provisions against litigations | 3,406.25 | 3,649.75 |
| Other provisions | - | 344.19 |
| **Total** | **3,406.25** | **3,993.94** |
| **Current** | | |
| Provisions against litigations | 175.49 | - |
| Other provisions | 663.89 | - |
| **Total** | **839.38** | **-** |

### Note : Information about individual provisions

**(a) Provision against litigation:**

Provision is for disputed liabilities under litigation awaiting final conclusion.

Provision is for disputed liabilities under litigation of -

(i) CSS/ASC on power purchased under captive mechanism by the Company - Rs. 3312.98 lakhs (31-Mar-2025: 3,266.68 lakhs), further explained in note 32.

(ii) Supplementary bill for IPP power - Rs. 93.27 lakhs (31-Mar-2025: Rs. 93.27 lakhs); matter pending with APTEL

(iii) Denial of Input Tax Credit (GST) of Rs.15.98 lakhs (inclusive of interest and penalty) by GST authorities is contested by the Company by way of statutory appeal after pre-depositing requisite amount of Rs.0.82 lakh. Although the Company estimates that ultimate resolution may favour the Company, a provision of like amount has been made in accounts.

(iv) The Maharashtra Electricity Regulatory Commission (MERC), vide its order dated March 25, 2026, has retrospectively modified electricity banking norms with retrospective effect from July 1, 2025. The revised regulations restrict the utilization of 'solar hours' (9:00 AM to 5:00 PM) generated banked units strictly in solar hours, effectively disallowing the credit of surplus generated energy against consumption occurring outside these hours in a month. This change resulted in the lapse of over-injected units and a subsequent demand of ₹55.21 lakhs by the DISCOM (MSEDCL) for the period up to March 31, 2026. The matter is pending before the Appellate Tribunal for Electricity (APTEL). Pending

## Note 12 Provisions (contd.)

the final judicial outcome, the Company has recognized a provision of ₹55.21 lakhs in the financial statements as a matter of prudence, against which a payment of ₹9.19 lakhs has been made under protest.

(v) The Maharashtra State Electricity Distribution Co. Ltd (MSEDCL/DISCOM) has levied Tax on Sale of Electricity (ToSE) on the energy generated by the Company's wind and solar power plants, as well as on power classified as 'captively consumed' under the Electricity Act, 2003. A demand since May 2019 of Rs.105.12 lakhs in aggregate has been raised and subsequently paid by the Company under protest. The matter is pending before the Hon'ble Bombay High Court. Pending resolution of the matter by the Hon'ble High Court, as a matter of prudence a provision of the like amount has been made in the accounts.

### (b) Other provision

The other provision of Rs.663.89 lakhs, is in respect of liability for electricity duty on certain power generated by the Company in earlier years. The Company had made this provision on prudent basis in earlier years, and it was disclosed as non-current provision,as the matter was pending before the Supreme Court. During the year, Hon'ble Supreme Court has decided this matter against the generators and consequently a demand for electricity duty up to the said amount is expected to be raised within 12 months from the Balance Sheet date and as such, this provision is recognized in the current year as current provision.

### (c) Movements in provisions

Movements in provisions during the financial year, are set out below

| Particulars | Non Current Amount | Current Amount |
|---|---|---|
| **As at March 31, 2024** | 3,919.07 | - |
| Additional provisions recognised | 33.50 | - |
| Unused amounts reversed | - | - |
| Amounts paid under protest/(refund received) * | (41.37) | - |
| **As at March 31, 2025** | 3,993.94 | - |
| Additional provisions recognised | - | 207.30 |
| Unused amounts reversed/ Transfer to short term | 632.08 | (632.08) |
| Amounts paid under protest/(refund received) * | (44.39) | - |
| **As at March 31, 2026** | **3,406.25** | **839.38** |

* Net of refund of Rs.44.39 lakhs (31-Mar-2025 Rs. 41.37 lakhs) received from amount paid in protest.

## Note 13: Employee benefit obligations

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Non Current** | | |
| Leave obligations | 485.09 | 428.01 |
| Defined pension benefits | 107.05 | 113.02 |
| Gratuity | 525.41 | 441.09 |
| **Total** | **1,117.55** | **982.12** |
| **Current** | | |
| Leave obligations | 156.17 | 127.85 |
| Defined pension benefits | 17.40 | 17.40 |
| Gratuity | 328.76 | 313.54 |
| **Total** | **502.33** | **458.79** |

### (i) Leave obligations -

The leave obligation covers the Company's liability for accumulated leaves that can be encashed or availed. The company does not have an unconditional right to defer settlement for any of these obligations. However, based on past experience , the company does not expect all employees to take the full amount of accrued leave or require payment within the next 12 months and accordingly amounts have been classified as current and non current based on actuarial valuation report.

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 13: Employee benefit obligations (contd.)

### (ii) Defined benefit plans:

**a) Gratuity -** The Company provides for gratuity for employees as per the terms of employment. Employees who are in continuous service at least for a period of 5 years are eligible for gratuity. The amount of gratuity payable on retirement/ termination is calculated at the last drawn monthly basic salary multiplied by 15 days salary for each completed years of service of the employee. The scheme is funded with Life Insurance Corporation of India (LIC). The Company does not fully fund the liability and maintains a target level of funding to be maintained over a period of time based on estimate of expected gratuity payments.

In addition, employees who have completed 20 years of service are eligible to additional gratuity computed at last drawn monthly basic salary multiplied by 7 days salary for each completed years of service of the employee. The additional gratuity benefit is unfunded.

Pension - The Company operates defined benefit pension plan for the Director (retired as Managing Director in FY 2019-20). The amount of pension per month is a fixed amount and is paid to the Director.

Post his passing, the family pension will be payable to his spouse, and this family pension per month will also be the same fixed amount, and is payable as long as the spouse survives. The Company has not funded the liability.

**aa The amounts recognised in the balance sheet and the movements in the net defined benefit obligation over the year are as follows:**

| Particulars | Gratuity | | | Pension | | |
|---|---|---|---|---|---|---|
| | Present value of obligation | Fair value of plan assets | Net liability amount | Present value of obligation | Fair value of plan assets | Net liability amount |
| **April 1, 2025** | **2,069.54** | **1,314.91** | **754.63** | **130.42** | **-** | **130.42** |
| Current service cost | 132.15 | - | 132.15 | - | - | - |
| Past service cost | 226.82 | - | 226.82 | - | | - |
| Interest expense / (income) | 136.14 | (92.38) | 43.76 | 8.52 | - | 8.52 |
| **Total amount recognised in profit and loss** | **495.11** | **(92.38)** | **402.73** | **8.52** | **-** | **8.52** |
| **Remeasurements** | | | | | | |
| (Gain) / loss from change in demographic assumptions | - | - | - | - | - | - |
| (Gain) / loss from change in financial assumptions | (73.47) | (13.61) | (87.08) | (0.59) | - | (0.59) |
| Experience (gains) / losses | 0.42 | 5.43 | 5.85 | 3.50 | - | 3.50 |
| **Total amount recognised in OCI** | **(73.05)** | **(8.18)** | **(81.23)** | **2.91** | **-** | **2.91** |
| Contributions - employer | - | 179.36 | (179.36) | - | - | - |
| Transfer in ** | - | - | - | - | - | - |
| Benefit payments | 134.82 | (92.22) | 42.60 | 17.40 | - | 17.40 |
| **March 31, 2026** | **2,356.78** | **1,502.61** | **854.17** | **124.45** | **-** | **124.45** |

The net liability disclosed above relates to both funded and unfunded plans. The Company has no legal obligation to settle the deficit in the funded plans with an immediate contribution or additional contribution. The Company intends to contribute in line with the recommendations of the fund administrator and the actuary.

## Note 13: Employee benefit obligations (contd.)

**ab** As at March 31, 2026 and March 31, 2025, plan assets were invested in funds managed by insurer (LIC).

**ac** Through its defined benefit plans, the Company is exposed to number of risks, the most significant of which are detailed below:

**Asset Volatility:** The Plan liabilities are calculated using a discount rate set with reference to government bond yields. If plan assets underperform, this yield will create a deficit. The plan asset investments are in funds managed by insurer. These are subject to interest rate risk.

**Changes in bond yield:** A decrease in government bond yields will increase plan liabilities, although this may be partially offset by an increase in the returns from plan asset.

**b Defined benefit liability and employer contributions:**

**ba** The Company ensures that the investment positions are managed within an asset-liability matching (ALM) framework that has been developed to achieve long-term investments that are in line with the obligations under the employee benefit plans. Within the framework, the Company's ALM objective is to match assets to the gratuity obligations by investing in funds with LIC in the form of a qualifying insurance policy.

The Company actively monitors how the duration and the expected yield of the investments are matching the expected cash outflows arising from the employee benefit obligations. The Company has not changed the process used to manage its risks from previous periods.

**bb** The Company expects to contribute Rs.269 lakhs to the defined benefit plan during the next annual reporting period.

**bc** The weighted average duration of the defined benefit obligation for gratuity and pension is 9.62 and 10.53 years respectively (31 March 2025: 9.74 and 11.19 years). The expected maturity analysis of undiscounted pension and gratuity is as follows:

| Particulars | Less than a year | Between 1 - 2 years | Between 2 - 5 years | Over 5 years | Total |
|---|---|---|---|---|---|
| **31-Mar-26** | | | | | |
| Defined benefit obligation gratuity | 346.90 | 426.40 | 922.07 | 7,654.46 | 9,349.83 |
| Defined benefit obligation pension | 17.40 | 17.40 | 52.20 | 104.40 | 191.40 |
| **Total** | **364.30** | **443.80** | **974.27** | **7,758.86** | **9,541.23** |
| **31-Mar-25** | | | | | |
| Defined benefit obligation gratuity | 357.79 | 161.83 | 880.88 | 6,135.31 | 7,535.81 |
| Defined benefit obligation pension | 17.40 | 17.40 | 52.20 | 104.40 | 191.40 |
| **Total** | **375.19** | **179.23** | **933.08** | **6,239.71** | **7,727.21** |

The expected benefits are based on the same assumptions used to measure the Company's benefit obligations as of March 31, 2026.

**bd Present Value of Defined Benefit Obligation**

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Balance as at the beginning of the year** | **2,199.96** | **1,951.54** |
| Interest cost | 144.66 | 135.41 |
| Current service cost | 132.15 | 107.62 |
| Past service cost | 226.82 | - |
| Transfer in (from other company) | - | 0.98 |
| Benefit paid | (152.22) | (145.74) |
| Actuarial (gains)/losses | (70.14) | 150.15 |
| **Balance as at the end of the year** | **2,481.23** | **2,199.96** |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 13: Employee benefit obligations (contd.)

### be Fair value of Plan Assets

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Balance as at the beginning of the year** | **1,314.91** | **1,158.61** |
| Expected return on plan assets | 92.38 | 86.44 |
| Contributions by the Company | 179.36 | 174.23 |
| Benefit paid | (92.22) | (90.41) |
| Actuarial gains/(losses) | 8.18 | (13.96) |
| **Balance as at the end of the year** | **1,502.61** | **1,314.91** |

### bf Net Liabilities recognised in the Balance Sheet

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Net Liabilities recognised in the Balance Sheet** | **978.62** | **885.05** |

### bg Expenses recognised in the Statement of Profit and Loss

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Current service cost | 132.15 | 107.62 |
| Interest cost | 144.66 | 135.41 |
| Past service cost | 226.82 | - |
| Expected return on plan assets | (92.38) | (86.44) |
| **Total expenses recognised in the statement of profit and loss** | **411.25** | **156.59** |

### bh The principal assumptions used for the purpose of actuarial valuation are as follows:

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **India** | | |
| Discount Rate * | 7.30% | 6.80% |
| Expected Rate of Return on Plan Assets ** | 6.80% | 7.20% |
| Salary Escalation Rate *** | 7.00% | 7.00% |
| Rate of Employee Turnover | 5.00% | 5.00% |

* Discount rate is based on the prevailing market yields of Indian Government securities as at the balance sheet date for the estimated term of the obligations.

** The overall expected rate of return on assets is based on the expectation of the average long term rate of return expected on investments of the Fund during the estimated term of the obligations.

*** The estimates of future salary increases considered in actuarial valuation takes into account inflation, seniority, promotion and other relevant factors, such as demand and supply in the employment market.

### bi Sensitivity analysis - the increase / (decrease) in present value of defined benefit obligation to changes in principal assumptions:

| Particulars | 31-Mar-26 | | 31-Mar-25 | |
|---|---|---|---|---|
| | Amount | % | Amount | % |
| - 1% increase in discount rate | (143.27) | -5.78% | (130.17) | -5.13% |
| - 1% decrease in discount rate | 162.11 | 6.54% | 147.49 | 5.72% |
| - 1% increase in salary escalation rate | 133.41 | 5.38% | 120.13 | 4.48% |
| - 1% decrease in salary escalation rate | (120.11) | -4.85% | (108.07) | -4.09% |
| - 1% increase in rate of employee turnover | (3.45) | -0.14% | (6.60) | -0.13% |
| - 1% decrease in rate of employee turnover | 3.56 | 0.14% | 7.20 | 0.14% |

(All amounts in INR Lakhs unless otherwise stated)

## Note 13: Employee benefit obligations (contd.)

The above sensitivity analysis are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated.

### iii Defined contribution plans:

The Company also has certain defined contribution plans. Contributions are made to recognised funds for employees at the prescribed rate of basic salary as per regulations. The contributions are made to registered funds administered/ approved by the government. The obligation of the Company is limited to the amount contributed and it has no further contractual nor any constructive obligation. In respect of these plans, contributions paid and recognised in the Statement of Profit and Loss are as follows:

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Contribution to Employees' Provident Fund | 239.96 | 239.88 |
| Contribution to Employees' Superannuation Fund | 59.26 | 58.87 |
| Contribution to ESIC | 1.85 | 1.70 |
| Contribution to Maharashtra labour welfare fund | 0.72 | 0.72 |

## Note 14: Deferred tax Assets / Liabilities (net)

**The components of deferred tax assets and liabilities have been disclosed as follows:**

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Major Components of Deferred Tax Assets -** | | |
| Employee Benefits - | | |
| - Provision for Gratuity | 221.19 | 196.14 |
| - Provision for Leave Encashment | 166.92 | 145.37 |
| - Bonus on payment basis | 46.28 | 42.76 |
| Allowances for doubtful trade receivables | (17.32) | (19.59) |
| Provision for expenses allowable on payment basis | 104.93 | 107.05 |
| | **522.00** | **471.73** |
| **Major Components of Deferred Tax Liabilities -** | | |
| PPE, Intangible Assets & Goodwill | 3,291.01 | 2,923.62 |
| Fair value gain / loss on investment | 231.31 | 282.43 |
| | **3,522.32** | **3,206.05** |
| **Net deferred tax (assets) / liabilities** | **3,000.32** | **2,734.32** |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 14: Deferred tax Assets / Liabilities (net) (contd.)

### Movements in deferred tax liabilities

| Significant Components of Deferred Tax (Assets) / Liabilities | PPE, Intangible Assets & Goodwill | Employee Benefit | Fair value gain / loss on investment | Prov.for expenses allowable on payment basis | Allowances for doubtful receivables | Total |
|---|---|---|---|---|---|---|
| **At 1 April 2024** | **3,018.52** | **(339.08)** | **187.85** | **(135.63)** | **(0.34)** | **2,731.32** |
| Charged/(credited) | | | | | | |
| - to statement of profit and loss | (94.90) | (5.00) | 72.62 | 28.58 | 19.93 | 21.23 |
| - to other comprehensive income | - | (40.19) | 21.96 | - | - | (18.23) |
| **At 31 March 2025** | **2,923.62** | **(384.27)** | **282.43** | **(107.05)** | **19.59** | **2,734.32** |
| Charged/(credited) | | | | | | |
| - to statement of profit and loss | 367.39 | (70.20) | (21.05) | 2.12 | (2.27) | 275.99 |
| - to other comprehensive income | - | 20.08 | (30.07) | - | - | (9.99) |
| **At 31 March 2026** | **3,291.01** | **(434.39)** | **231.31** | **(104.93)** | **17.32** | **3,000.32** |

Unrecognised Tax Credits for which no deferred tax asset is recongnised amounts to Rs. NIL as at 31 March 2026 and Rs. NIL as at 31 March 2025.

## Note 15: Current Tax Assets (Net)

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Advance income tax (net)-Opening Balance | 326.82 | 301.07 |
| Less :Income tax payable for the year | (2,990.00) | (3,275.00) |
| Add :Advance tax for current year (including TDS) | 3,340.94 | 3,300.75 |
| **Advance Income Tax (net of provision)** | **677.76** | **326.82** |

## Note 16: Other Current Liabilities

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Current** | | |
| Advance from customers # | 1,156.25 | 769.17 |
| Employee contribution toward provident and other funds | 29.48 | 12.12 |
| Statutory dues payables | 788.87 | 175.91 |
| **Total** | **1,974.60** | **957.20** |

# Contract liability i.e. the Company's obligation to transfer goods to customers for which the Company has received consideration from the customers of Rs.631.41 lakhs (31 March 2025: Rs.370.60 lakhs) is included in Advance from customers.

During the year ended March 31, 2026 the company recognized revenue of Rs. 368.88 lakhs arising from opening Contract liability as of 1 April 2025.

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 17: Revenue from operations

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Sale of products** | | |
| Finished goods | 79,551.98 | 79,722.88 |
| Traded goods | 929.75 | 858.92 |
| | **80,481.73** | **80,581.80** |
| **Other operating revenue** | | |
| Scrap sales | 144.13 | 141.69 |
| Export incentive | 61.27 | 39.78 |
| Insurance transit Outward/ Freight recovery | 100.14 | 139.68 |
| Others | 0.84 | 5.04 |
| | **306.38** | **326.19** |
| **Total** | **80,788.11** | **80,907.99** |

## Note 17(a): Reconciliation of revenue recognised with contract price

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Contract Price | 81,202.77 | 81,124.40 |
| Adjustment for : | | |
| Refund liabilities | 512.45 | 293.31 |
| Discounts and price concessions | 208.59 | 249.29 |
| **Revenue from operation** | **80,481.73** | **80,581.80** |

## Note 18: Other income

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Dividend on equity investments carried at FVOCI | 7.51 | 3.19 |
| Income on investments carried at fair value through profit or loss | | |
| -Fair value gain on mutual funds,equity instrument and AIF | 29.38 | 443.74 |
| -Net gain on sale of mutual funds and equity instrument | 981.00 | 403.26 |
| Interest Income on financial assets carried at amortized cost: | | |
| -from loan to others | 827.14 | 555.16 |
| -from trade receivables | 188.13 | 153.65 |
| -from bank deposits | 13.19 | 17.11 |
| -from investment in bonds | 16.67 | 400.54 |
| Profit on sales of property, plant & equipment (net) | 53.58 | - |
| Write-back of provision for doubtful debts /advances | - | 79.11 |
| Write-off of Liabilities | 4.59 | - |
| Others (Misc. receipt) | 26.23 | 36.40 |
| **Total** | **2,147.42** | **2,092.16** |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 19 (a): Cost Of Materials Consumed

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Raw materials at the beginning of the year | 6,776.52 | 9,514.73 |
| Add: Purchases | 33,678.46 | 33,977.15 |
| Less: Raw materials at the end of the year | (7,285.64) | (6,776.52) |
| **Sub total** | **33,169.34** | **36,715.36** |
| Other materials at the beginning of the year | 1,489.97 | 1,289.20 |
| Add: Purchases | 7,863.43 | 7,760.99 |
| Less: Other materials at the end of the year | (1,407.23) | (1,489.97) |
| **Sub total** | **7,946.17** | **7,560.22** |
| **Total** | **41,115.51** | **44,275.58** |

## Note 19 (b): Changes in inventories of work-in-progress, stock-in-trade and finished goods

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Opening balance** | | |
| Work-in progress | 1,318.62 | 987.08 |
| Finished goods | 2,829.43 | 1,974.40 |
| Traded goods | 35.31 | 26.30 |
| **Total opening balance** | **4,183.36** | **2,987.78** |
| **Closing balance** | | |
| Work-in progress | 1,229.21 | 1,318.62 |
| Finished goods | 2,571.33 | 2,829.43 |
| Traded goods | 79.18 | 35.31 |
| **Total closing balance** | **3,879.72** | **4,183.36** |
| **Changes in inventories of work-in-progress, finished goods and stock -in-trade** | **303.64** | **(1,195.58)** |

## Note 20: Employee benefit expenses

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Salaries, wages and bonus | 5,912.96 | 5,428.65 |
| Contribution to provident fund & other funds | 308.39 | 317.24 |
| Staff welfare expenses | 183.42 | 159.67 |
| **Total** | **6,404.77** | **5,905.56** |

## Note 21: Depreciation and amortisation expenses

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Depreciation of property, plant and equipment | 1,084.05 | 892.25 |
| Amortisation of intangible assets | 5.94 | 7.68 |
| Depreciation on right to use of assets | 244.27 | 204.16 |
| Depreciation on Investment properties | 113.76 | 113.76 |
| Amortisation of CWIP in property, plant and equipment | 92.54 | 92.54 |
| **Total** | **1,540.56** | **1,310.39** |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 22: Other expenses

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Repairs and maintenance | | |
| Plant and machinery | 1,413.44 | 1,090.72 |
| Buildings | 159.11 | 179.77 |
| Others | 185.07 | 152.93 |
| Processing charges | 798.26 | 718.08 |
| Packing material consumed | 1,729.42 | 1,593.32 |
| Carriage outward | 437.89 | 391.12 |
| Directors fees | 17.43 | 19.62 |
| Legal and professional fees | 771.49 | 625.71 |
| Advertisement & sales promotion | 699.29 | 837.12 |
| Rates and taxes | 150.33 | 135.96 |
| Rental charges | 17.39 | 13.29 |
| Research & development expenses | 173.17 | 66.98 |
| Insurance | 121.53 | 117.29 |
| Loss on sales of property, plant & equipment (net) | - | 73.35 |
| Allowance for doubtful debts /advances | 9.02 | - |
| Bad debts /advance written off | 55.95 | - |
| Corporate social responsibility expenditure (refer note 22(b) below) | 225.00 | 179.00 |
| Miscellaneous expenses | 797.86 | 706.12 |
| **Total** | **7,761.65** | **6,900.38** |

## Note 22 (a): Details of payments to auditors

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Payment to auditors** | | |
| **As auditor:** | | |
| Audit fee (including limited review) | 23.00 | 22.00 |
| Tax audit fee | 2.25 | 2.25 |
| Certification fees | 3.95 | 10.10 |
| **In other capacities** | | |
| Other services | - | 1.00 |
| Re-imbursement of expenses | 0.69 | 0.08 |
| **Total** | **29.89** | **35.43** |

## Note 22 (b): Corporate Social Responsibility (CSR)

As required under section 135 of the Companies Act, 2013, During the year the Company has spent an amount of Rs.134.58 lakhs (31 March 2025: Rs.170.30 lakhs) as below -

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Amount required to be spent as per Section 135 of the Act* | 225.00 | 179.00 |
| Utilisation of excess spent of previous year | - | (8.70) |
| Unspent CSR Amount for Previous Year required to be spent in the current year | 39.00 | - |
| Net amount required to be spent for the current year | 264.00 | 170.30 |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 22 (b): Corporate Social Responsibility (CSR) (contd.)

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Amount spent during the year on - | | |
| (i) Construction/acquisition of an asset | - | - |
| (ii) On purposes other than (i) above | 95.58 | - |
| (iii) On purposes other than (i) above pertaining to previous year Unspent CSR | 39.00 | - |

*Includes an amount of Rs.129.43 Lakhs disbursed by the Company but not spent by the implementing agencies on the ongoing projects, which has subsequently been deposited into the Company's Unspent CSR Account for the FY 2025-26 in the month of April, 2026.

## Note 23: FINANCE COSTS

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Interest on financial liabilities measured at amortised cost | 134.89 | 122.47 |
| Interest on lease liabilities | 74.10 | 67.67 |
| Bank charges & commission | 114.30 | 125.80 |
| Interest others ** | 12.27 | 5.10 |
| **Total** | **335.56** | **321.04** |

** Interest others includes interest on delayed payments.

## Note 24: Income tax expense

**a) Income tax expense**

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Income tax expense** | | |
| Current Tax on profits for the year | 2,990.00 | 3,275.00 |
| **Total current tax expense** | **2,990.00** | **3,275.00** |
| **Deferred tax** | 275.99 | 21.23 |
| **Total deferred tax expense / (benefit)** | **275.99** | **21.23** |
| **Income tax expense reported in statement of Profit & Loss Account** | **3,265.99** | **3,296.23** |

**b) The reconciliation between the provision of income tax and amounts computed by applying the Indian statutory income tax rate to profit before taxes is as follows:**

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Profit before taxes** | **12,625.15** | **12,872.20** |
| Enacted Income tax rate in India | 25.168% | 25.168% |
| **Computed expected tax expenses** | **3,177.50** | **3,239.68** |
| Effect of amounts not deductible / (taxable) in calculating taxable income | 80.71 | 59.12 |
| Effect of difference in year taxed and year of accounting of Income from AIF | (3.93) | (3.21) |
| Effect of change in tax rate | 8.84 | - |
| Item chargeable at difference rate of tax | - | 0.64 |
| Effect of Change in ROU Assets - Gain due to change in lease terms | 2.87 | - |
| **Total** | **3,265.99** | **3,296.23** |

(All amounts in INR Lakhs unless otherwise stated)

## Note 24: Income tax expense (contd.)

### c) Amounts recognised in OCI

| Particulars | 31-Mar-26 | | 31-Mar-25 | |
|---|---|---|---|---|
| | Income tax | Deferred tax | Income tax | Deferred tax |
| **OCI** | | | | |
| - on remeasurements of post employment benefit obligations | - | (20.08) | - | (3.73) |
| - on changes in fair value of FVOCI equity instruments | - | 30.07 | - | 21.96 |
| **Total** | **-** | **9.99** | **-** | **18.23** |

### d) Change in Tax Rate

The applicable statutory tax rate for the financial year 2025-26 is 25.168% and financial year 2024-25 is 25.168%.

### e) Disclosures required as per Appendix C of Ind AS 12

The Company has evaluated its tax positions in accordance with Ind AS 12 (Appendix C) regarding uncertain tax treatments. Based on this assessment, management has concluded that it is probable that the relevant taxation authorities will accept all tax treatments adopted by the Company in its income tax filings. Accordingly, no additional tax liability or adjustment to the carrying amount of assets / liabilities has been recognized as of March 31, 2026.

## Note 25: Ratios

| Particulars | 31-Mar-26 | | | 31-Mar-25 | | | % variance | Reason for Variance |
|---|---|---|---|---|---|---|---|---|
| | Numerator | Denominator | Ratio | Numerator | Denominator | Ratio | | |
| Current Ratio | 48,361.02 | 13,933.72 | 3.47 | 42,461.77 | 9,106.59 | 4.66 | -25.54% | The Current Ratio has decreased to 3.47, primarily due to a significant increase in current liabilities by 53%, driven largely by higher trade payables, capital creditors for performance retention for projects undertaken, current maturity of borrowings, an increase in statutory dues payable and current provisions for disputed liabilities.<br>Current Assets: Increased by 14%, primarily attributable to a rise in trade receivables and inter-corporate loans extended during the year. |
| Debt-Equity Ratio | 4,251.27 | 66,947.41 | 0.06 | 1,206.92 | 58,287.25 | 0.02 | 200.00% | Change in this ratio is primarily attributable to additional long-term borrowings mobilized to fund capital projects and recognition of new lease liabilities following the execution of new and extended lease agreements under Ind AS 116.<br>This increase in debt was partially offset by a 15% growth in the Equity base, driven by the accretion of profits to retained earnings during the current financial year. |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 25: Ratios (contd.)

| Particulars | 31-Mar-26 | | | 31-Mar-25 | | | % variance | Reason for Variance |
|---|---|---|---|---|---|---|---|---|
| | Numerator | Denominator | Ratio | Numerator | Denominator | Ratio | | |
| Debt service coverage Ratio | 11,181.70 | 806.71 | 13.86 | 11,280.75 | 1,704.24 | 6.62 | 109.37% | The Debt Service Coverage Ratio has improved compared to the previous year. This improvement is primarily due to, significant decrease in the scheduled repayment of public deposits during the current financial year. In the preceding year, the ratio was lower due to a substantial repayment of public deposits amounting to approximately ₹1,145 Lakhs. In current year there was no schedule repayment of public deposits. |
| Return on Equity | 9,359.16 | 62,617.33 | 14.95% | 9,575.97 | 53,758.39 | 17.81% | -16.06% | NA |
| Inventory turnover Ratio | 80,481.73 | 13,227.26 | 6.08 | 80,581.80 | 13,799.07 | 5.84 | 4.11% | NA |
| Trade receivables turnover Ratio | 80,788.11 | 7,189.72 | 11.24 | 80,907.99 | 7,225.97 | 11.20 | 0.36% | NA |
| Trade payables turnover ratio | 58,166.82 | 6,288.27 | 9.25 | 57,821.96 | 7,547.54 | 7.66 | 20.76% | NA |
| Net capital turnover Ratio | 80,788.11 | 34,427.30 | 2.35 | 80,907.99 | 33,355.18 | 2.43 | -3.29% | NA |
| Net profit Ratio | 9,359.16 | 80,788.11 | 11.58% | 9,575.97 | 80,907.99 | 11.84% | -2.20% | NA |
| Return on capital employed | 12,960.71 | 74,199.00 | 17.47% | 13,193.24 | 62,228.49 | 21.20% | -17.59% | NA |
| Return on investment | 818.39 | 13,869.17 | 5.90% | 1,448.06 | 14,963.12 | 9.68% | -39.05% | The decrease in Return on Investment is primarily attributable to a reduction in fair value gains on investment in equity instruments designated as fair value through other comprehensive income (FVTOCI). Additionally, the ratio was impacted by lower yields on investments measured at amortised cost or fair value through profit or loss (FVTPL) compared to the preceding year. |

(All amounts in INR Lakhs unless otherwise stated)

## Note : 26 Fair value measurements

### Financial instruments by category:

| Particulars | 31-Mar-26 | | | 31-Mar-25 | | |
|---|---|---|---|---|---|---|
| | FVPL | FVOCI | Amortised cost | FVPL | FVOCI | Amortised cost |
| **Financial assets** | | | | | | |
| Investments: | | | | | | |
| - equity instruments | 244.75 | 516.80 | - | 244.75 | 732.97 | - |
| - mutual funds | 10,327.85 | - | - | 11,669.43 | - | - |
| - AIF | 1,064.81 | - | - | 890.56 | - | - |
| - Bonds / Debentures | 610.50 | - | - | 1,032.63 | - | 403.28 |
| Trade receivables | - | - | 7,551.45 | - | - | 6,827.98 |
| Cash and cash equivalents | - | - | 2,279.30 | - | - | 3,541.82 |
| Other bank balances | - | - | 237.62 | - | - | 255.01 |
| Security deposits | - | - | 92.05 | - | - | 110.01 |
| Loans | - | - | 11,586.15 | - | - | 5,184.78 |
| Others | - | - | 8.83 | - | - | 5.82 |
| **Total financial assets** | **12,247.91** | **516.80** | **21,755.40** | **13,837.37** | **732.97** | **16,328.70** |
| **Financial liabilities** | | | | | | |
| Borrowings | - | - | 1,462.89 | - | - | 117.58 |
| Public Deposits | - | - | 844.07 | - | - | 836.28 |
| Lease liabilities | - | - | 1,966.59 | - | - | 288.76 |
| Trade payables | - | - | 6,883.89 | - | - | 5,692.64 |
| Capital creditors | - | - | 834.31 | - | - | 157.79 |
| Refund Liability | - | - | 512.45 | - | - | 293.31 |
| Other financial liabilities | - | - | 1,745.33 | - | - | 1,543.49 |
| **Total financial liabilities** | **-** | **-** | **14,249.53** | **-** | **-** | **8,929.85** |

### (i) Fair value hierarchy:

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value. To provide an indication about the reliability of the inputs used in determining fair value, the Company has classified its financial instruments into three levels prescribed under the accounting standard. An explanation of each level follows underneath the table.

The following table provides the fair value measurement hierarchy of the Company's financials assets that are measured at fair value or where the fair value disclosure is required -

| Fair value as at March 31, 2026 | Notes | Level 1 | Level 2 | Level 3 | Total |
|---|---|---|---|---|---|
| **Financial assets** | | | | | |
| Mutual funds (carried at FVPL) | 6(b) | 10,327.85 | - | - | 10,327.85 |
| AIF | 6(a) | - | - | 1,064.81 | 1,064.81 |
| Bond (carried at FVPL) | 6(b) | 610.50 | - | - | 610.50 |
| Equity instruments (carried at FVOCI) | 6(a) | 516.80 | - | - | 516.80 |
| Equity instruments (carried at FVPL) | 6(a) (b) | - | - | 244.75 | 244.75 |
| **Total** | | **11,455.15** | **-** | **1,309.56** | **12,764.71** |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note : 26 Fair value measurements (contd.)

| Fair value as at March 31, 2025 | Notes | Level 1 | Level 2 | Level 3 | Total |
|---|---|---|---|---|---|
| **Financial assets** | | | | | |
| Mutual funds (carried at FVPL) | 6(B) | 11,669.43 | - | - | 11,669.43 |
| AIF | 6(A) | - | - | 890.56 | 890.56 |
| Bond (carried at amortised cost) | 6(A) | 388.72 | - | - | 388.72 |
| Bond (carried at FVPL) | 6(B) | 1,032.63 | - | - | 1,032.63 |
| Equity instruments (carried at FVOCI) | 6(A) | 732.97 | - | - | 732.97 |
| Equity instruments (carried at FVPL) | 6(A) (B) | - | - | 244.75 | 244.75 |
| **Total** | | **13,823.75** | **-** | **1,135.31** | **14,959.06** |

Level 1: Level 1 hierarchy includes financial instruments measured using quoted prices. This includes listed equity instruments and mutual funds that have quoted price. The fair value of all mutual funds are arrived at by using closing Net Asset Value published by the respective mutual fund houses.

Level 2: Fair value of financial instruments that are not actively traded in market is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument as observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable data, the instrument is included in level 3.

### (ii) Valuation technique used to determine fair value

The following methods and assumptions were used to estimate the fair value of the level 3 financial instruments included in the above tables:

The investment in unquoted equity instrument, have some restrictions as per the Share purchase agreement including restriction on sale of these investments to any third party. The fair value arrived at is after taking into account the relevant terms and condition of the Share purchase agreement.

### (iii) As per Ind AS 107 "Financial Instrument: Disclosure", fair value disclosures are not required when the carrying amounts reasonably approximate the fair value. Accordingly fair value disclosures have not been made for the following financial instruments:-

1. Trade receivables
2. Cash and cash equivalent
3. Other bank balances
4. Security deposits
5. Interest accrued
6. Borrowings
7. Trade payables
8. Capital creditors
9. Unpaid dividends
10. Employee dues
11. Book overdrafts
12. Other payables
13. Refund liabilities

## Note 27 : Financial risk management

The Company's business activities are exposed to a variety of financial risks, namely liquidity risk, market risks and credit risk. The Company's senior management has the overall responsibility for establishing and governing the Company's risk management framework. The Company's risk management policies are established to identify and analyze the risks faced by the Company, to set and monitor appropriate risk limits and controls, periodically review the changes in market conditions and reflect the changes in the policy accordingly. The key risks and mitigating actions are also placed before the Audit Committee of the Company.

### a. Management Of Credit Risk

Credit risk is the risk that a counterparty will not meet its obligations under a contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables) and from its investing activities, including Loans, Deposits with banks and Other financial instruments.

## Note 27 : Financial risk management (contd.)

**i) Trade receivables:-**

Trade receivables are generally unsecured, except for sales which are generally covered by letters of credit and some parties in where security is obtained in the nature of bank guarantee. Customer credit risk has always been managed by the company through credit approvals, establishing credit limits and continuously monitoring the credit worthiness of customers to which the Company grants credit terms in the normal course of business. An impairment analysis is performed at each reporting date on an individual basis for major customers. The Company evaluates the customer credentials carefully from trade sources before appointment of any distributor and only financially sound parties are appointed as distributors. The Company secures adequate deposits from its distributor and hence risk of bad debt is limited. The credit outstanding is sought to be limited to the sum of advances/deposits and credit limit determined by the company. The company have stop supply mechanism in place in case outstanding goes beyond agreed limits. To measure the expected credit loss, trade receivables have been grouped based on the days past due. The expected loss rates are based on the payment profiles of sales over a period of 36 months before the reporting date and the corresponding credit loss experienced within this period. The historical loss rates are adjusted to reflect current and forward looking information on macroeconomic factors such as expected industry growth, GDP, unemployment rate etc. affecting the ability of the customer to settle the receivables.

**The following table gives details in respect of percentage of revenues generated from top one customer and top five customers:**

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Revenue from top one customer | 15.22% | 14.75% |
| Revenue from top five customers | 43.48% | 41.20% |

The company's credit period generally ranges from 15-60 days

Expected credit loss for trade receivables under simplified approach:

| Ageing | Not due | 0-30 days past due | 31-180 days past due | 181-365 days past due | More than 365 days past due | Total |
|---|---|---|---|---|---|---|
| Gross carrying amount | 5,904.63 | 833.04 | 868.08 | 24.39 | 210.46 | 7,840.60 |
| Expected loss rate | 0.25% | 1.00% | 5.00% | 50.00% | 100.00% | |
| Expected credit losses (Loss allowance provision) | 14.76 | 8.33 | 43.40 | 12.20 | 210.46 | 289.15 |
| **Carrying amount of trade receivables (net of impairment)** | **5,889.87** | **824.71** | **824.68** | **12.19** | **-** | **7,551.45** |

**Reconciliation of loss allowance Trade receivables :**

| Particulars | Amount |
|---|---|
| **Loss allowance on 1 April 2025** | 280.26 |
| Changes in loss allowance | - |
| Less: Trade receivable written off, from opening ECL provision | (49.48) |
| Add: additional ECL provision made during the year | 58.37 |
| **Loss allowance on 31 March 2026** | **289.15** |

During the period, the Company made write-off of trade receivables of Rs.49.48 lakhs (31 March 2025 Rs. 79.92 lakhs ). It does not expect to receive future cash flows or recoveries from receivables previously written off.

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 27 : Financial risk management (contd.)

**ii) Loans and Other financial assets:-**

Credit risk on cash and cash equivalents is limited as the company generally invests in deposits with banks and financial institutions with high credit ratings assigned by domestic credit rating agencies.

The Company also invest in inter corporate loans. Such loans are approved by the Investment and Borrowing Committee. The Company charges interest on such loans considering nature of security and counter party's credit rating.

Other financial assets that are potentially subject to credit risk consists of investment in perpetual bonds of banks and lease deposits carried at amortised cost. Investment in liquid mutual fund units and alternate investment fund units, carried at fair value, are considered to have low credit risk.

The Company assesses the recoverability from these financial assets on regular basis. Factors such as business and financial performance of counterparty, their ability to repay, regulatory changes and overall economic conditions are considered to assess future recoverability. An impairment analysis is performed at each reporting date on an individual basis. Based on assessment performed management has concluded that impact of expected credit loss is not material and the current provision made against Loans and Other financial assets is adequate to cover the expected credit loss. The Company's maximum exposure to credit risk is the carrying value of each class of financial assets.

### b. Management Of Liquidity Risk

Liquidity risk is the risk that the Company will face in meeting its obligations associated with its financial liabilities. The Company's approach in managing liquidity is to ensure that it will have sufficient funds to meet its liabilities when due without incurring unacceptable losses or risking damage to company's reputation. In doing this, management considers both normal and stressed conditions.

Management monitors the rolling forecast of the company's liquidity position on the basis of expected cash flows. This monitoring includes financial ratios and takes into account the accessibility of cash and cash equivalents.

The company has access to funds from debt markets through loan from banks. The company invests its surplus funds in bank deposits and debt based mutual funds.

**The following table shows the maturity analysis of the Company's financial liabilities based on contractually agreed undiscounted cash flows along with its carrying value as at the Balance Sheet date**

| Particulars | Carrying value | As at 31 March, 2026 | | | | |
|---|---|---|---|---|---|---|
| | | Contractual cash flows (undiscounted amount) | | | | |
| | | Total | Within 12 Months | 1 to 2 years | 2 to 5 years | more than 5 years |
| **Financial Liabilities** | | | | | | |
| **Non Current** | | | | | | |
| Borrowings | 1,752.30 | 1,871.43 | - | 847.36 | 949.08 | 74.99 |
| Lease Liabilities | 1,649.48 | 1,649.48 | - | 34.53 | 1,614.95 | - |
| **Current** | | | | | | |
| Borrowings | 532.38 | 532.38 | 532.38 | - | - | - |
| Trade payables | 6,883.89 | 6,883.89 | 6,883.89 | - | - | - |
| Other financial liabilities | 3,201.14 | 3,201.14 | 3,201.14 | - | - | - |

## Note 27 : Financial risk management (contd.)

| Particulars | Carrying value | As at 31 March, 2025 | | | | |
|---|---|---|---|---|---|---|
| | | Contractual cash flows (undiscounted amount) | | | | |
| | | Total | Within 12 Months | 1 to 2 years | 2 to 5 years | more than 5 years |
| **Financial Liabilities** | | | | | | |
| **Non Current** | | | | | | |
| Borrowings | 892.37 | 893.25 | - | 197.80 | 695.45 | - |
| Lease Liabilities | 94.11 | 94.11 | - | 34.53 | 59.58 | - |
| **Current** | | | | | | |
| Borrowings | 25.79 | 25.79 | 25.79 | - | - | - |
| Trade payables | 5,692.64 | 5,692.64 | 5,692.64 | - | - | - |
| Other financial liabilities | 1,972.17 | 1,972.17 | 1,972.17 | - | - | - |

### c. Management Of Market Risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of fluctuation in market prices. These comprise three types of risk i.e. currency rate, interest rate and other price related risks. Financial instruments affected by market risk include loans and borrowings, deposits, financial assets and liabilities in foreign currency, investments in quoted instruments and derivative financial instruments. Regular interaction with bankers, intermediaries and the market participants help us to mitigate such risk.

#### i) Foreign currency risk

The primary market risk to the Company is foreign exchange risk. After taking cognisance of the natural hedge, the company selectively takes hedges to mitigate its risk resulting from adverse fluctuations in foreign currency exchange rate(s).

When a derivative is entered into for the purpose of hedge, the Company negotiates the terms of those derivatives to match the terms of the underlying exposure. For hedges of forecast transactions the derivatives cover the period of exposure from the point the cash flows of the transactions are forecasted up to the point of settlement of the resulting receivable or payable that is denominated in the foreign currency.

The company uses foreign exchange forward contracts to hedge its exposure in foreign currency risk. During the year ended March 31, 2026, the company did not have any hedging instruments with terms which were not aligned with those of the hedged items.

**aa The company's exposure to foreign currency risk as of March 31, 2026 expressed in INR lakhs, is as follows:**

| Exposure in USD currency - | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Financial assets** | | |
| Cash and cash equivalents | 1,526.72 | 341.09 |
| Trade receivables | 74.51 | 88.22 |
| **Derivative assets** | | |
| Foreign exchange forward contracts - Sell foreign currency | - | - |
| **Financial liabilities** | | |
| Trade payables | 2,710.13 | 1,838.41 |
| Other liabilities | 7.38 | 171.39 |
| **Derivative liabilities** | | |
| Foreign exchange forward contracts - Buy foreign currency | - | 1,838.41 |
| **Net assets / (liabilities)** | **(1,116.28)** | **257.92** |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 27 : Financial risk management (contd.)

**ab Sensitivity**

For the year ended March 31, 2026 and March 31, 2025, every percentage point appreciation/depreciation in the exchange rate would have affected the Company's operating margins respectively:

- INR/USD by approximately 0.09% and 0.02%

Sensitivity analysis is computed based on the changes in the income and expenses in foreign currency upon conversion into reporting currency, due to every percentage point appreciation/depreciation in the exchange rates.

**ac The following significant exchange rates have been applied during the year.**

| Currency | Year-end spot rate | |
|---|---|---|
| | 31-Mar-26 | 31-Mar-25 |
| USD | 94.29 | 85.66 |
| EUR | 108.54 | 92.42 |
| CHF | 118.05 | 97.08 |

### ii) Interest rate risk exposure

Interest rate risk is the risk that the fair value or future cash flows on a financial instrument will fluctuate because of changes in market interest rates. The management is responsible for the monitoring of the company's interest rate position. Various variables are considered by the management in structuring the company's investment to achieve a reasonable ,competitive cost of funding.

**The exposure of the company's borrowing to interest rate changes at the end of the reporting period are as follows:**

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Financial liabilities** | | |
| Variable rate borrowings | 1,462.89 | 117.58 |
| Fixed rate borrowings | 821.79 | 800.58 |
| **Total borrowings** | 2,284.68 | 918.16 |
| **Financial assets** | | |
| Fixed rate loans | 11,586.15 | 5,184.78 |
| **Total loan given** | **11,586.15** | **5,184.78** |

### Sensitivity

Profit or loss is sensitive to higher/lower interest expense from borrowings as a result of changes in interest rates.

| Particulars | Impact of Profit before tax | |
|---|---|---|
| | 31-Mar-26 | 31-Mar-25 |
| Interest rates - increase by 50 basis points (50 bps) | (7.31) | (0.59) |
| Interest rates - decrease by 50 basis points (50 bps) | 7.31 | 0.59 |

### iii) Price Risk and Sensitivity:

The Company is mainly exposed to the price risk due to its investment in mutual funds, market linked debentures and alternate investment funds. The price risk arises due to uncertainties about the future market values of these investments. As on 31-Mar-26, such investments amounts to Rs. 5096.58 lakhs (31 March 2025: Rs.4747.11 lakhs). These are exposed to price risk. Change in price of debt liquid mutual funds are very minimal hence the same is not considered in price risk disclosure.

The Company has laid policies and guidelines which it adheres to in order to minimise price risk arising from investments in various funds.

A 1% increase in prices would have led to approximately an additional Rs.50.97 lakhs gain in the Statement of profit and loss (31 March 2025: Rs.42.51 lakhs gain). A 1% decrease in prices would have led to an equal but opposite effect.

(All amounts in INR Lakhs unless otherwise stated)

## Note 28 : Capital management

The Company's capital comprises equity share capital, share premium, retained earnings and other equity attributable to equity holders.

The Company's objectives when managing capital are to :

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the company may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares.

The Company monitors capital using gearing ratio, which is net debt divided by total capital plus net debt. The Company's policy is to keep gearing ratio optimum.Net debt comprises of long term and short term borrowings less cash and bank balances and investment in mutual funds. Equity includes equity share capital and reserves that are managed as capital.

| **Particulars** | **31-Mar-26** | **31-Mar-25** |
|---|---|---|
| Borrowings (Current +Non-current) | 4,251.27 | 1,206.92 |
| Less: Cash and cash equivalents | 2,516.92 | 3,796.83 |
| Less: Current Investment | 9,092.30 | 11,669.43 |
| **Net Debt** | **(7,357.95)** | **(14,259.34)** |
| **Total Equity** | **66,947.41** | **58,287.25** |
| **Gearing ratio** | **-12%** | **-32%** |

No changes were made in the objectives, policies or processes for managing capital of the Company during the current and previous year.

**Dividend distribution made and proposed**

| **Particulars** | **31-Mar-26** | **31-Mar-25** |
|---|---|---|
| **Equity shares** | | |
| Final dividend for the year ended on 31 March 2025: Re. 0.60 per share (31 March 2024: Re. 0.60 per share) | 569.70 | 569.70 |
| | **569.70** | **569.70** |
| **Dividends not recognised at the end of the reporting period:** | | |
| Final dividend for the year ended on 31 March 2026: Re.0.60 per equity share (31 March 2025: Re.0.60 per equity share ) | 569.70 | 569.70 |
| | **569.70** | **569.70** |

## Note 29 : Segment information

The Board of Directors examines the Company’s performance based on the products and geographic perspective and has identified below mentioned reportable segments of its business as follows:

Paper : The Paper segment relates to manufacturing (including processing) and marketing of various types of specialty papers, consisting Opaque Laminating Base,Glassine, Base paper,Bible Paper, etc.

Hygiene products: The Hygiene products segment relates to processing and marketing of tissue and other hygiene papers as well as marking and trading of other hygiene products.

Segment Revenue, Result, Assets and Liabilities include the respective amounts identifiable to each of the segments and amount allocated on a reasonable basis. Unallocated expenditure/income consist of common expenditure incurred for all the segments and expenses incurred or interest/investment income earned at corporate level. The assets and liabilities that cannot be allocated between the segments are shown as unallocated assets and unallocated liabilities respectively

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 29 : Segment information (contd.)

The accounting policies of the reportable segments are the same as the Company's accounting policies described in Note 2. The operating segments reported are the segments of the Company for which separate financial information is available. Profit before tax (PBT) are evaluated regularly by the CODM in deciding how to allocate resources and in assessing performance. The Company's financing (including finance costs and finance income) and income taxes are reviewed on an overall basis and are not allocated to operating segments. Sales between segments are carried out at arm's length. The segment revenue is measured in the same way as in the Statement of profit or loss.

The following table presents revenue, profit, assets and liabilities information regarding the Company's business segments:

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| **Segment Revenue** | | |
| a) Paper | | |
| Sale of Finished goods | 77,170.36 | 77,385.04 |
| Sale of Traded goods | - | 516.52 |
| Other operating revenue | 306.27 | 326.10 |
| | **77,476.63** | **78,227.66** |
| b) Hygiene Products | | |
| Sale of Finished goods | 5,835.66 | 5,441.62 |
| Sale of Traded goods | 929.75 | 342.40 |
| Other operating revenue | 0.11 | 0.09 |
| | **6,765.52** | **5,784.11** |
| **Total** | **84,242.15** | **84,011.77** |
| Less: Inter segment revenue | (3,454.04) | (3,103.78) |
| Net sale/ Income from operation | 80,788.11 | 80,907.99 |
| Segment Results (Profit before interest, depreciation, exceptional item and tax): | | |
| a) Paper | 12,893.26 | 12,782.80 |
| b) Hygiene Products | 346.22 | 605.09 |
| **Total** | **13,239.48** | **13,387.89** |
| **Depreciation and amortisation expense** | | |
| a) Paper | 1,497.11 | 1,269.94 |
| b) Hygiene Products | 43.45 | 40.45 |
| **Total** | **1,540.56** | **1,310.39** |
| Less: Finance Cost | 335.56 | 321.04 |
| Add/(Less): Other unallocable income/(expenses), net | 1,261.79 | 1,115.74 |
| **Profit before tax** | **12,625.15** | **12,872.20** |
| **Segment Assets** | | |
| a) Paper | 70,440.89 | 60,207.25 |
| b) Hygiene Products | 1,246.48 | 1,057.36 |
| c) Unallocated | 20,350.00 | 15,078.86 |
| **Total Assets** | **92,037.37** | **76,343.47** |
| **Segment Liabilities** | | |
| a) Paper | 15,529.58 | 11,992.13 |
| b) Hygiene Products | 667.40 | 462.92 |
| c) Unallocated | 8,892.98 | 5,601.17 |
| **Total Liabilities** | **25,089.96** | **18,056.22** |

## Note 29 : Segment information (contd.)

The company is domiciled in India. The amount of its revenue from external customers broken down by location of the customers is shown in the table below.

| Revenue from external customers | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Within India | 77,434.69 | 78,572.93 |
| Outside India | 3,353.42 | 2,335.06 |
| Total | **80,788.11** | **80,907.99** |

Revenue of approximately Rs.12297.07 lakhs (31 March 2025: Rs. 11934.98 lakhs) are derived from single external customer. These revenue are attributed to the Paper segment.

| Non Current Assets ** | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Within India | 42,068.46 | 31,828.74 |
| Outside India | - | - |
| Total | **42,068.46** | **31,828.74** |

** Non current assets for this purpose does not include financial assets.

## Note 30 : Related party disclosure

### A List of related parties (as identified and certified by the Management)

**(i) Group Companies:**

| Name | Relationship |
|---|---|
| 3P Land Holdings Limited | Group Company |
| AMJ Land Holdings Limited | Group Company |
| AMJ Land Developers | Group Entity |
| Biodegradable Products India Limited | Group Company |
| Fujisan Technologies Limited | Group Company (till 22.05.2025) |
| Suma Commercial Private Limited | Group Company |
| Chem Mach Private Limited | Group Company |
| Thacker and Company Limited | Group Company |
| Quality Tissue Converting Company Private Limited | Group Company |
| Dipper Healthcare Private Limited | Group Company |

Group Company/entity are companies/entities part of promoter group.

**(ii) Key Management Personnel (KMP):**

| Name | Designation |
|---|---|
| Mr. Arunkumar M.Jatia | Executive Chairman |
| Mr. V.P.Leekha | Non-Executive Director |
| Mr. S. K. Bansal | Non-Executive Director |
| Dr. Ashok Kumar | Executive Director |
| Mr. V.K.Beswal | Independent Director (till 20.10.2025) |
| Mr. Nandan Damani | Independent Director (till 20.10.2025) |
| Mrs. Madhu Dubhashi | Independent Director (till 13.11.2025) |
| Mr. B.K.Khaitan | Independent Director |
| Mr. Sanjay Kumar Singh | Independent Director |
| Mr. Dilip Jayantilal Thakkar | Independent Director |
| Mrs. Shailaja Nair | Independent Director (w.e.f. 14.11.2025) |
| Mr. H.P.Birla | Chief Financial Officer |
| Mr. Shrihari Waychal | Company Secretary & Compliance Officer |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 30 : Related party disclosure (contd.)

### (iii) Entities where KMP have control/ Joint control

Pudumjee Pulp & Paper Mill Limited Office Staff Provident Fund
M. P. Jatia Charitable Trust
Vrinda Jatia Trust
Vasudha Jatia Trust
Yashvardhan Jatia Trust
Kunal Consultancy Private Limited (till 20.10.2025)

### (iv) Relatives of KMP

| Name |
|---|
| Vrinda Jatia |
| Kunal Beswal (till 20.10.2025) |
| Shashidevi Mansingka |
| Shipra Kumar |

## B Transactions with Related Parties

| Sr. No. | Particulars | Volume of transactions during | | Amount outstanding as on | | | |
|---|---|---|---|---|---|---|---|
| | | 31-Mar-26 | 31-Mar-25 | 31-Mar-26 | | 31-Mar-25 | |
| | | | | Receivable | Payable | Receivable | Payable |
| i. | **Sale of goods** | | | | | | |
| | Quality Tissue Converting Company Private Limited | 2.25 | 0.88 | - | - | - | - |
| | Dipper Healthcare Private Limited | 438.95 | 27.35 | 40.33 | - | - | - |
| | Kunal Consultancy Private Limited | 0.26 | - | - | - | - | - |
| ii. | **Purchase and Job work charges** | | | | | | |
| | Quality Tissue Converting Company Private Limited | 913.69 | 824.26 | - | 92.15 | - | 80.17 |
| | Dipper Healthcare Private Limited | 821.32 | 227.15 | - | 31.58 | - | 25.37 |
| iii. | **Sale of vehicle** | | | | | | |
| | AMJ Land Holdings Limited | 0.80 | - | - | - | - | - |
| iv. | **Loan Given** | | | | | | |
| | Quality Tissue Converting Company Private Limited | 5.00 | - | - | - | 34.00 | - |
| | Dipper Healthcare Private Limited | 274.17 | 118.50 | 387.67 | - | 113.50 | - |
| v. | **Loans repayment received** | | | | | | |
| | Quality Tissue Converting Company Private Limited | 39.00 | 45.00 | - | - | 34.00 | - |
| | Dipper Healthcare Private Limited | - | 5.00 | 387.67 | - | 113.50 | - |
| vi. | **Interest Charged** | | | | | | |
| | Quality Tissue Converting Company Private Limited | 2.36 | 8.42 | - | - | - | - |
| | Dipper Healthcare Private Limited | 30.76 | 3.10 | - | - | - | - |

(All amounts in INR Lakhs unless otherwise stated)

## Note 30 : Related party disclosure (contd.)

| Sr. No. | Particulars | Volume of transactions during | | Amount outstanding as on | | | |
|---|---|---|---|---|---|---|---|
| | | 31-Mar-26 | 31-Mar-25 | 31-Mar-26 | | 31-Mar-25 | |
| | | | | Receivable | Payable | Receivable | Payable |
| **vii.** | **Reimbursement for expenses common services and utilities, charged** | | | | | | |
| | 3P Land Holdings Limited | 3.45 | 3.26 | - | - | - | - |
| | AMJ Land Holdings Limited | 27.65 | 16.56 | - | - | - | - |
| | Biodegradable Products India Limited | 1.62 | 1.53 | - | - | - | - |
| **viii.** | **Rent Paid** | | | | | | |
| | 3P Land Holdings Limited | 35.71 | 29.74 | - | - | - | - |
| | AMJ Land Holdings Limited | 252.02 | 207.56 | - | - | - | - |
| **ix.** | **Reimbursement of electricity expenses** | | | | | | |
| | AMJ Land Developers | 1.29 | 1.06 | - | - | - | - |
| **x.** | **Rent Received** | | | | | | |
| | AMJ Land Developers | 8.14 | 7.96 | - | - | - | - |
| **xi.** | **Management services received** | | | | | | |
| | 3P Land Holdings Limited | 177.00 | 177.00 | - | - | - | - |
| **xii.** | **Dividend paid** | | | | | | |
| | 3P Land Holdings Limited | 81.40 | 81.40 | - | - | - | - |
| | AMJ Land Holdings Limited | 38.06 | 38.06 | - | - | - | - |
| | Fujisan Technologies Limited | - | 5.40 | - | - | - | - |
| | Suma Commercial Private Limited | 61.86 | 61.86 | - | - | - | - |
| | Thacker and Company Limited | 83.43 | 78.03 | - | - | - | - |
| | Chem Mach Private Limited | 46.20 | 46.20 | - | - | - | - |
| | Yashvardhan Jatia Trust | 58.05 | 58.05 | - | - | - | - |
| | Vasudha Jatia Trust | 6.00 | 6.00 | - | - | - | - |
| | Vrinda Jatia Trust | 6.00 | 6.00 | - | - | - | - |
| | Key Management Personnel and their relatives | 27.67 | 26.27 | - | - | - | - |
| **xiii.** | **Dividend received** | | | | | | |
| | AMJ Land Holdings Limited | 3.19 | 3.19 | - | - | - | - |
| **xiv.** | **Contribution to Employees' Provident Fund** | | | | | | |
| | Pudumjee Pulp & Paper Mill Limited Office Staff Provident Fund | - | 3.74 | - | - | - | 1.25 |
| | Towards reimbursement of loss incurred upto current year by Office Staff Provident Fund (Recognised Trust) | - | 79.68 | - | - | - | - |

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 30 : Related party disclosure (contd.)

| Sr. No. | Particulars | Volume of transactions during | | Amount outstanding as on | | | |
|---|---|---|---|---|---|---|---|
| | | 31-Mar-26 | 31-Mar-25 | 31-Mar-26 | | 31-Mar-25 | |
| | | | | Receivable | Payable | Receivable | Payable |
| | As temporary loan to Office Staff Provident Fund (Recognised Trust) pending realisation of securities and determination of loss | - | 106.00 | - | - | - | - |
| | Refund towards temporarily loan from Office Staff Provident Fund (Recognised Trust) | 17.43 | 74.80 | 5.27 | - | 22.70 | - |
| **xv.** | **Donations given** | | | | | | |
| | M.P.Jatia Charitable Trust | 35.22 | 60.30 | - | - | - | - |
| **xvi.** | **Continuing Corporate Financial Guarantee up to Rs. 180 crore (31 March 25: Rs. 180 crore) is given to consortium of banks for credit facilities granted to Pudumjee Paper Products Limited *** | | | - | NA | - | NA |
| **xvii.** | **Remuneration to Key Management Personnel **** | | | | | | |
| a) | Short-term employee benefits | 861.22 | 850.24 | - | 280.55 | - | 275.33 |
| b) | Post employment benefit | 28.05 | 37.65 | - | 157.71 | - | 144.95 |
| c) | Other long term benefits | 18.14 | 37.34 | - | 286.91 | - | 268.76 |
| d) | Sitting fees to independent Directors | 17.43 | 19.62 | - | - | - | - |
| | **Total** | **924.84** | **944.85** | **-** | **725.17** | **-** | **689.04** |
| **xviii.** | **Remuneration to Ms. Vrinda Jatia **** | | | | | | |
| a) | Short-term employee benefits | 60.04 | 60.04 | - | 3.63 | - | 3.16 |
| b) | Post employment benefit | 1.10 | 6.12 | - | 15.62 | - | 14.52 |
| c) | Other long term benefits | (2.53) | 1.28 | - | 2.09 | - | 4.62 |
| | **Total** | **58.61** | **67.44** | **-** | **21.34** | **-** | **22.30** |
| **xix.** | **Interest on Deposit Accepted** | | | | | | |
| a) | Shashidevi Mansingka | 12.02 | 11.84 | - | 167.50 | - | 164.91 |
| b) | Vasudha Jatia Trust | 4.35 | 6.24 | - | 60.00 | - | 60.00 |
| c) | Vrinda Jatia Trust | 4.35 | 5.29 | - | 60.00 | - | 60.00 |
| d) | Ashok Kumar | 2.83 | 2.63 | - | 40.81 | - | 37.98 |
| e) | Shipra Kumar | 0.51 | 0.48 | - | 7.41 | - | 6.89 |
| | **Total** | **24.06** | **26.48** | **-** | **335.72** | **-** | **329.78** |

## Note 30 : Related party disclosure (contd.)

| Sr. No. | Particulars | Volume of transactions during | | Amount outstanding as on | | | |
|---|---|---|---|---|---|---|---|
| | | 31-Mar-26 | 31-Mar-25 | 31-Mar-26 | | 31-Mar-25 | |
| | | | | Receivable | Payable | Receivable | Payable |
| **xx.** | **Deposit repaid** | | | | | | |
| | Vasudha Jatia Trust | - | 40.00 | - | 60.00 | - | 60.00 |
| | Vrinda Jatia Trust | - | 20.00 | - | 60.00 | - | 60.00 |
| | **Total** | **-** | **60.00** | **-** | **120.00** | **-** | **120.00** |
| **xxi.** | **Payment to Relative of Key Management Personnel (KMP)** | | | | | | |
| a) | Kunal Consultancy Private Limited | - | 5.02 | - | - | - | - |
| | **Total** | **-** | **5.02** | **-** | **-** | **-** | **-** |

*There is no default by the Company to the banks on such guarantee received. Hence no liability recognised or outstanding in books.

** The amount of outstanding employement benefit liabilities to Key Management Personnel is provisional as per actuarial valuation.

## Note 31 : Contingent liabilities & Assets

### (a) Contingent liabilities

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| (a) Octroi : | | |
| Claims against the Company not acknowledged as debts. | 197.31 | 197.31 |
| (b) Interest on electrical duty on generated power: | | |
| Claims against the Company not acknowledged as debts. | 327.23 | 327.23 |
| | **524.54** | **524.54** |

### (b) Contingent Assets

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| (a) Refund of wrongfully levied wheeling and transmission charges by MSEDCL Matters decided in favour of the Company by appellate authorities, but final order from MERC is pending. | **221.06** | **221.06** |

## Note 32 : Provision for Electricity surcharge

The Company had purchased power (i.e. electricity) from Sai Wardha Power Generation Limited (SWPGL) in earlier years under the Group Captive mechanism. This purchase of power under Group Captive mechanism was exempt from the levy of Cross Subsidy Surcharge (CSS) and Additional Surcharge (ASC) subject to certain conditions.

However, in respect of such a supply, Maharashtra Electricity Regulatory Commission (MERC) vide its orders dated 15.02.2019, 22.10.2020 and 29.10.2020 has held that the supplies of the year 2018-19 (involving CSS and ASC of Rs.863.39 lakhs) and of the year 2016-17 and 2017-18 (involving CSS and ASC and interest thereon aggregating of Rs. 2449.59 lakhs), are not eligible for exemption from the levy of CSS and ASC and, therefore, these amounts are payable. The entire matter is decided by appellate authorities and subsequently by the MERC substantially in the favour of the Company. However the matter is currently pending decision by the Hon'ble Supreme Court.

Although in terms of Power Delivery Agreement (PDA) with SWPGL, the levy of CSS/ASC, if imposed or demanded, was liable to be paid/reimbursed by SWPGL to the Company. However, the National Company Law Tribunal, Hyderabad, under Insolvency and Bankruptcy Code, 2016 vide its order dated 17th October, 2019 has terminated the said PDA without surviving any of SWPGL's obligation and liabilities. Consequently, the Company is carrying provision in the accounts, for aggregate demand of Rs. 3,312.98 lakhs (including paid under protest (net of refund) Rs.Nil (31 March 2025 Rs.46.30 lakhs)).

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 33 : Earnings Per Share

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Profits attributable to equity shareholders (Rs. in lakhs) | 9,359.16 | 9,575.97 |
| **Basic Earnings Per Share** | | |
| Weighted average number of equity shares outstanding during the year | 949.50 | 949.50 |
| **Basic EPS (Rs.)** | **9.86** | **10.09** |
| Weighted average number of equity shares outstanding for diluted EPS | 949.50 | 949.50 |
| **Diluted EPS (Rs.)** | **9.86** | **10.09** |

## Note 34 : Commitments

**(a) Capital expenditure contracted for at the end of the reporting period but not recognised as liability is as follows:**

| Particulars | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Property plant and equipment | 462.03 | 9,805.40 |
| Intangible assets | - | - |

**(b) Leases - the Company as a lessee**

**Future minimum lease payments under leases together with the present value of the net minimum lease payments are as follows:**

| Maturity analysis of lease liabilities | 31-Mar-26 | 31-Mar-25 |
|---|---|---|
| Within one year | 490.84 | 213.52 |
| After one year and not later than five years | 1,980.23 | 110.26 |
| Later than five years | - | - |
| Total minimum lease payments | 2,471.07 | 323.78 |
| Less: Amounts representing finance charges | 504.48 | 35.02 |
| Present value of minimum lease payments | 1,966.59 | 288.76 |

The weighted average incremental borrowing rate applied to lease liabilities @ 9.5% p.a. (31 March 2025 : 9.50%)

Rental expense of Rs. 17.39 lakhs (31 March 2025: Rs.13.29 lakhs) recorded during the year for short-term/low value leases.

## Note 35: Impairment

(a) Goodwill has arisen as per the Scheme of arrangement and reconstruction(demerger) approved by Hon'ble Bombay High Court dated January 8, 2016 (the Scheme). Goodwill reflects the difference between the fair value of shares issued and all the net assets transferred at carrying value under the scheme. The net carrying amount of goodwill pertains to the operating segment - Paper division.

Goodwill is tested for impairment at least annually in accordance with the Company's procedure for determining the recoverable value of each CGUs.

(All amounts in INR Lakhs unless otherwise stated)

## Note 35: Impairment (contd.)

(b) The recoverable amount is the higher of its fair value less cost to sell and its value in use. The fair value is determined based on market value less cost to sell while the value in use is determined based on specific calculations. These calculations use pre-tax cash flow projections for the company over a period of 5 years. An average of the range of each assumption used is mentioned in table below.

**(In %)**

| Particulars | 31-Mar-26 |
|---|---|
| Long term growth rate | 0.50% |
| Discount rate | 11.20% |

**Management has determined the values assigned to each of the above key assumptions as follows:**

| Assumption | Approach used to determine values |
|---|---|
| Operating margins | Based on past performance and management's expectations of the future. |
| Long term growth rate | The rates are consistent with forecasts included in industry reports. |
| Discount rate | This is the weighted average cost of capital. |

(c) Based on the above, no impairment was identified as of 31 March 2026 as the recoverable value exceeded the carrying value.

An analysis of the calculation's sensitivity to a change in the key parameters (revenue growth, operating margin, discount rate and long-term growth rate) based on reasonably probable assumptions, did not identify any probable scenarios where the recoverable amount would fall below its carrying amount.

## Note 36: Relationship with Struck off Companies

The Company has had the following relationships with struck-off companies as at the Balance Sheet dated 31.03.2026

| Name of the Struck-off company | Nature of Transactions with struck off companies | 31-Mar-26 | | 31-Mar-25 | |
|---|---|---|---|---|---|
| | | Balance Outstanding | Relationship with the struck off Company if any | Balance Outstanding | Relationship with the struck off Company if any |
| CGP EXIM PVT LTD | Advance from customer | - | -NA- | (0.02) | -NA- |
| SPUNK INDO MARKETING PVT.LTD | Trade Receivables | - | -NA- | 8.71 | -NA- |

## Note 37: Additional disclosure required as per the Act

1 No proceedings has been initiated or pending against the Company for holding any benami property under the Benami Transaction (Prohibition) Act 1988 or rules made thereunder. Hence no further disclosure required.

2 The Company is not in non compliance with number of layers of companies prescribed under clause (87) of section 2 of the Companies Act 2013 read with the Companies (Restriction on number of layers) Rules, 2017. Hence no further disclosure required.

3 There has been no delay in Registration or Modification or Satisfaction of Charges with ROC.

# Notes to the Financial Statements as at and for the year ended March 31, 2026

(All amounts in INR Lakhs unless otherwise stated)

## Note 38 : Disclosure for changes in financial liabilities (as per amendment to Ind AS 7)

| Particulars | Long term borrowings (including current maturities) | Lease liabilities | Short term borrowings |
|---|---|---|---|
| **As on April 1, 2024** | **1,471.05** | **461.18** | **16.69** |
| Cash Flows | (553.06) | (218.38) | (16.69) |
| Lease liabilities recognised as per Ind AS 116 | - | 45.96 | - |
| **Other non cash movement** | | | |
| Liabilities no longer required | - | - | - |
| Change in amortisation | 0.17 | - | - |
| **As on March 31, 2025** | **918.16** | **288.76** | **-** |
| Cash Flows | 1,327.91 | (239.27) | 28.73 |
| Lease liabilities recognised as per Ind AS 116 | - | 1,917.10 | - |
| **Other non cash movement** | | | |
| Liabilities no longer required | - | - | - |
| Change in amortisation | 9.88 | - | - |
| **As on March 31, 2026** | **2,255.95** | **1,966.59** | **28.73** |

## Note 39 : Reclassification

Previous year figure's have been reclassified to conform to this year's classification.

The accompanying notes are an integral part of the financial statements

As per our report of date attached

**For and on behalf of the board of directors of Pudumjee Paper Products Limited**

**For J M AGRAWAL & CO.**
Firm Registration No - 100130W
Chartered Accountants

**Punit Agrawal**
Partner
Membership No - 148757

Place : Mumbai
Date : 22nd May 2026

**Dilip J. Thakkar**
Independent Director
DIN: 00007339

**Shrihari Waychal**
Company Secretary & Compliance Officer
ICSI M.No: A62562

**H. P. Birla**
Chief Financial Officer
ICMAI M.No: A13010

**Arun Kumar Jatia**
Executive Chairman
DIN: 01104256

**Dr. Ashok Kumar**
Executive Director
DIN: 07111155

Place : Mumbai
Date : 22nd May 2026

# Notice

**Pudumjee Paper Products Limited**
**Registered Office:** Thergaon, Pune-411033.
**Tel:** +91-20-30613333,
**CIN:** L21098PN2015PLC153717
**Website:** www.pudumjee.com

The **12th** Annual General Meeting of the Shareholders of Pudumjee Paper Products Limited will be held on Wednesday, the 02nd day of September, 2026 at 03:00 p.m. (IST) through Video Conference ("VC") / Other Audio Visual Means ("OAVM") without physical presence of the Shareholders at a common venue, to transact the following businesses.

## ORDINARY BUSINESS:

1) To receive, consider and adopt the Audited Financial Statements of the Company for the Financial Year ended 31st March, 2026 comprising the Audited Balance Sheet as at 31st March, 2026 and the Statement of Profit and Loss and Cash Flow Statement for the year ended on that date and the Reports of the Board of Directors and Auditors' thereon.

2) To appoint a Director in place of Dr. Ashok Kumar (DIN: 07111155), who retires by rotation and being eligible, offers himself for re-appointment.

3) To declare a dividend on equity shares of the Company for the year 2025-26.

SPECIAL BUSINESS:

4) To consider and, if thought fit, to pass, with or without modification(s), the following Resolution as a Special Resolution:

"**RESOLVED THAT** the consent of the Shareholders of the Company be and is hereby accorded to the Board of Directors of the Company, pursuant to Sections 73(2) and 76 of the Companies Act, 2013 ('the Act' which term includes any amendment or modification or re-enactment thereof) and other applicable provisions of the said Act or other laws, and subject to the conditions laid down in those provisions and the Companies (Acceptance of Deposits) Rules, 2014, to invite and accept deposits from the public in general, on such terms and conditions as the Board may decide, so however that the borrowing by way of fixed deposits, as above, shall not exceed the limits laid down under the Companies (Acceptance of Deposits) Rules, 2014 in force and as amended from time to time".

5) 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 of the Companies Act, 2013 and the Rules made thereunder, as amended from time to time, the Company hereby approves the remuneration of Rs. 2,75,000/- (Rupees Two Lakhs Seventy Five Thousand Only) to Mr. Narhar K. Nimkar (Membership No. F-6493), Cost Accountant in Practice, who has been appointed by the Board of Directors of the Company as the Cost Auditor of the Company, to conduct the audit of the Cost Records of the Company relating to "PAPER" for the Financial Year ending 31st March, 2026".

This space is intentionally kept blank.

# Notes:

1) The Explanatory Statement, pursuant to Section 102 of the Companies Act, 2013 in respect of the above Item Nos. 4 & 5 is annexed hereto.

2) In compliance with the provisions of the Companies Act, 2013 read with the Ministry of Corporate Affairs ("MCA") General Circular No. 14/2020 dated 8th April, 2020, along with subsequent extensions issued in this regard from time to time, the latest being General Circular No. 03/2025 dated 22nd September, 2025 (collectively referred to as the "MCA Circulars") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, read with the SEBI Circulars dated 12th May, 2020 along with subsequent extensions issued in this regard from time to time, the latest being 5th June, 2025 (collectively referred to as the "SEBI Circulars") including any amendments thereto, the 12th Annual General Meeting ("AGM" or "e-AGM") of the Company is being conducted through Video Conferencing ("VC"). The proceedings of the AGM shall be deemed to be conducted at the Registered Office of the Company, which shall be the deemed venue of the AGM or e-AGM.

3) e-AGM: The Company has appointed National Securities Depository Limited (NSDL) to provide Video Conferencing facility for the e-AGM.

4) The Register of Members and Transfer Books of the Company will be closed from Tuesday, the 25th day of August, 2026 to Wednesday, the 02nd day of September, 2026 (both days inclusive).

5) The Dividend, when sanctioned, will be paid subject to deduction of tax at source, as applicable, on and from 22nd September, 2026 to those shareholders whose names stand on the Company's Register of Members as holders of the shares on 02nd September, 2026. The dividend in respect of shares held in the electronic form will be paid to the beneficial owners of the shares whose names are appearing in the Register of Members as Beneficial Owner, at the close of business hours on 24th August, 2026 as per the details furnished by the Depositories for this purpose. The payment of Dividend will be subject to the provisions of Section 126 of the Companies Act, 2013.

6) Pursuant to the provisions of the Companies Act, 2013, a Member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/her behalf and the proxy need not be a member of the company. Since this AGM is being held pursuant to the MCA circulars through VC, physical attendance of members has been dispensed with. Therefore, the facility for appointment of proxies by the members will not be available for the e-AGM and hence the proxy form and attendance slip are not annexed to this notice.

7) Institutional Shareholders / Corporate 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., authorising its representative to attend the e-AGM on its behalf and to vote through remote e-voting or during the e-AGM. The said Board Resolution/Authorisation shall be sent to the Scrutinizer through registered e-mail address to savitajyotiassociates05@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.

8) The Members can join the e-AGM through Video Conferencing 15 minutes before and after the scheduled time of the commencement of the e-AGM by following the procedure mentioned in the Notice. As per the MCA Circular, the facility of participation at the e-AGM through VC will be available for 1,000 members on a First-Come First-served basis. However, this restriction shall not apply to Large Shareholders (Shareholders holding 2% or more Shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, Chairman of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc.

9) The Members attending the AGM through Video Conferencing shall be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.

10) Pursuant to the provisions of the Companies Act 2013 and rules made thereunder and in compliance with the aforesaid MCA Circulars, Notice of the e-AGM along with the Annual Report 2025-26 is being sent through electronic mode to those Members whose email addresses are registered with the Company/ Depositories. Further, pursuant to the provisions of Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 a letter providing the

web-link, including the exact path, where complete details of the Annual Report is available is being sent to those Members who have not so registered. The Company shall send the physical copy of the Annual Report 2025-26 only to those Members who specifically request for the same at investors.relations@pudumjee.com. Members may note that the Notice calling the AGM and the Annual Report 2025-26 will also be available on the Company's website www.pudumjee.com, websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and on the website of National Securities Depositories Limited (NSDL) at www.evoting.nsdl.com.

11) Under the Companies Act, 2013, dividends that are unclaimed for a period of seven years are required to be transferred to The Investor Education and Protection Fund (IEPF) administered by the Central Government. The Company has uploaded the details of unpaid and unclaimed amounts lying with the Company as on 30th August, 2025 (date of last Annual General Meeting) on the website of the Company viz., https://pudumjee.com/unclaimed-dividends/, as also on the website of the Ministry of Corporate Affairs. The Unclaimed Dividend for the year 2018-19 will be deposited to IEPF on or before 24th September, 2026. As such, Shareholders, who have not so far encashed dividend warrants of earlier years are requested to, immediately, return the outdated warrant(s) to the Company or write to us to enable the Company to issue duplicate warrant(s)/demand draft(s) in lieu thereof.

12) In compliance with the provisions of the Companies Act, 2013 read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, the Company has transferred 1,08,100 Equity Shares of face value of Re. 1/- each (in respect of which dividend has not been paid or claimed by the Shareholders for a period of seven consecutive years or more) along with unpaid or unclaimed dividend declared for the financial year ended 31st March, 2018 and earlier periods to the Investor Education and Protection Fund Authority. Shareholders who have so far not claimed or collected their dividends for the said period may claim their dividend and shares from the Investor Education and Protection Fund Authority, by submitting an application in the prescribed form and completing the procedure to claim refund of unclaimed dividend amount and shares from IEPF Authority available on the website of the Company viz., https://pudumjee.com/unclaimed-dividends/.

13) Since the AGM will be held through VC, the Route Map is not annexed to this Notice.

14) Members seeking any information with regard to the accounts or any matter to be placed at the AGM, are requested to write to the Company mentioning their name, demat account number/folio number, email id, mobile number on or before 18th August, 2026 through email on investors.relations@pudumjee.com. The same will be replied by the Company suitably. Members may also ask their questions at the meeting by using chat box facility provided by NSDL. The questions received will be replied at AGM or Individually through e-mail as may be decided by the chairman.

15) Members are requested to write/intimate to Company's Registrar and Share Transfer Agent, changes in their registered addresses, profile details, if any, for sending future communication(s), any query in connection with claim of the unclaimed and unpaid dividends, etc.

16) Documents referred to in the Notice and the explanatory statement shall be available for inspection by the Members through e-mail. The Members are requested to send an e-mail to investors.relations@pudumjee.com for the same.

17) Register of Directors and Key Managerial Personnel and their Shareholding and Register of Contracts or arrangements in which directors are interested, will be available for inspection by the Members through e-mail. The Members are requested to send an e-mail to investors.relations@pudumjee.com for the same.

18) As per Regulation 40 of the SEBI Listing Regulations, as amended securities of listed companies can be transferred only in dematerialised form with effect from 01st April, 2019, 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, Members holding shares in physical form are requested to convert their holdings to dematerialised form. Members can contact the Company or Company's Registrar and Share Transfer Agent for assistance in this regard.

19) As per the provisions of the Companies Act, 2013, facility for making nominations is available to the members in respect of the shares held by them. Nomination forms can be obtained from the Company's Registrars and Share Transfer Agent by Members holding shares in physical form. Members holding shares in electronic form may obtain Nomination forms from their respective Depository Participant.

20) Further pursuant to Rule 18(1) of the Companies (Management and Administration) Rules, 2014, the Company needs to send the Notice, Annual Report electronically on the e-mail addresses as obtained

from the Company/ Depositories/ Registrar and Share Transfer Agent to the members.

If you are holding the shares of the Company in dematerialized form and already registered your e-mail address, you would be receiving the Notices of General Meeting/Postal Ballot, Annual Report and other Shareholders communication by electronic mode.

The Members who hold shares in physical mode and have not registered their e-mail address may request the Company to receive Notices of General Meeting/ Postal Ballot, Annual Report and other shareholders communication by electronic mode by registering their valid e-mail address with the Company / Registrar and Share Transfer Agents.

Members are requested to support this Green Initiative by registering/updating their e-mail addresses, with the Depository Participant (in case of Shares held in dematerialised form) or with KFin Technologies Limited (in case of Shares held in physical form).

21) Instructions for voting through e-voting and joining the e-AGM as follows:

## I. Voting through electronic means:

- Pursuant to provision of Section 108 of the Companies Act, 2013 and Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time and Regulation 44 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company is pleased to provide to its Members facility to exercise their right to vote on all resolutions set forth in this Notice through e-Voting Services. The facility of casting the votes by the Members using an electronic voting system from a place other than venue of the Annual General Meeting ("remote e-voting") will be provided by NSDL appointed for the purpose by the Company as authorised agency.
- The Remote e-voting period commences on Sunday, the 30th August, 2026 (9.00 a.m. IST) and ends on Tuesday, the 01st September, 2026 (5.00 p.m. IST). During this period, Members of the Company, holding shares either in physical form or in dematerialized form, as on 24th August, 2026, may cast their vote electronically. The remote e-voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently.
- The Members who have cast their vote by remote e-voting prior to the meeting may also attend the meeting but shall not be entitled to cast vote again.
- The voting rights of Members shall be in proportion to their shares held in the paid up equity share capital of the Company as on 24th August, 2026.
- Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date, may obtain the login ID and password by sending a request at evoting@nsdl.com. However, if he / she is already registered with NSDL for remote e-Voting then he /she can use his / her existing User ID and password for casting the vote. In case of Individual Shareholders holding securities in demat mode and who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date may follow steps mentioned below under "**Login method for remote e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode**."

This space is intentionally kept blank.

**The detailed instructions for remote E-Voting are as under:**

**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 HYPERLINK "http://?"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.<br>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.<br>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<br>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.<br>5. Shareholders/Members can also download NSDL Mobile App "**NSDL Speede**" facility by scanning the QR code mentioned below for seamless voting experience.<br>**NSDL Mobile App is available on**<br>App Store Google Play |

| Type of shareholders | Login Method |
|---|---|
| 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.<br>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.<br>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.<br>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<br>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<br>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<br>For example if folio number is 001*** and EVEN is 101456 then user ID is 101456001*** |

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

   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 in below 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 Meeting on NSDL e-Voting system.**

**How to cast your vote electronically and join 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.

## II. Voting at the e-AGM:

1. The procedure for e-Voting on the day of the e-AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/Shareholders, who will be present in the e-AGM through Video Conferencing facility and have not casted vote through remote e-Voting are eligible to vote through e-Voting at the e-AGM.
3. However, Members/Shareholders, who have voted through Remote e-Voting will be eligible to attend the e-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 e-AGM shall be the same person mentioned for Remote e-voting.

**General Guidelines for shareholders**

i. 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.

ii. 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 Ms. Pallavi Mhatre 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 einward.ris@kfintech.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 einward.ris@kfintech.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.

## III. INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

1. Member will be provided with a facility to attend the 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 link" 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. Members who would like to express their views or ask questions during the e-AGM may register themselves as a speaker by sending their request from their registered e-mail address mentioning their name, DP ID and Client ID / folio number, PAN, mobile number at investors.relations@pudumjee.com. The

Speaker registration will be open from Tuesday, 18th August, 2026 (9:00 a.m. IST) to Thursday, 20th August, 2026 (5:00 p.m. IST). Those Members who have registered themselves as a speaker will only be allowed to express their views/ ask questions during the e-AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the e-AGM.

## IV. Other Instructions:

1. Mrs. Savita Jyoti, Practicing Company Secretary has been appointed as the Scrutinizer to scrutinize the e-voting process and voting at the e-AGM in a fair and transparent manner.
2. The Scrutinizer shall, immediately after the conclusion of voting at the e-AGM, first count the votes cast at the meeting, thereafter unblock the votes cast through remote e-voting in the presence of at least two witnesses, not in the employment of the Company and make, not later than three days from the conclusion of the meeting, a consolidated scrutiniser's report of the total votes cast in favour or against, if any, to the Chairman/Company Secretary of the Company, who shall countersign the same.
3. The results declared alongwith the Scrutiniser's Report shall be placed on the Company's website www.pudumjee.com and on the website of NSDL https://www.evoting.nsdl.com and communicated to the Stock Exchanges.

**GENERAL INSTRUCTIONS AND INFORMATION FOR SHAREHOLDERS:**

22) We draw your attention to the SEBI's Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated 06th February, 2026 for Registrars to an Issue and Share Transfer Agent ('the SEBI Circular') Where by SEBI has mandated furnishing the following information by holders of securities in physical form:

   a. Valid PAN i.e. PAN linked with Adhaar

   b. choice of nomination – registration by submitting Form SH-13 or Declaration to opt out nomination by submitting Form ISR-3

   c. KYC Details that includes:

      i. contact details - i.e. present postal address with PIN code and mobile number in all cases and e-mail address for availing online services;

      ii. bank account details – i.e. bank and branch name, bank account number, IFSC code

      iii. specimen signature – by submitting duly attested Form ISR- 2:

The SEBI Circular further mandates that any service request or grievance shall be entertained or any payment, including payment of dividends, shall be made electronically to the security holders holding securities in physical form, only upon furnishing of the Valid PAN and the KYC Details, as mentioned above, against their respective folios. Kindly note that, pursuant to the said SEBI Circular condition of furnishing or updating of 'Choice of Nomination' against your folio has been relaxed and any service request or grievance shall be entertained or payment of dividend etc. shall be made if all other mandatory information, except the Choice of Nomination, has been furnished.

You are requested to forward the duly filled in Form ISR-1, Form ISR-2 and Form SH-13/Form ISR-3 along with the related proofs mentioned in the respective forms as the earliest. Kindly refer Note 23 to 25 hereinunder.

- Issuance of Securities in dematerialized form in case of Investor Service Requests:

23) We would further like to draw your attention to SEBI Master circular dated 06th February, 2026. Accordingly, while processing service requests in relation to; 1) Issue of duplicate securities certificate; 2) Claim from Unclaimed Suspense Account and Suspense Escrow Demat Account; 3) Replacement / Renewal / Exchange of securities certificate; 4) Endorsement; 5) Sub-division / Splitting of securities certificate; 6) Consolidation of securities certificates/folios; 7) Transposition and 8) Transmission, the Company shall issue securities only in dematerialised form. For processing any of the aforesaid service requests the securities holder/ claimant shall submit duly filled up Form ISR-4 along with the documents/details specified therein.

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24) We further draw attention of the holders of shares in physical form to Section V on Investors Service Request of the SEBI Master circular dated 06th February, 2026.The holders of shares in physical mode are required to furnish the documents/details, as per the table below for respective service request, to the Registrar and Share Transfer Agents i.e., M/s. KFin Technologies Limited:

| Sr. No. | Particulars | Please furnish details in |
|---|---|---|
| 1. | PAN | Form No.: ISR-1 |
| 2. | Address with PIN Code | |
| 3. | Email address | |
| 4. | Mobile Number | |
| 5. | Bank account details (Bank name and Branch, Bank account number, IFS Code) | |
| 6. | Demat Account Number | |
| 7. | Specimen Signature | Form No.: ISR-2 |
| 8. | Nomination details | Form No.: SH-13 |
| 9. | Declaration to opt out nomination | Form No.: ISR-3 |
| 10. | Cancellation or Variation of Nomination | Form No.: SH-14 |
| 11. | Request for issue of Securities in dematerialized form in case of below:<br>i. Issue of duplicate securities certificate<br>ii. Claim from Unclaimed Suspense Account<br>iii. Renewal / Exchange of securities certificate<br>iv. Endorsement<br>v. Sub-division / Splitting of securities certificate<br>vi. Consolidation of securities certificates/folios<br>vii. Transposition<br>viii. Transmission | Form No.: ISR-4 |

A member needs to submit Form ISR-1 for updating PAN and other KYC details to the RTA of the Company. Member may submit Form SH-13 to file Nomination. However, in case a Member do not wish to file nomination 'declaration to Opt-out' in Form ISR-3 shall be submitted.

In case of major mismatch in the signature of the members(s) as available in the folio with the RTA and the present signature or if the signature is not available with the RTA, then the member(s) shall be required to furnish Banker's attestation of the signature as per Form ISR-2 along-with the documents specified therein. Hence, it is advisable that the members send the Form ISR-2 alongwith the Form ISR-1 for updating of the KYC Details or Nomination.

All the aforesaid forms can be downloaded from the website of the Company at: https://pudumjee.com/sebi-compliance-kyc-updates/ and from the website of the RTA at https://ris.kfintech.com/clientservices/isc/isrforms.aspx.

The Company in the month of September, 2025 has dispatched a separate communication letter to the holders of physical securities requesting them to update their KYC in record of Company/RTA.

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25) **Mode of submission of form(s) and documents**

**a. Submitting Hard copy through Post/Courier etc.**
Members can forward the hard copies of duly filled-in and signed form(s) along with self-attested and dated copies of relevant documentary proofs as mentioned in the respective forms, to the following address:

KFin Technologies Limited,
Unit: Pudumjee Paper Products Limited
Selenium Tower B, Plot 31-32, Gachibowli,
Financial District, Nanakramguda,
Hyderabad – 500 032

**b. Through Electronic Mode with e-sign**
In case members have registered their email address, they may send the scan soft copies of the form(s) along with the relevant documents, duly e-signed, from their registered email id to einward.ris@kfintech.com or upload KYC documents with e-sign on RTA's website at the link: https://ris.kfintech.com/clientservices/isc/.

**c. Submitting Hard copy at the office of the RTA**
The form(s) along-with copies of necessary documents can be submitted by the securities holder (s) / claimant (s) in person at RTA's office. For this, the securities holder/claimant should carry Original Documents against which copies thereof shall be verified by the authorised person of the RTA and copy(ies) of such documents with IPV stamping with date and initials shall be retained for processing.

**d. Mandatory Self-attestation of the documents**
Please note that, each page of the documents that are submitted in hard copy must be self-attested by the holder (s). In case the documents are submitted in electronic mode then the same should be furnished with e-sign of scan copies of the documents.

**e. E-sign**
E-Sign is an integrated service which facilitates issuing a Digital Signature Certificate and performing signing of requested data by eSign user. The holder/claimant may approach any of the empanelled eSign Service Provider, details of which are available on the website of Controller of Certifying Authorities (CCA), Ministry of Communications and Information Technology (https://cca.gov.in/) for the purpose of obtaining an e-sign.

26) The members holding shares in demat are requested to update with respective Depository Participant, changes, if any, in their registered addresses, mobile number, Bank Account details, e-mail address and nomination details.

27) The RTA of the Company has launched a unified platform 'KPRISM' for the benefit of shareholders. KPRISM is a self-service portal / mobile based application that enables the shareholders to access their portfolios serviced by RTA, and check details like dividend status and make request for annual reports, change of address, update bank mandate, download standard forms, etc. The portal can be accessed at https://kprism.kfintech.com. For more assistance on KPRISM, shareholders may contact 040-67162222.

QR code for accessing KPRIMS Portal:

28) A Senior Citizens Investor Cell has been formed by the RTA to assist exclusively the senior citizens (above 60 years of age) in redressing their grievances, complaints and queries. The senior citizens wishing to avail this service can send the communication to senior.citizen@kfintech.com.

The SCIs availing this service must provide the following details:

- Folio Number
- Company Name
- Nature of Grievance
- Senior Citizen Investor ID proof showing Date of Birth

A dedicated toll-free number 1800 3094 006 is also provided for the convenience of the senior citizens.

29) **Tax Deduction on Dividend and Electronic Payment of Dividend:**

Pursuant to the provisions of the Income Tax Act, 2025 ("IT Act") read with the Income Tax Rules, 2026, as amended from time to time, dividends paid or distributed by the Company shall be taxable in the hands of the Shareholders. The Company shall therefore be required to deduct tax at source ("TDS") at the time of making payment of the said Dividend. For the prescribed rates for various categories, the Shareholders are requested to refer to the applicable provisions of the IT Act and the Rules made thereunder. Resident Shareholders are requested to note that in case their PAN is not submitted / not registered / is inoperative (not linked with Aadhar), the tax will be deducted at a higher rate of 20%. However, no tax shall be deducted on the dividend payable to a resident individual shareholder if the total dividend to be received during a Financial Year does not exceed Rs. 10,000/-.

Resident Individual Shareholders with PAN and who is not liable to pay income tax can submit a yearly declaration in Form No. 121 (earlier Form no. 15G/15H), as prescribed under the Income Tax Rules, 2026, to avail the benefit of non-deduction of tax at source.

Non-Resident Shareholders can avail beneficial rates under tax treaty between India and their country of residence, subject to providing necessary documents i.e. No Permanent Establishment and Beneficial Ownership Declaration, Tax Residency Certificate, Form 41 (earlier Form no. 10F), self-attested copy of Pan Card or any other document which may be required to avail the tax treaty benefits as may be prescribed under the IT Act and the Income Tax Rules, 2026.

Shareholders holding shares under multiple accounts under different/status category and single PAN, may note that, higher of the tax as applicable to the status in which shares held under a PAN will be considered on their entire holding in different accounts.

The requisite form for claiming tax exemption can be downloaded from the website of the Company at www.pudumjee.com.

The aforementioned documents (duly completed and signed) are required to be uploaded on the website of KFin Technologies Limited ('KFintech') the Registrar and Transfer Agent at https://riskfintech.com/clientservices/investors/taxforms.aspx or by sending hard copy of the said documents at the registered office of the Company through registered post/courier before 20th August, 2026 in order to enable the Company to determine and deduct appropriate TDS/Withholding Tax. The Shareholders may note that, incomplete and/or unsigned forms and declarations will not be considered by the Company. No communication on the tax determination/deduction shall be entertained after 20th August, 2026.

The Shareholders may note that in case tax on dividend is deducted at a higher rate in the absence of receipt of any of the aforementioned details/documents from the shareholders, the shareholders may consider filing their return of income and claiming an appropriate refund, as may be eligible. No claim shall lie against the Company for such taxes deducted.

The Company shall arrange to e-mail the soft copy of the TDS certificate to shareholders at the registered e-mail id within the prescribed time, post payment of the said dividend, if declared in the AGM. The details of TDS deducted can also be viewed in Form 26AS at TRACES https://www.tdscpc.gov.in/app/login.xhtml or the website of the Income Tax department of India at https://www.incometax.gov.in/home.

In the event of any income tax demand (including interest, penalty, etc.) arising from any misrepresentation, inaccuracy or omission of information 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 assessment/ appellate proceedings before the Tax/ Government authorities.

SEBI has made it mandatory for all companies to use the bank account details furnished by the Depositories and the bank account details maintained by the Registrar and Share Transfer Agents for payment of dividend to Members electronically. The Company has extended the facility of electronic credit of dividend directly to the respective bank accounts of the Member(s) through the Electronic Clearing Service (ECS)/ National Electronic Clearing Service (NECS)/ National Electronic Fund Transfer (NEFT)/ Real Time Gross Settlement (RTGS)/ Direct Credit, etc. Members holding shares in demat form are requested to update their bank account details with their respective Depository Participant. The Company or KFintech cannot act on any request received directly from the Members holding shares in demat form for any change of bank particulars. Such changes should be intimated only to the Depository Participants by the Members. Further, instructions, if any, already given in respect of shares held in physical form will not be automatically applicable to shares held in the electronic mode. Members are requested to ensure that their bank account details in their respective demat accounts are updated, to enable the Company to provide timely credit of dividend in their bank accounts.

Kindly note that pursuant to the SEBI Master Circular No.: SEBI/HO/MIRSD/MIRSD-PoD/P/CIR/2025/91 dated 23rd June, 2025 w.e.f. 1st April, 2024, the Dividend will be paid only through Electronic mode to the security holders holding securities in physical form, only after furnishing mandatory KYC details (i.e. Valid PAN, contact details, bank account details and specimen signature) against their folios. In the absence of KYC details, the Company shall withheld dividend till the date of Updation of KYC details and the said dividend payment shall be made through Electronic Mode only upon complying with the requirements of updation of KYC as provided in the aforesaid SEBI Circulars. As directed by SEBI, the Members holding shares in physical form are requested to submit duly filled in form ISR 1 inter-alia with the original cancelled cheque in the manner as provided in Note No. 24 herein above to KFintech to update their KYC details.

**By Order of the Board**,
Pudumjee Paper Products Limited

**Shrihari Waychal**
Company Secretary and Compliance Officer

**Registered Office:**
Thergaon, Pune-411033.
Tel: +91-20-30613333,
CIN: L21098PN2015PLC153717
Website: www.pudumjee.com
22nd May, 2026

# Annexure to the Notice

## Explanatory Statement Pursuant to Section 102 of the Companies Act, 2013

The following Explanatory Statement sets out all the material facts relating to items of business as mentioned in Item Nos. 4 to 5 under Special Business in the accompanying Notice dated 22nd May, 2026 convening the Annual General Meeting.

### ITEM NO. 4

The Board of Directors at their meeting held on 22nd May, 2026 has approved and recommended the invitation and acceptance of fixed deposits from the public in general pursuant to the Sections 73 to 76 of the Companies Act, 2013 and the Companies (Acceptance of Deposits) Rules, 2014 to meet the working capital needs.

In compliance with the above provisions of the Companies Act, 2013 and the Rules framed thereunder the Company is required to obtain approval of its Shareholders for acceptance of Fixed Deposits from the public in general, as such, approval of the members by way of Special Resolution is being sought. It may be noted that the deposits to be accepted will be unsecured.

None of the Directors, Key Managerial Personnel of the Company and their relatives are concerned or interested, monetarily or otherwise in the proposed Special Resolution.

The Resolution as set out in Item No. 4 of the Notice is recommended by the Board to be passed as a Special Resolution.

### ITEM NO. 5

The Company is required under Section 148 of the Companies Act, 2013, to have the audit of its cost records relating to "PAPER" conducted by a Cost Accountant in Practice. The Board of Directors of the Company has on the recommendation of the Audit Committee, approved the appointment and remuneration of Mr. Narhar K. Nimkar, the Cost Accountant to conduct audit of cost records of the Company for products covered under the Companies (Cost Records and Audit) Rules, 2014 at a remuneration of Rs. 2,75,000/- for the Financial Year ending 31st March, 2026.

In accordance with the provisions of Section 148 of the Companies Act, 2013 read with Companies (Cost Records and Audit) Rules, 2014, the remuneration payable to the Cost Auditors as recommended by the Audit Committee and approved by the Board of Directors needs to be approved by the Shareholders of the Company.

None of the Directors, Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the proposed Ordinary Resolution.

The Resolution as set out in Item No. 5 of the Notice is recommended by the Board to be passed as an Ordinary Resolution.

**By Order of the Board**,
Pudumjee Paper Products Limited

**Shrihari Waychal**
Company Secretary and Compliance Officer

**Registered Office:**
Thergaon, Pune-411033.
Tel: +91-20-30613333,
CIN: L21098PN2015PLC153717
Website: www.pudumjee.com
22nd May, 2026

# Annexure to AGM Notice

**The Statement of disclosures pursuant to Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard-2 on General Meetings, is as under:**

| Name of the Director | Dr. Ashok Kumar |
|---|---|
| DIN | 07111155 |
| Date of Birth | 02.02.1956 (70 years) |
| Qualification | M.E. (Chemical Engineer), Ph.D. (Pulp Processing) |
| Brief Resume and Expertise in specific functional area of the Director | Dr. Ashok Kumar has wide and varied experience over four decades in the Paper Industry. |
| Date of appointment in the Current Designation | 28.05.2016 |
| Shareholding in the Company | NIL |
| Directorships in other Companies | Listed Companies:<br>1. AMJ Land Holdings Limited<br>Unlisted Companies:<br>Nil |
| Memberships/ Chairmanship of Committees of Other Companies* | Listed Companies: Nil |
| Inter-se relationship between Directors and other Key Managerial Personnel | He is not related with any Director and Key Managerial Personnel of the Company. |
| Number of Meetings of the Board attended during the financial year 2025-2026 | 4 |
| Details of remuneration last drawn during the financial year 2025-2026 | Rs. 1,54,04,943 /- |

* Committees considered are Audit and Stakeholders Relationship Committee.

# Note

# Note

# CORPORATE INFORMATION

## Board of directors

**Mr. Arunkumar Mahabirprasad Jatia**
Executive Chairman

**Mr. Surendra Kumar Bansal**
Non-Executive Non-Independent Director

**Mr. Vinod Kumar Beswal**
Non-Executive Independent Director
(up to 20.10.2025)

**Mr. Nandan Damani**
Non-Executive Independent Director
(up to 20.10.2025)

**Mrs. Madhu Dubhashi**
Non-Executive Independent Director
(up to 13.11.2025)

**Dr. Ashok Kumar**
Executive Director

**Mr. Basant Kumar Khaitan**
Non-Executive Independent Director

**Mr. Ved Prakash Leekha**
Non-Executive Non-Independent Director

**Mr. Sanjay Kumar Singh**
Non-Executive Independent Director

**Mr. Dilip Jayantilal Thakkar**
Non-Executive Independent Director

**Mrs. Shailaja Nair**
Non-Executive Independent Director
(with effect from 14.11.2025)

**Mr. Anil Shankarlal Mittal**
Non-Executive Independent Director
(with effect from 22.05.2026)

## Chief Financial Officer

**Mr. Hanuman Prasad Birla**

## Company Secretary and Compliance Officer

**Mr. Shrihari Waychal**

## Bankers

State Bank of India

IDBI Bank Limited

YES Bank Limited

The Saraswat Co-Operative Bank Limited

## Statutory auditors

**J. M. Agrawal & Company**

## Secretarial auditors

**SIUT & Co LLP**

## Registered office

Thergaon, Pune - 411 033

## Registrar & share transfer agents

**KFin Technologies Limited**
Selenium Tower B, Plot No. 31 & 32,
Gachibowli, Financial District,
Nanakramguda, Serilingampally,
Hyderabad - 500 032
E-Mail: einward.ris@kfintech.com

PUDUMJEE

**Pudumjee Paper Products Limited**
Thergaon, Pune - 411 033