NSE

National Stock Exchange Of India Limited

Date of 07-Sep-2026

NSE Acknowledgement

Symbol:-	PAKKA
Name of the Company: -	PAKKA LIMITED
Submission Type:-	Annual Report
Quarter/Period Ended: -	31-Mar-2026
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Scripcode and Company Name	516030 - Pakka Ltd-
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Submitted By	Sachin Kumar Srivastava
Designation	Company Secretary &Compliance Officer

Disclaimer : - Contents of filings has not been verified at the time of submission.

PAKKA
Packaging with a Soul

7/Govt/SE/2026-27/0045
7th September, 2026

National Stock Exchange of India Limited
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block, Bandra-Kurla Complex,
Bandra (East), Mumbai - 400 051
Trading Symbol: PAKKA

BSE Limited
Department of Corporate Services
Phiroze Jeejeebhoy Towers
25th Floor, Dalal Street
Mumbai - 400 001
Scrip Code: 516030

Sub: Submission of Annual Report for the Financial Year 2025-26

Dear Sir/Madam,

Pursuant to Regulation 34(1) read with Regulation 36 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, please find enclosed the Annual Report of Pakka Limited for the financial year 2025-26.

The Annual Report includes the Notice convening the 46th Annual General Meeting (AGM) of the Company, scheduled to be held on Tuesday, 29 September 2026 at 10:30 a.m. (IST) through Video Conferencing (VC) / Other Audio-Visual Means (OAVM), together with the audited standalone and consolidated financial statements, the Board's Report, the Auditors' Reports and other statutory disclosures.

The Annual Report is being sent electronically to the Members in accordance with the applicable statutory requirements and is also available on the Company's website at the following link: https://pakka.com/wp-content/uploads/2026/09/Annual-Report-2025-26.pdf.

Kindly take the above information on record and disseminate the same.

Thanking you,

Yours faithfully,
***for* Pakka Limited**
SACHIN KUMAR SRIVASTAVA
Digitally signed by SACHIN KUMAR SRIVASTAVA
Date: 2026.09.07 21:27:19 +05'30'
Sachin Kumar Srivastava
Company Secretary &
Corporate Finance Head

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

PAKKA
Packaging with a Soul

grit!

PAKKA LIMITED • **INTEGRATED ANNUAL REPORT, 2025-26**

TRIBUTE TO
MR. KK JHUNJHUNWALA

May our beloved founder's eternal vision of inclusive progress continue to be our guiding light.

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Forward-looking statement

In this Annual Report we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements - written and oral - that we periodically make 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 will be realised, although we believe we have been prudent in our assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should bear this in mind. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

grit!

At Pakka Limited, our vision is to emerge as a global regenerative packaging innovator.

In FY 25-26, Pakka progressed on this journey, embarking on expanding its pulp and paper manufacturing capabilities while accelerating its transition towards compostable, fibre-based packaging solutions.

Some transformations require vision. Others demand perseverance.

Our performance during the year under review reaffirmed: building a cleaner planet warrants persistence and persistence demands grit.

Pakka and grit.

At Pakka, grit embodies four defining qualities.

Purpose-driven perseverance

Pakka's commitment to regenerative packaging is anchored in the belief that the business must serve economic and environmental progress.

Innovation-led determination

Pakka's innovation focus has enabled it to unlock possibilities in fibre-based materials and compostable food packaging.

Operational resilience

Pakka's operational strength enables it to translate sustainability ambitions into tangible outcomes.

Global ambition with environmental responsibility

Pakka's long-term aspiration is to replicate its regenerative packaging model across geographies, widening its impact.

From the pack to the doorstep

It starts with a pack. Borosil puts it to use. Haldiram's fills it. Taco Bell serves it. Then the journey begins. Picked up by Blinkit, it moves through traffic, takes the bumps, makes the turns - and still gets there the way it left: intact, reliable and ready to be opened. From Chai Point to Bikanerwala, from Lite Bite Foods to RSPL, Modern Laminators and Aditya Flexipack, leading brands are putting Pakka's packaging to work every day. Different brands. Different journeys. One growing belief: sustainable packaging has to perform in the real world.

Seven messages. One bigger story.

1. At Pakka, FY 25-26 was a year of turning ideas into action - taking sustainable packaging forward, building for scale and moving towards a global future beyond plastic.

2. Regenerative packaging resides at the heart of this shift - using renewable resources to create packaging that works better for people and the planet.

3. CHUK is bringing that idea to life. What started as a breakthrough concept is finding its moment, making regenerative packaging practical, everyday and ready to scale.

4. And Jagriti is opening space for the next phase, taking new fibre-based packaging solutions closer to pilot scale and market.

5. Now is the time to build the muscle for growth. Project Jagriti progressed during the year, encompassing Paper Machine 4 (PM4), a new recovery boiler and a 15 MW power turbine, which are intended to strengthen Pakka's next phase of growth upon completion and commissioning.

6. The ambition is global - reaching more markets, building stronger capabilities and taking regenerative packaging further.

7. Because the goal is simple: make better packaging, make it work, and make it scale.

Values we cherish

Earth love
Our actions are guided by our deep affection for the environment and our commitment to protecting and preserving it.

Trust
We establish and nurture trust with our stakeholders through honest and transparent communication and actions.

Courage
We courageously express our thoughts and beliefs and work towards promoting freedom and taking responsibility.

Excellence
We continuously enhance our knowledge and skills to achieve excellence in all our endeavours.

Diversity
We recognise and celebrate the value of diversity and create an inclusive environment that encourages and supports individuals with different backgrounds, perspectives and experiences.

CORPORATE SNAPSHOT

Pakka Limited is a leading sustainable packaging company, creating innovative, high-performance solutions that enable a more responsible future.

Origins

Some companies evolve. Others periodically reinvent themselves. Founded in 1981 by K.K. Jhunjhunwala with a 1,940 TPA kraft paper operation, Yash Papers has spent over four decades pushing beyond the boundaries of traditional papermaking. What began as a paper manufacturer has grown into Pakka Limited - an integrated, sustainability-led packaging innovator driven by capacity expansion, product innovation and regenerative thinking. The 2023 rebranding was not just a new name; it marked the beginning of a bigger mission: creating packaging solutions designed for a world that demands growth without compromise.

BIG NUMBERS

75
%, Revenues from India, FY 25-26

25
%, Revenues from outside India, FY 25-26

33
Number of countries where our products are sold

200
Km, radius within which all our raw materials are sourced

24
% of our compostable products manufacturing team are women

Financial performance

Growth speaks many languages - and Pakka is learning all of them. In FY 25-26, 75% of revenue came from India, while exports to global markets declined by 5% year-on-year. At home, the business posted a modest ₹355.80 Crore in revenue. Underpinning this performance was a well-balanced portfolio, with 72% from paper, 10% from pulp and 18% from compostable bagasse tableware - three businesses, one resilient growth platform.

Leadership and governance

Behind every enduring Company is a leadership team that knows when to preserve, when to challenge, and when to reinvent. That philosophy defines Pakka's leadership. Chairman Pradeep Vasant Dhobale, Managing Director Ved Krishna, and Founder Director Manjula Jhunjhunwala, together with eight additional Directors and an experienced management team, provide the stewardship that keeps the Company progressive, disciplined and future-ready.

Brand identity

The future of food is not just about what's on the plate. It is about what is beneath it. Marketed under the CHUK brand, Pakka's compostable bagasse tableware offers the food service industry a practical alternative to single-use plastics. Combining strength, safety and sustainability, CHUK is proving that convenience and environmental responsibility can comfortably share the same table.

Manufacturing strength

The strongest factories don't just produce. They connect every part of the value chain. Pakka's integrated manufacturing facility in Ayodhya reflects exactly that philosophy. The facility comprises a 130 TPD pulp mill, three paper machines with an aggregate capacity of 39,100 TPA, 8.5 MW of biomass-based power capacity, a 140 TPD chemical-recovery unit and seven compostable-tableware production lines with an aggregate capacity of 14.5 TPD, the campus maximises resource efficiency while reinforcing the Company's ability to compete across market cycles.

BIG NUMBERS, FY 25-26

130
TPD pulp capacity

39,600
TPA paper capacity

14.5
TPD tableware capacity

Human resource

Businesses grow through capital. Cultures grow through people who choose to stay. As of 31st March, 2026, Pakka's team comprised 565 permanent employees with an average age of 39.56 years. Women represented 7.18% of the workforce, while 63.50% of our employees had remained with the Company for more than five years - a reflection of a culture where purpose translates into loyalty and experience compounds into competitive advantage.

Creditworthiness

For FY 25-26, Pakka's credit rating was revised to CARE BBB- with a Negative outlook by CARE Ratings for its long-term bank facilities, while short-term facilities were rated CARE A3.

The revision reflects delays and cost overruns related to Project Jagriti, pending approvals for COD extension, and moderation in operational performance during FY 25-26 due to a planned shutdown. However, the rating continues to be supported by the promoters' industry experience, the Company's established operations, and a comfortable capital structure.

Market presence

Investor confidence begins with promoter confidence. The Company's equity shares are listed on BSE Limited and the National Stock Exchange of India Limited. Pakka enjoyed a market capitalisation of ₹361.52 Crore as of 31st March, 2026. A promoter holding of 41.65% reflected continued alignment between those building the business and those investing in it.

Certifications

The Company's products, processes and quality were validated by the following credible certifications: OHSI/1614, ISO, FSMS/1164, ISO 14001:2015, QMSI/1612, ISO 9001:2015 and QMSI/1613

AWARDS AND ACCREDITATIONS

The Company has received the following awards and certifications:

2023

- 'Top 50 India's Best Workplace in Manufacturing 2023' in 'Great Place to Work'
- First prize for Energy Conservation in the Pulp and Paper Sector in Uttar Pradesh - UPNEDA
- CII National Award for Excellence in Water Management in 2023.

2024

- Great Place to Work certified
- Most Preferred Workplace for Women
- FE Green Sarathi Award for Sustainable Product Innovation & Packaging

Our journey

Pakka's journey reflects a consistent evolution driven by innovation and sustainability.

1981
Establishment of Yash Papers by Mr. K.K. Jhunjhunwala with kraft paper manufacturing.

1990s-2000s
Expansion of pulp and paper capabilities and strengthening of manufacturing infrastructure.

2010s
Strategic shift towards sustainable and regenerative packaging solutions.

2020 onwards
Development of compostable packaging innovations and global expansion initiatives.

This evolution demonstrates Pakka's ability to anticipate industry trends and align its capabilities with the emerging demand for environmentally responsible materials.

Expanding global horizons

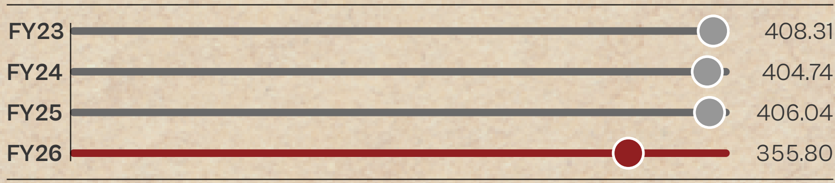
Our products are sold in the following countries:

Canada • Portugal • Spain • Czech Republic • Hungary • Romania • Greece • Libya • Turkey • Lebanon • Jordan • Georgia • Iraq • Kuwait • Bahrain • Qatar • Saudi Arabia • Oman • United Arab Emirates • Ghana • Rwanda • Kenya • India • Nepal • Sri Lanka • Vietnam • Singapore • Philippines • Malaysia • Indonesia • Australia • New Zealand

Our performance over the years

Revenues

(in ₹ Crore)



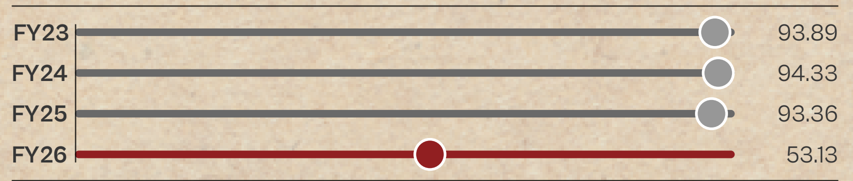
Why this is measured
Revenue reflects a Company's ability to drive and maximise sales, serving as a key benchmark to evaluate its scale and growth relative to industry peers.

What this means
The Company reported standalone revenue from operations of ₹355.80 Crore in FY 25-26, compared with ₹406.04 Crore in FY 24-25, representing a year-on-year decrease of approximately 12.37%.

Value impact
While FY 25-26 revenues moderated owing to temporary operational headwinds and a planned shutdown, the Company's diversified business model and ongoing capacity investments positioned it to capture stronger growth as utilisation improves.

EBITDA

(in ₹ Crore)



Why this is measured
EBITDA indicates a Company's capacity to generate operating surplus after optimising core costs, enabling meaningful comparison with sectoral peers on operational efficiency.

What this means
Enables the creation of a strong surplus, fuelling a self-sustaining growth engine that supports continuous reinvestment.

Value impact
EBITDA stood at ₹53.13 Crore in FY 25-26, compared with ₹93.36 Crore in FY 24-25, representing a year-on-year decrease of approximately 43.09%. While near-term pressures affected the operating surplus, the Company's focus on cost optimisation and operational efficiency provides a foundation for rebuilding margins as business momentum revives

Net profit

(in ₹ Crore)

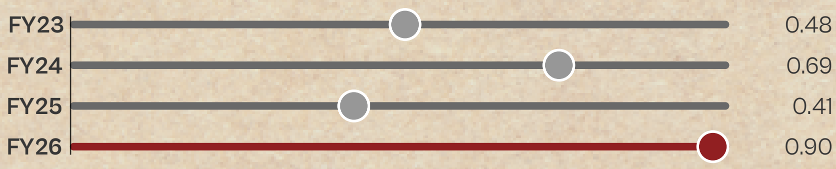
Why this is measured
Net profit underscores the robustness of the business model in creating shareholder value. It ensures sufficient internal accruals for reinvestment, supporting a virtuous and sustainable growth cycle.

What this means
Net profit reflects the Company's overall profitability after accounting for operating expenses, finance costs, depreciation, amortisation and taxes. It contributes to internal accruals, subject to working-capital movements and other cash-flow requirements.

Value impact
Net profit stood at ₹18.15 Crore in FY 25-26, compared with ₹56.70 Crore in FY 24-25, representing a year-on-year decrease of approximately 67.99%. Despite near-term profitability pressures, the Company remained profitable, generating internal accruals to support ongoing reinvestment and strengthening the foundation for a sustainable earnings recovery.

Gearing

(x)



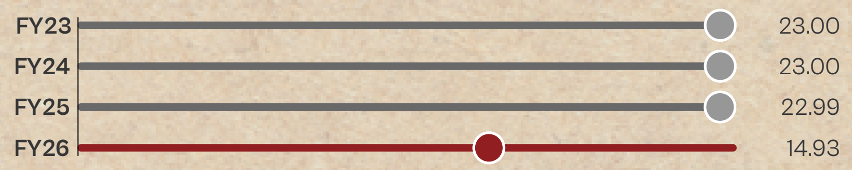
Why this is measured
Gearing represents the proportion of debt relative to equity in a Company's capital structure. It provides an insight into financial leverage, solvency, and risk exposure, indicating the Company's ability to service obligations while delivering superior shareholder returns.

What this means
In finance, gearing represents the proportion of a Company's debt relative to its equity, highlighting the extent to which it depends on borrowed funds versus shareholders' capital. It serves as an indicator of financial leverage and the associated level of risk.

Value impact
The Company's gearing stood at 0.90x in FY 25-26, compared with 0.41x in FY 24-25, reflecting an increase in financial leverage during the year. However, the ratio remains at a manageable level, with the Company maintaining a balanced capital structure to support growth initiatives while continuing to focus on prudent debt management.

EBITDA margin

(%)



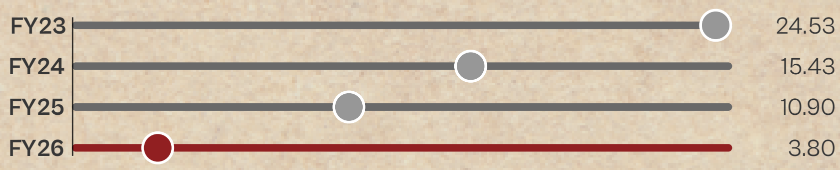
Why this is measured
EBITDA margin measures the earnings generated (before interest and taxes) from each rupee of revenue.

What this means
It reflects the operating cushion within the business, which, when scaled, can significantly enhance overall surplus generation.

Value impact
The Company's EBITDA margin stood at approximately 14.93% in FY 25-26, compared with approximately 22.99% in FY 24-25, representing a decrease of approximately 806 basis points. A continued emphasis on operational efficiency, cost optimisation and scale-led improvements is expected to support margin expansion as business momentum strengthens.

RoCE

(%)



Why this is measured
ROCE evaluates how efficiently a Company utilises its capital to generate profits. By measuring returns against total capital employed, it offers insights into investment effectiveness, management efficiency, and overall financial performance.

What this means
ROCE is computed to evaluate how effectively a Company deploys its capital to generate profits. It offers insight into the efficiency of capital allocation and enables investors and analysts to assess the Company's overall financial performance and the effectiveness of its management.

Value impact
The Company's ROCE stood at 3.80% in FY 25-26, compared with 10.90% in FY 24-25, reflecting near-term pressure on capital efficiency due to lower profitability. As operational performance improves and asset utilisation strengthens, the Company remains focused on enhancing returns generated from its capital base.

CONTEXTUAL OVERVIEW

A material moment for our sustainable packaging sector

The packaging industry is entering a structural transition - from fossil-based materials to renewable and circular alternatives.

Overview

For decades, plastic defined the global packaging economy - inexpensive, versatile and scalable.

The environmental cost of this convenience is now difficult to ignore.

Today, the global packaging industry is valued at more than USD 1.2 Trillion, making it one of the largest industrial ecosystems in the world. Within this vast industry, sustainability is emerging as the most important structural shift.

The global sustainable packaging market, valued at about USD 273 Billion in 2023, is projected to reach nearly USD 448 Billion by 2030, reflecting the accelerating transition towards environmentally responsible materials.

Governments across regions are tightening their regulations on single-use plastics, introducing extended producer responsibility frameworks and strengthening recycling mandates.

Packaging - once an invisible component of the value chain - is central to the sustainability conversation. The industry is therefore entering a decisive phase: the shift from fossil-based materials towards renewable, circular and environmentally responsible alternatives.

Pakka is positioned at the forefront of this transition, enabling the world's transition from conventional plastic packaging through innovative, compostable packaging solutions derived from renewable resources. By combining material science, manufacturing expertise and a sustainability-first approach, the Company is helping brands reimagine packaging for a more responsible future.

1.2

USD Trillion, global packaging industry size

The packaging industry has evolved into one of the world's largest industrial ecosystems, supporting global supply chains across consumer goods, food, pharmaceuticals and e-commerce.

273 → 448

USD Billion, global sustainable packaging market growth

The sustainable packaging market is projected to expand from USD 273 Billion in 2023 to nearly USD 448 Billion by 2030, reflecting the accelerating shift towards environmentally responsible materials.

(Source: mordorintelligence.com, grandviewresearch.com)

The future is fibre

BIG NUMBERS

366.5

USD Billion, global market size for fibre-based packaging in 2024

449.9

USD Billion, projected market size for fibre-based packaging in 2030

3.5

% CAGR, expected growth in 2025-2030

(Source: Grand View Research, Reuters)

From plastic to renewable materials

As industries accelerate their transition towards a circular economy, paper- and fibre-based packaging is emerging as the preferred plastic alternative.

Derived from renewable resources such as wood pulp, agricultural residues and recycled fibres, these solutions combine functionality with recyclability, biodegradability and reduced environmental impact.

Increasing regulatory restrictions on single-use plastics, rising consumer awareness and growing corporate sustainability commitments continue to drive global adoption across food service, e-commerce, retail, healthcare and consumer goods sectors.

Did you know?

More than 53% of the global next-generation paper- and fibre-based packaging market comprised recycled fibre in 2024, highlighting the industry's growing focus on circular material use.

Food & beverages accounted for over 43% of global demand in 2024, making it the largest application segment for fibre-based packaging.

Asia-Pacific is the fastest-growing region, supported by rapid urbanisation, expanding e-commerce and regulations limiting single-use plastics.

Certain dry-moulded fibre technologies may materially reduce water and energy consumption during the moulding process compared with conventional wet-moulded fibre processes

(Source: Grand View Research, Reuters)

India
A fast-emerging sustainable packaging hub

BIG NUMBERS

62.8

USD Billion, India's packaging industry size in 2026

92

USD Billion, India's packaging industry projected in 2030

India's packaging industry is projected to reach USD 92 Billion by FY 29-30, driven by rising consumption, organised retail, e-commerce expansion and sustained investments across the packaging value chain.

6.3 → 9.9

USD Billion, disposable food packaging market (2024-2030)

India's disposable food packaging market is expected to grow from USD 6.3 Billion in 2024 to nearly USD 9.9 Billion by 2030, supported by the rapid expansion of food delivery platforms, quick-service restaurants and takeaway dining.

7.9

% CAGR, 2025-2030 growth, demand for sustainable food packaging is expected to grow at a 7.9% CAGR, with bagasse emerging as the fastest-growing material, reflecting the shift towards renewable and compostable alternatives.

(Source: economictimes, grandviewresearch)

Market overview

India is emerging as one of the world's most dynamic packaging markets.

Rising urbanisation, changing consumption patterns, expanding digital commerce and increasing demand for convenience are accelerating the adoption of modern packaging solutions.

Concurrently, regulatory measures to reduce single-use plastics and growing consumer awareness are encouraging businesses to transition towards recyclable, biodegradable and fibre-based materials.

Together, these trends are creating significant opportunities for sustainable packaging innovation across food service, FMCG, retail and India's e-commerce sector.

Did you know?

Bagasse is projected to be the fastest-growing material segment in India's disposable food packaging market, reflecting increasing demand for fibre-based alternatives.

India's food & beverage packaging market is projected to reach USD 21.6 Billion by 2030, supported by rising packaged food consumption and organised retail.

India's consumer packaging market is expected to exceed USD 68.6 Billion by 2030, driven by growing demand from FMCG, healthcare, personal care and e-commerce.

(Source: economictimes, grandviewresearch)

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Packaging with a Soul

Turning agricultural residues into regenerative packaging

BIG NUMBERS

3.2

USD Billion, global market size in 2025

Growing adoption of bagasse-based packaging across food service, retail and consumer goods is driving strong market expansion.

5.1

USD Billion, Projected market size in 2030

Increasing investments in sustainable materials and supportive regulations are expected to propel the market beyond USD 5 Billion by 2030.

9.8

%, CAGR during 2025-2030

The market is forecast to grow at nearly 10% annually, making it one of the fastest-growing segments within sustainable packaging.

43.6

%, Market share

Bagasse accounted for over 43% of the global agricultural fibre moulded packaging market, underlining its growing acceptance as a scalable alternative to conventional plastic packaging.

Source: Grand View Research, Molded Fiber Packaging Market Size, Share & Trends Analysis Report; market research estimates for bagasse-based and agricultural fibre packaging.

Yesterday's waste is becoming tomorrow's packaging. The world is rethinking what packaging should be made of - and sugarcane is quietly emerging as one of the answers.

Once discarded after juice extraction, bagasse - the fibrous residue left behind after sugarcane is processed - is now being transformed into high-performance pulp that can be moulded into food containers, bowls, trays and takeaway packaging. Strong, compostable and naturally renewable, bagasse-based packaging is proving that sustainability no longer demands compromise.

As governments tighten regulations, consumers reject plastic and brands transition to meet their ESG commitments, bagasse is moving from being a mere agricultural residue to a strategic raw material - placing it at the centre of the next generation of sustainable packaging.

Where Pakka fits in

The future of packaging will not be invented in a laboratory alone. It will begin in the field. Pakka's journey starts with sugarcane bagasse - an agricultural residue transformed into speciality pulp and paper, moulded fibre products and compostable packaging through an integrated value chain spanning pulp production, material innovation and finished products.

This seamless integration enhances quality, strengthens manufacturing efficiency and accelerates innovation, enabling the Company to deliver packaging solutions designed for a circular economy.

Did you know?

The next generation of packaging can begin with what is left behind. By transforming agricultural residues into renewable fibre, Pakka is creating packaging solutions that give new value to what was once considered waste.

Sugarcane is harvested for juice/sugar

The fibrous residue left after extraction becomes the starting point

Pakka transforms bagasse into speciality pulp and paper

The material is developed into moulded fibre and compostable packaging solutions

Food containers • Bowls • Trays • Takeaway packaging

Renewable→ Usable → Compostable

Packaging designed with a more circular end-of-life in mind

Pakka's integrated value chain transforms agricultural residue into high-performance paper and compostable packaging solutions, enabling the transition from waste to value while advancing a more circular packaging economy.

SUSTAINABLE TRANSFORMATION

Turning possibility into packaging

Enabling industry transition

Making sustainable packaging practical

The packaging revolution cannot be won by the material that sounds the most sustainable; it will be won by the material that delivers sustainability without quality compromise.

That is the challenge. Packaging must protect products, preserve hygiene, withstand heat, moisture, and movement, remain commercially viable - and still leave a lighter footprint. The message: Sustainability, on its own, is not enough.

Pakka has invested consistently across the last decade to rise to this challenge. The Company has been engaged in engineering fibre-based packaging that performs before it persuades - strengthening fibre structure to improve tear resistance, tensile strength and burst strength, while balancing durability, flexibility and functionality for real-world applications.

Combining renewable raw materials with advanced manufacturing, the Company is enabling businesses to move beyond plastic without moving away from performance, scale or reliability.

"Sustainability succeeds when responsible materials meet real-world functionality."

Building a circular bioeconomy

Turning residue into value

What if nothing went to waste?

That's the idea behind Pakka's business model. Agricultural residue that once had little value is transformed into high-performance pulp and regenerative packaging, creating benefits that ripple across the value chain.

Farmers earn more from every crop. Manufacturers source renewable materials. Businesses reduce their dependence on plastics. Consumers receive packaging that's kinder to the planet.

The message: Waste is not the end of the story. It's where the next one begins.

Untapped raw material potential

Agricultural by-products such as sugarcane bagasse are increasingly being converted into high-value packaging materials that support circular economy principles.

Circular economies are built when one industry's waste becomes another industry's resource.

A partner of prominent brands

Supporting sustainable food systems

The next chapter in packaging will definitely not be one-size-fits-all. It will need to be purpose-built. Different products, formats and use cases demand different performance - making continuous research, material development and customisation essential to getting the right solution right.

As restaurants, food delivery platforms and FMCG brands accelerate their sustainability journeys, packaging must deliver far more than environmental credentials. It must perform flawlessly in the real world.

Pakka is meeting this challenge through continuous product development, material innovation and customised packaging solutions engineered around each customer's needs.

By combining durability, heat resistance and food safety with compostable fibre technology, the Company is helping brands replace plastic without compromising performance.

In doing so, Pakka is evolving from a packaging supplier into an innovation partner, co-creating the next generation of sustainable packaging.

"The shift to sustainable packaging will be driven not by regulation alone, but by collaboration across the value chain."

The bigger picture

The opportunity ahead

The world is entering its biggest materials transition since the rise of plastics.

Around the globe, regulations are tightening, brands are redesigning products, investors are backing sustainable businesses, and consumers are making choices with greater environmental awareness. What was a niche sustainability conversation only a few years ago has now become a mainstream commercial imperative.

Pakka was built for this moment.

The Company has been engaged in transforming renewable agricultural residues into regenerative packaging. It is now helping shape a future where materials are designed to return to nature, ensuring that resources remain in circulation and economic growth no longer comes at the planet's expense.

The opportunity, therefore, is far bigger than mere packaging. It is about helping redefine the materials economy itself.

This represents a new world.

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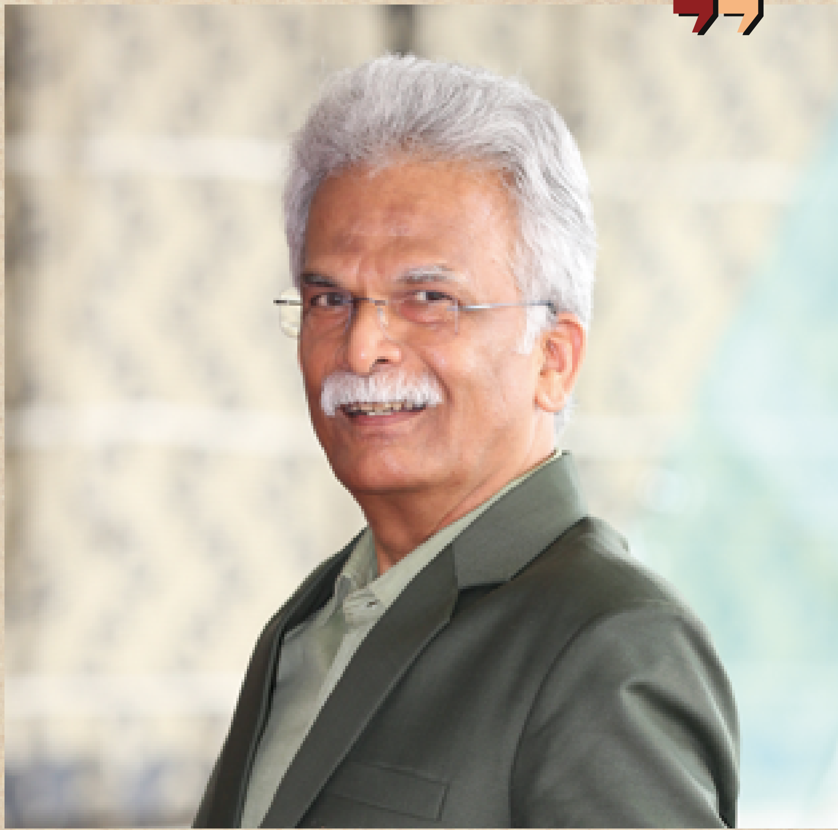
Packaging with a Soul

CHAIRMAN'S STATEMENT

Grit is the determination to keep moving forward.



Dear shareholders,

Namaste and warm greetings to each one of you.

It gives me great pleasure, on behalf of the Board of Directors, to welcome you to the Annual Report of Pakka Limited. I extend my sincere gratitude for your continued trust, encouragement and support. Your confidence in Pakka remains one of our greatest sources of strength.

Last year, I spoke to you about Resilience - the ability to remain steadfast when circumstances are difficult and the path ahead is uncertain. This year, I would like to speak about something even more fundamental to who we are at Pakka: Grit.

Grit is not simply about enduring difficult times. It is the determination to keep moving forward, to learn from setbacks, to stay committed to a larger purpose and to do the hard work required to turn ambition into reality.

FY 25-26 tested our grit.

Our financial performance was below the standards we set for ourselves and below the expectations you, our shareholders, rightly have of us. Revenue declined and profitability came under pressure. We believe in being transparent about the challenges we face, while remaining equally clear about the actions we are taking in response.

A strategically important expansion project experienced delays due to internal execution challenges and slower-than-anticipated availability of funding. At the same time, our manufacturing operations were impacted by equipment breakdowns and planned shutdowns required to integrate the new facilities with our existing operations. These interventions were necessary to prepare the Company for its next phase of growth, but they inevitably affected our production and operating efficiency during the year.

Market conditions added to the pressure. Increased imports, particularly from China, affected demand, pricing and realisations across segments.

These factors weighed on our performance during the year. But they do not alter our conviction in the opportunity ahead.

More importantly, they have strengthened our resolve to execute better.

The final quarter of the year marked an improvement, with revenue rising 8% year-on-year to ₹104.49 Crore and 4% sequentially from Q3 FY25-26. The recovery reflects greater operational stability and renewed momentum across the business, supported by an increase in volumes of ~500 MT during Q4, taking total volumes for the year to ~3,100 MT.

The ₹675 Crore investment is not merely about an addition to our capacity. It is a strategic step in our journey from a ₹400 Crore enterprise towards our long-term aspiration of becoming a Billion-dollar global Company.

The new production line will manufacture high-value paper solutions for food packaging applications, creating sustainable alternatives to conventional multilayer plastic packaging. As governments, brands and consumers increasingly seek packaging solutions that are better for the planet, we believe this is a significant structural opportunity for Pakka.

This is where our purpose and our business opportunity converge. Pakka has always believed that materials should work in harmony with nature. We do not see commercial success and environmental responsibility as competing priorities. We believe they can - and must - reinforce each other.

Every product that helps replace plastic with renewable and compostable alternatives has the potential to create value for our customers and shareholders while contributing to a healthier planet. That belief continues to shape the choices we make.

One of the most encouraging examples of this progress is our CHUK business.

Our Moulded Fibre Products division recorded its highest-ever revenue, growing by approximately 15% during the year and moving closer to operational break-even. More than the numbers, however, it is the progress behind them that gives us confidence.

A refreshed leadership team has brought a sharper execution. Our innovation pipeline has accelerated with new product development. Geographic expansion has widened our reach. Our entry into the retail segment is taking sustainable food packaging directly into households, allowing consumers to participate in the shift away from plastic.

CHUK is also evolving into a more scalable, asset-light business. Through carefully developed contract manufacturing partnerships, we are building an efficient supply chain that can support rapid growth while maintaining the quality standards that define the brand. We believe these foundations position CHUK for accelerated and profitable growth.

Innovation remains central to Pakka's journey. Our pipeline of compostable packaging solutions and sustainable paper products continues to grow, addressing one of the most pressing challenges facing the packaging industry - the need to move away from multilayer plastic towards renewable and responsible alternatives.

The opportunity is significant. Regulations are moving in favour of sustainable materials. Consumer preferences are evolving. Brands are looking for solutions that combine performance with environmental responsibility.

We intend to build for that future. The year has also reinforced an important lesson for us: vision is only as strong as its execution.

Vision gives us the destination. Strategy gives us direction. Capital creates capability. But it is grit, discipline and execution that turn ambition into outcomes.

We have taken that lesson seriously. We are emerging from the last year with stronger execution discipline, deeper organisational capability and a clearer understanding of what it takes to deliver at scale. The challenges we faced have made us more prepared - not less ambitious - for what lies ahead.

Our priorities are clear.

We will commission and stabilise our new production line.

We will strengthen operational excellence across our businesses.

We will accelerate innovation-led growth in sustainable materials and packaging.

We will scale CHUK through its asset-light model while continuing to build on its quality leadership.

We will remain focused on creating enduring value for our shareholders while contributing meaningfully to a healthier planet.

Our ambition is not simply to become a larger Company. We aspire to become an exemplar in sustainable food packaging - demonstrating that a business can grow responsibly, create prosperity, reduce its environmental footprint and deliver positive impact at scale. That is the Company we are building.

This requires the willingness to make difficult choices today for opportunities that may take time to fully mature. It requires patience when progress is slower than expected, discipline when circumstances test us and the conviction to stay the course when the destination remains bigger than the immediate challenge.

Last year, we chose to invest. We chose to innovate. We chose to strengthen our foundations. We chose to build for the future, even when doing so came at a cost in the present.

These choices will define the next chapter of Pakka.

I am grateful to our employees for their commitment and determination through a demanding year. I thank our customers for their continued trust, our suppliers and partners for their collaboration, our bankers and financial institutions for supporting our long-term vision, and my fellow Board members for their guidance and stewardship.

Most of all, I thank you, our shareholders. Your trust gives us the confidence to make bold choices and the responsibility to make them count. We remain committed to earning that trust through responsible governance, disciplined execution and sustainable long-term value creation.

Warm regards,

Pradeep Vasant Dhobale
Chairman

PAKKA
Packaging with a Soul

MANAGING DIRECTOR'S REVIEW

Engineering a new orbit of growth


Ved Krishna
Managing Director

Overview

At first glance, our financial performance of the year under review may appear subdued. Revenues moderated, EBITDA softened, and our reduced profitability reflected the weight of a transitional phase.

Yet, to interpret these numbers in isolation would be to miss the deeper narrative.

This was not a year of decline. It was a year of deliberate disruption - the kind that precedes structural acceleration.

The performance compression was largely the outcome of a planned, yet extended, shutdown of PM3 - a critical asset in the Company's production architecture. What was envisaged as a 21-day upgrade extended to 40 days due to execution complexities and stabilisation challenges. This resulted in a temporary loss of production volumes and revenues, creating a visible gap between our potential and reported performance.

Importantly, this was a one-off event - not reflective of demand weakness, capability erosion, or structural inefficiencies. On the contrary, it marked the inflection point from constraint to capability.

Rebuilding the core: PM3 and the power of throughput

By the close of the financial year, PM3 had stabilised. The successful installation of the advanced shoe press technology had also begun to reshape the asset's performance profile.

The outcomes are tangible and forward-looking: Production capacity is expected to rise by approximately 10% to 21,000 Tonnes per annum. Machine efficiency has improved, runnability has stabilised, and fixed-cost absorption is strengthening.

This is not merely an operational improvement. It is a recalibration of the Company's economic engine. The capital invested is expected to be recovered within a year - driven not by pricing arbitrage but by volume-led growth, scale efficiency, and structural cost advantages.

PM3 TRANSFORMATION: REBUILDING THE CORE

Capacity expansion

10%

Increase in throughput to support growing demand

Installed capacity

26,400

TPA, strengthened production backbone with upgraded capability

Operational efficiency

Improved runnability & stability

- Smoother machine performance
- Reduced disruptions
- Consistent output quality

Payback period

< 1 YEAR

Fast return driven by efficiency gains and higher output

Project Jagriti: The architecture of scale

If PM3 represented optimisation, Project Jagriti represents transformation.

Conceived as a defining leap, this project will expand the Company's paper capacity from approximately 39,600 Tonnes to nearly 75,900 Tonnes per annum. More importantly, this expansion is integrated:

- Pulp capacity will increase from 130 TPD to 200 TPD
- Chemical recovery capacity will expand from 145 TPD to 300 TPD
- Captive power generation will scale meaningfully

This alignment across the value chain will eliminate bottlenecks and enhance throughput coherence - a critical advantage in a capital-intensive industry.

When commissioned, Jagriti will not merely increase capacity; it will redefine the Company's operating backbone. It is expected to position Pakka in a new orbit that could more than double revenues from here.

ARCHITECTURE OF SCALE

39,600 → 75,900

Tonnes, paper capacity

130 → 180

TPD, pulp capacity

140 → 240

TPD, chemical recovery

↓

~ 2X

Revenue potential

Demand tailwinds: Replacing imports, reclaiming value

The Company's expansion is underpinned by a structurally favourable demand environment. India continues to import approximately 80,000 Tonnes of base paper annually - a signal of unmet domestic demand.

Pakka's incremental production is positioned to substitute nearly half of these imports. This is not just about volume replacement; it is about capturing value - with superior product quality, shorter supply chains, and enhanced realisations.

The demand, therefore, is not speculative. It is visible, addressable, and aligned with national manufacturing priorities.

The asset-light advantage: Scaling without burden

In an industry defined by high capital intensity and long gestation cycles, Pakka has introduced a counterintuitive, yet powerful lever - an asset-light manufacturing model.

Through partnerships with third-party manufacturers, the Company is leveraging idle capacities without incurring commissioning costs. Pakka supplies pulp and market access; partners focus on efficient conversion. This symbiotic model delivers multiple advantages: Scalability without balance sheet expansion, faster market responsiveness, and improved return ratios.

With an expected contribution of approximately 10,000 Tonnes annually, this asset-light initiative will strengthen the Company's ability to grow with agility - a rare advantage in this asset-intensive sector.

Moulded fibre: From constraint to competitiveness

At Pakka, the transformation of the moulded fibre business marks another critical pivot.

Legacy technologies had constrained competitiveness in the past. That phase is now behind. The Company is undertaking a comprehensive technology overhaul - moving from incremental adjustments to a full-scale reinvention. The ambition: to emerge as one of the lowest-cost global producers in this space.

This shift is timely. Global demand for sustainable packaging solutions is accelerating, driven by regulatory pressure and consumer consciousness. Moulded fibre sits at the heart of this transition - offering revenue expansion and margin accretion opportunities.

Financial discipline: Investing with intent

The expansion journey has not been without cost pressures. Project outlay increased from ₹675 Crore to ₹750 Crore, reflecting execution delays and timing inefficiencies. However, this was addressed through a calibrated mix of debt and internal accruals, ensuring financial stability without compromising our momentum.

As capacities ramp and utilisation normalises, the Company expects revenues to exceed ₹1,000 Crore over the medium term, with EBITDA margins improving from the early twenties to the late twenties, supported by operating leverage and product mix enrichment.

The sweet spot: Where volume meets value

The Company is proceeding towards a sweet spot - where scale economies intersect with value creation.

This will be driven by an increasing share of value-added products, including specialised paper grades and advanced moulded fibre solutions; it will also be catalysed by improved capacity utilisation across upgraded assets. Enhanced cost control through backward integration and process efficiency will enhance margins. The result will be a business model that is not only larger, but structurally more profitable.

Market resilience in a volatile world

While domestic demand remained robust during the last financial year, global markets presented intermittent challenges, particularly due to geopolitical disruptions affecting key export corridors like the Middle Eastern countries.

The Company responded with agility - diversifying geographies and customer segments to ensure continuity in sales.

The phased ramp-up of new capacities will mitigate oversupply risks, allowing for stabilisation, quality consistency, and calibrated market development.

The integrated advantage: Cost leadership with reach

Pakka's competitive strength lies in its integrated operating model - spanning pulp, power, and paper.

This integration will deepen its structural cost advantage, resulting in production costs that are significantly lower than industry peers. Combined with strong branding, customer relationships, and distribution reach, the Company is positioned to consolidate or increase its market share.

In an industry gradually shifting towards organised, quality-driven supply, this dual advantage - cost leadership and market access - will become decisive.

Building the organisation of the future

Recognising that strategy is only as strong as execution, the Company strengthened its leadership bench.

Experienced professionals were inducted across operations, innovation, engineering, and people functions. Simultaneously, internal talent was nurtured through structured development pathways.

A focused programme to groom high-potential leaders for global roles reflected the Company's commitment to leadership continuity and organisational depth.

Innovation as a strategic lever

Innovation is no longer peripheral - it is central to Pakka.

The Company strengthened its innovation architecture, deploying dedicated resources to develop differentiated, value-added solutions aligned with evolving customer needs and sustainability imperatives.

The scope of innovation will extend beyond products - encompassing material efficiency, functional performance, and application versatility. Over time, innovation will serve as a key driver of margin expansion and strategic positioning.

INNOVATION DRIVES

- Product differentiation
- Margin expansion
- Sustainability alignment

Policy alignment: Riding the sustainability wave

Pakka's growth trajectory is being reinforced by favourable policy support from the Uttar Pradesh government, including subsidies estimated at approximately ₹250 Crore over a multi-year period.

Beyond financial incentives, the Company is engaging with policymakers to broaden regulatory frameworks from bioplastics to a more holistic bio-packaging ecosystem. This alignment will strengthen economic viability and strategic relevance in India's sustainability transition.

The road ahead: Scale, flexibility, leadership

Looking forward, Pakka envisions scaling its total capacity - directly and indirectly - to approximately 100,000 Tonnes, combining owned and outsourced production.

A key driver of this growth will be a growing proportion of revenues from value-added products, particularly moulded fibre, which are expected to reshape the revenue mix and enhance profitability.

The larger aspiration is clear: To build a meaningful presence in the regenerative packaging space - where scale, sustainability, and innovation converge.

Closing reflections: From constraint to confidence

The year gone by marked Pakka's passage through constraint - operational, financial, and executional.

Those constraints have now been largely resolved.

What lies ahead is a phase of renewed confidence - supported by stabilised assets, expanded capacities, strengthened capabilities, and improved financial flexibility.

In the near term, the focus remains on stabilisation and utilisation. In the medium term, the ambition is unmistakable: To deliver sustained growth, stronger margins, and enduring value.

The Company is no longer preparing for transformation. It has already crossed that threshold. We enter a new growth phase in the current financial year.

Ved Krishna
Managing Director

> Transformation is no longer ahead - it has already begun

Key numbers that defined FY 25-26

40
Days, extended PM3 shutdown undertaken during the year to enable critical technology upgrade and long-term efficiency gains

+10%
Capacity increase in PM3 output following successful upgrade and stabilisation during the year

21,000
TPA, operational capacity of PM3 achieved post upgradation in FY 25-26

39K → 75K
Tonnes (under implementation), Capacity expansion under Project Jagriti, progressing towards a step-change in scale

80,000
Tonnes, India's annual import gap, presenting a strong domestic substitution potential

10,000
Tonnes (operationalising), asset-light capacity through strategic partnerships, strengthening scalable growth

750
₹ Crore, total investment incurred towards expansion and capability enhancement during the year FY 25-26

1,000+
₹ Crore (medium-term potential), revenue outlook supported by capacity ramp-up and operating leverage

250
₹ Crore (multi-year support), government incentives aligned with sustainability-led expansion

1,00,000
Tonnes (long-term vision), targeted capacity scale combining owned and asset-light manufacturing

STRATEGIC DIRECTION

Our reprioritised strategy at a time of global flux

Kimberly Ann McArthur
Director, explains a change of the Company's strategic agenda

Overview

The global operating environment over the last year has been defined less by continuity and more by discontinuity.

What began as a phase of calibrated expansion has intersected with a world marked by tariff uncertainties, geopolitical realignments, uneven climate commitments and evolving consumption priorities. These developments were neither linear nor foreseeable at the time the Company initiated its twin strategic thrusts: the expansion of its integrated manufacturing capabilities in India and the commissioning of a greenfield pulp and speciality packaging facility in Guatemala.

Yet, if there is one enduring truth in global business cycles, it is this: volatility is not an aberration - it is the norm. Periods of turbulence recur with predictable unpredictability. In such moments, the differentiator between enterprises is not ambition, but temperament. The winners are rarely those who move fastest; they are those who combine conviction with calibration, ambition with restraint, and vision with timing.

At Pakka, this phase has been approached not with reaction, but with resolve.

A framework anchored in prudence and optionality

The Company's response has been guided by a clearly articulated strategic framework:

First, to preserve financial strength. In an environment where capital costs are susceptible to external shocks, protecting the Company's credit profile has remained paramount. The emphasis has been on maintaining access to capital at optimal costs, safeguarding liquidity, and ensuring that expansion does not come at the expense of balance sheet resilience. This is consistent with the Company's long-standing philosophy of funding growth through internal accruals and maintaining a structurally prudent capital position .

Second, to remain nimble in a non-linear world. Geopolitical developments, trade barriers and shifting regulatory stances on sustainability - particularly in developed markets - have reinforced the need for organisational agility. The Company has consciously retained flexibility in decision-making, ensuring that capital is deployed in phases aligned with evolving visibility rather than static assumptions.

Third, to prioritise disciplined capital allocation. In an increasingly cautious global environment, capital allocation is no longer a function of opportunity alone, but of risk-adjusted returns as well. The Company has adopted a measured approach - evaluating not just the attractiveness of projects, but their timing, sequencing and resilience under multiple scenarios.

Fourth, to read the direction of structural demand shifts. The global movement towards eco-friendly and compostable packaging continues to gather momentum, but its pace and policy backing remain uneven across regions. As highlighted in the previous year's report, while over 170 countries have committed to reducing plastic waste, implementation pathways differ materially. The Company has therefore chosen to observe how regulatory frameworks, tariffs and sustainability incentives evolve in key developed markets before committing large-scale irreversible capital.

Guatemala: Deferred, not diminished

Within this context, the Company has taken a calibrated decision regarding its proposed greenfield pulp and speciality packaging project in Guatemala.

It is important to emphasise that this is not a reconsideration of intent, but a refinement of timing.

The strategic rationale for the Guatemala project remains compelling:

- Proximity to the world's largest consumption market (the United States)
- Access to a secure and cost-efficient raw material base
- Alignment with the accelerating global demand for biodegradable packaging
- A de-risked operating model with long-term structural advantages

However, given the current lack of clarity around global trade flows, tariff regimes and sustainability-linked policy incentives, the Company has elected to temporarily defer the commissioning decision until there is greater visibility.

This decision should not be interpreted as hesitation. On the contrary, it reflects managerial responsiveness to variables that could not have been anticipated at the time of project conceptualisation. It signals a willingness to adapt strategy to reality - an attribute that is increasingly critical in a volatile world.

Balancing vision with necessity

At its core, this approach represents a conscious balancing of dual imperatives.

- The constancy of long-term vision: to build a globally relevant, regenerative packaging enterprise
- The immediacy of operational necessity: to deploy capital where visibility, returns and risk alignment are strongest

Rather than adopt a unidimensional trajectory, the Company has remained alert to the evolving external landscape - choosing to sequence its growth in a manner that enhances resilience without diluting ambition.

India: Execution-led value creation

In parallel, the Company continues to advance its domestic expansion programme with clarity and conviction.

The ongoing capacity augmentation in India - encompassing pulp and downstream speciality paper - remains on track. This expansion is expected to deliver a significant increase in pulp manufacturing capacity and a commensurate scaling of speciality paper output, strengthening the Company's position as an integrated, end-to-end solutions provider.

This integrated model - pulp to speciality paper to compostable applications - has been the Company's defining competitive advantage. It not only enhances cost efficiencies and quality control but also enables the Company to address the full spectrum of customer requirements across the regenerative packaging value chain.

The planned investment of ₹750 Crore in this expansion will help Pakka achieve the following:

- Reinforce Pakka's positioning as a fully integrated pulp-to-packaging enterprise
- Expand its ability to service growing demand across domestic and export markets
- Deepen its participation in the fast-evolving compostable packaging segment

Strategic upsides: Focus, efficiency and risk moderation

This calibrated sequencing of investments is expected to yield multiple strategic advantages:

Sharper managerial focus: By concentrating on the execution of the India expansion, the Company ensures that leadership bandwidth is directed towards timely commissioning, operational stabilisation and value maximisation.

Optimised capital deployment: Allocating investable surplus towards the Ayodhya facility enhances capital efficiency and reduces fragmentation of resources across geographies.

Creation of internal capital generation engines: The incremental cash flows generated from expanded domestic operations can subsequently be redeployed to support international expansion - reducing dependence on external funding.

Moderation of corporate risk: A phased globalisation strategy lowers exposure to external uncertainties, particularly in an environment characterised by policy volatility and trade disruptions.

Enhanced role of proprietary capital: Consistent with its philosophy, the Company continues to prioritise growth funded through internal accruals, strengthening financial independence and resilience.

A sustainable path to long-term value

Pakka's measured approach prioritises sustainable shareholder value through disciplined capital allocation, financial strength, and phased global expansion. By balancing opportunity with resilience, the Company is building durable long-term value and positioning itself to lead when global conditions become clearer.

Project Jagriti enhanced Pakka's readiness for long-term value creation

The Company deepened disciplined capital allocation and sustained investments

Overview

Few companies in India's sustainable packaging sector are attempting a transformation of the scale Pakka is undertaking today. While many businesses optimise their operations, Pakka is investing concurrently in capacity creation, product innovation, sustainable alternatives and a next-generation, inventive diversification product manufacturing through Project Jagriti. FY 25-26 therefore represented not merely a financial year, but a defining investment cycle intended to reshape the Company's trajectory.

The year was defined by three priorities.

First, ensuring disciplined execution of Project Jagriti according to the planned schedule and within the planned cost, one of the most significant investments at Pakka

Second, strengthening operational capabilities across existing businesses through manufacturing improvements, product portfolio enhancement and efficiency initiatives.

Third, maintaining financial resilience through prudent capital allocation and an improved funding structure capable of supporting future growth requirements.

As a result, FY 25-26 reflected a period of investment and transition rather than optimisation. The financial outcomes therefore need to be viewed in the context of the strategic choices made during the year to strengthen Pakka's long-term competitive position.

Financial stewardship during a transformational investment cycle

FY 25-26 represented one of the most significant investment phases in Pakka's history. At a time when the Company was executing Project Jagriti, expanding manufacturing capabilities and scaling future growth, financial management assumed heightened importance. The challenge was not simply funding growth; it was funding growth while preserving financial flexibility, maintaining liquidity visibility and ensuring long-term balance sheet resilience.

What made the year particularly significant was the scale of ambition underpinning these investments. Through Project Jagriti, Pakka is undertaking a transformative expansion programme designed to redefine its manufacturing capabilities, strengthen its competitive positioning and create the foundation for the next phase of growth. Few companies within India's sustainable packaging sector are currently pursuing investments of comparable strategic importance relative to their existing scale of operations. The programme reflects management's conviction in the long-term potential of sustainable packaging solutions and its willingness to invest ahead of future demand opportunities.

"Project Jagriti is not merely a capacity expansion initiative; it represents one of the most ambitious strategic investments undertaken by the Company, with the potential to reshape Pakka's operating scale, manufacturing footprint, global reach and growth trajectory for years to come."

Against this backdrop, the finance function assumed a broader strategic role. Beyond safeguarding profitability and liquidity, it focused on ensuring that every capital deployment strengthened the Company's long-term value creation agenda. Capital allocation discipline, funding optimisation, working capital efficiency and risk-adjusted investment decisions remained central priorities throughout the year. This balanced approach enabled Pakka to advance a transformational growth agenda while maintaining financial prudence and preserving the flexibility required to navigate an evolving business environment.

From investment cycle to value creation cycle

Revenue and profitability

During FY 25-26, the Company reported revenue of ₹366.78 Crore compared with ₹423.17 Crore in FY 24-25. Profit before tax stood at ₹25.20 Crore compared with ₹67.15 Crore in the previous year. While the decline in revenue and profitability reflected the impact of operational disruptions arising from the phased expansion of PM3, Pulp and ETP, which required shutdowns of PM3 and the Pulp Mill, as well as competitive pricing pressures, it also marked a period in which management consciously prioritised capability creation and future readiness over short-term earnings optimisation. The shutdown affected Q1 and Q2; we regained our pre-shutdown levels in Q3.

The wrap & carry business remained the Company's principal revenue contributor, generating revenue of ₹303.54 Crore during FY 25-26 compared with ₹366.56 Crore in the previous year. Profit before tax from the segment stood at ₹36.05 Crore against ₹71.74 Crore in FY 24-25. Performance during the year was influenced by competitive pricing conditions and a planned PM3 outage undertaken to facilitate machine modifications and improve future operating efficiency. The temporary shutdown affected production and revenue generation during the year; however, the modifications are expected to enhance capacity and operational productivity going forward.

The food service business continued to demonstrate encouraging commercial progress. Revenue increased to ₹63.23 Crore from ₹56.65 Crore in FY 24-25, reflecting growth of approximately 12%. Volumes increased from approximately 2,600 MT to over 3,100 MT, representing the highest annual volume achieved by the business to date. The segment expanded its presence across new cities, channels and customer categories while continuing to strengthen its B2C portfolio. Revenue from the B2C segment increased significantly during the year, supported by new product introductions and broader market reach.

Despite strong volume growth, profitability within the food service business remained under pressure. The reported losses primarily reflected manufacturing transition costs, inventory rationalisation, packaging write-offs and project development expenditures associated with scaling the business. These costs were largely one time and linked to business transformation activities rather than market demand weakness and are expected to reduce as operating efficiencies improve and scale benefits emerge.

Financial snapshot

Particulars	FY26	FY25	Change
Revenue (₹ Crore)	366.78	423.17	-13.3%
PBT (₹ Crore)	25.20	67.15	-62.5%
Wrap & Carry Revenue (₹ Crore)	303.54	366.56	-17.2%
Food Service Revenue (₹ Crore)	63.23	56.65	+11.6%
Food Service Volume (MT)	3,100	2,600	+19.2%

Cash flow and capital allocation

FY 25-26 was a pivotal year for the Company from a capital management perspective. With significant investments underway to build capabilities while operating in a business environment marked by demand fluctuations and margin pressures, effective capital allocation became critical to sustaining financial resilience and supporting long-term growth. The Company's ability to balance investments with liquidity preservation, operational requirements and shareholder value creation was therefore a focus area.

One of the defining features of FY 25-26 was the Company's disciplined capital allocation. Given the scale of investments being undertaken, management remained focused on ensuring that every deployment of capital was aligned with strategic priorities and long-term value creation objectives.

Project Jagriti remained the largest area of capital commitment during the year. The project represents a transformational investment for the Company and is expected to significantly strengthen manufacturing capability, operational efficiency and growth potential over the coming years. The scale of the project relative to the Company's current operating base required a bigger focus on capital discipline, cash preservation and funding effectiveness. The Company therefore adopted a measured approach to expenditure, prioritising investments that were critical to project execution and long-term competitiveness.

Alongside Project Jagriti, investments continued in innovation, product development, manufacturing improvements and market expansion initiatives. The Company also pursued an asset-light growth approach within the food service business, leveraging outsourcing partnerships to support growth while limiting incremental capital requirements. This strategy is expected to improve capital productivity and provide greater flexibility as the business scales.

The central theme underpinning financial management during the year was disciplined resource allocation. Every expenditure decision was evaluated on the basis of strategic relevance, operational impact and long-term profitability. This approach enabled the Company to continue investing in opportunities while maintaining financial flexibility during a period of elevated capital expenditure.

Capital discipline is expected to remain a core financial principle as Project Jagriti progresses through capacity commissioning and stabilisation and begins contributing to the financials.

Capital allocation FY 25-26	Strategic objective
Project Jagriti	Capacity creation and speciality product expansion
PM3 modernisation	Productivity and energy efficiency
Pulp mill expansion	Raw material security and scalability
Food service growth	Market expansion through asset-light model
Innovation & R&D	New product commercialisation

Balance Sheet and funding strategy

Strengthening the Company's funding framework was another important accomplishment during FY 25-26. Recognising the capital requirements associated with Project Jagriti and future growth initiatives, management undertook a comprehensive refinancing programme designed to enhance financial flexibility and improve liquidity visibility.

The revised funding structure included a ₹500 Crore non-convertible debenture facility, supplemented by promoter equity infusion of ₹85 Crore and additional equity participation of ₹30 Crore from Neo Group. The financing arrangement also provided a repayment profile aligned with the Company's investment cycle, including an initial period without principal repayment obligations. This structure was intended to provide the operational and financial flexibility required during project execution and early stabilisation phases.

The refinancing exercise represented more than a funding transaction. It was a strategic step aimed at aligning capital structure with growth ambitions, strengthening liquidity and flexibility, enabling quicker response times, improving planning, and ensuring adequate financial resources for future expansion. The enhanced funding visibility has allowed management to focus on project execution while maintaining a prudent approach to risk management and financial stewardship.

Initiative	Details
Refinancing partner	Neo Group
NCD facility	₹500 Crore
Promoter equity infusion	₹85 Crore
Neo equity participation	₹30 Crore
Principal repayment moratorium	16 Months
Strategic objective	Support Project Jagriti execution and strengthen liquidity visibility

Capital allocation priorities

FY 25-26 was a year of disciplined investment, invaluable and enriching experiences. While near-term profitability reflected the impact of strategic projects and operational transition, our focus remained firmly on strengthening the Company's long-term growth platform through prudent capital allocation, enhanced funding visibility and sustained investment in future capabilities.

Funding growth without compromising resilience

Project Jagriti's scale warranted a structured financing framework. Rather than relying on conventional short-term funding, Pakka combined long-term debt, promoter commitment and strategic investor participation.

During FY 25-26, the Company secured a ₹500 Crore NCD access, supported by the promoter equity infusion of ₹85 Crore and an additional ₹30 Crore equity investment from Neo Group. The structure aligned repayment obligations with the project's commissioning and ramp-up cycle, reducing near-term cash flow pressure while preserving strategic flexibility.

This framework enabled Pakka to continue executing projects while focusing on liquidity, risk management and long-term value creation.

Improving financial quality alongside growth

While FY 25-26 was characterised by substantial investment, the Company focused on improving earnings quality and cash generation. Efforts were directed towards optimising working capital cycles, improving inventory discipline, enhancing procurement efficiencies and strengthening receivables management.

The Company's emphasis on speciality papers, regenerative packaging solutions and value-added products is expected to improve realisations and margins. As Project Jagriti ramps and speciality products increase their revenue contribution, the Company expects operating leverage, product mix improvements and manufacturing efficiencies to become increasingly visible.

Financial strength and risk management

FY 25-26 reinforced the importance of building resilience into both operations and financial strategy. The Company continued to operate in an environment characterised by geopolitical uncertainty, evolving customer expectations and competitive market conditions.

Management's response focused on improving operational efficiency, reducing controllable costs and diversifying both product offerings and customer markets. Manufacturing efficiency initiatives, procurement improvements and resource optimisation programmes were pursued across the organisation to strengthen profitability and support cash generation. These efforts are expected to continue as part of a broader focus on operational excellence.

Risk mitigation efforts also centred on diversification. The Company expanded its customer footprint, introduced new products and strengthened its presence across multiple channels and geographies. By broadening its revenue base and reducing concentration risks, Pakka aims to improve resilience against market fluctuations and external disruptions.

Strategic progress

Beyond the financial results, FY 25-26 delivered several important strategic outcomes that are expected to support future performance.

Project Jagriti advanced substantially during the year and remains central to the Company's future growth plans. Simultaneously, the Company continued to strengthen its innovation pipeline through new product development initiatives, laboratory enhancement programmes and commercialisation efforts across sustainable packaging solutions. New compostable packaging products, delivery range offerings and flexible packaging innovations are expected to broaden future revenue opportunities and strengthen market differentiation.

The food service business continued to gain market traction, supported by channel expansion, increasing B2C penetration and a growing product portfolio. These initiatives are expected to provide a stronger platform for profitable growth over the medium term.

Outlook

As we enter FY 26-27, our priorities remain clear. The successful commissioning and stabilisation of Project Jagriti will be the most significant focus area for the organisation. Simultaneously, we will continue driving manufacturing efficiency, procurement effectiveness and cost optimisation across our operations.

Within food service, emphasis will remain on scaling revenues through broader distribution, strengthening B2C presence, expanding the product portfolio and pursuing export opportunities. The asset-light operating model will continue to support growth while maintaining capital discipline.

The coming year will remain an important investment phase. However, the actions undertaken during FY 25-26 have strengthened the foundations required for future growth. With a more robust funding framework, advancing strategic projects, expanding commercial reach and continued focus on financial discipline, the Company is positioned to pursue sustainable value creation while maintaining prudent stewardship of shareholder capital.

The year tested our ability to balance ambition with discipline. We believe the choices made during FY 25-26 have strengthened Pakka's long-term prospects and positioned the Company to benefit from the opportunities emerging within sustainable packaging and responsible manufacturing.

PAKKA
Packaging with a Soul

MANUFACTURING EXCELLENCE

Building scale, speciality capabilities and sustainable manufacturing excellence

FY 25-26 AT A GLANCE

400+
₹ Crore, current revenue platform

700-800
₹ Crore, revenue potential targeted through Project Jagriti

2X
Expected increase in production capacity

120 → 180
TPD, Pulp mill capacity expanded

75+
%, Target utilisation during initial ramp-up phase

~ 90
%, Long-term operating utilisation target

Strengthening the foundation

There comes a defining moment in every organisation's journey when the focus shifts from building capacity to unlocking its potential.

Over several years, Pakka invested steadily in manufacturing infrastructure, innovation capabilities and sustainable product development. FY 25-26 marked the year when these investments began to converge into a larger vision.

Rather than pursuing incremental growth, the Company focused on creating the foundation for its next phase of expansion - one that combines scale, speciality and sustainability.

Project Jagriti, pulp mill expansion, PM3 modernisation and capability enhancement initiatives were all guided by a common objective: building a manufacturing ecosystem capable of delivering higher-value, regenerative packaging solutions at significantly larger scale.

The year was characterised by disciplined investments rather than short-term volume pursuits. A planned shutdown of PM3 for major modifications temporarily affected production volumes; however, the initiative was undertaken with a clear long-term objective of enhancing throughput, improving energy efficiency and strengthening operational performance. Such investments reflected the Company's commitment to building a future-ready manufacturing platform capable of supporting higher-value products and sustainable growth.

Pakka sharpened its focus on speciality and regenerative packaging solutions. The Company's manufacturing assets remained well-positioned to cater to the growing demand for food-grade, compostable and environmentally responsible packaging products. Throughout the year, multiple product development initiatives were undertaken to identify niche opportunities capable of delivering superior margins while supporting global sustainability goals.

Creating value through strategic investments

Pakka's investment agenda during FY 25-26 was not designed to optimise the present; it was designed to accelerate the future.

Every major capital decision undertaken during the year was evaluated against a filter: would it strengthen the Company's ability to lead the transition towards regenerative and sustainable packaging?

The answer drove investments across manufacturing efficiency, raw material security, speciality product capabilities and future capacity creation. These investments temporarily increased operational complexity, but they also strengthened Pakka's ability to create long-term value through higher productivity, improved product mix and stronger competitive differentiation.

PM3 modernisation: One of the key initiatives undertaken during the year was the installation of a shoe press on PM3. The upgrade was aimed at improving machine efficiency, enhancing throughput and reducing energy intensity, thereby strengthening productivity and cost competitiveness.

Pulp mill expansion: The successful expansion of pulp production capacity from 120 Tonnes per day to 180 Tonnes per day represented another important milestone. The increased capacity strengthened operational flexibility and created the raw material foundation required to support future production growth under Project Jagriti.

Raw material infrastructure enhancement: Additional investments in raw material handling infrastructure were undertaken during the year to improve operational reliability and support higher production volumes in the future.

How manufacturing created value

Strategic lever	FY26 progress	Expected outcome
Capacity expansion	Project Jagriti progressed towards commissioning	Significant revenue uplift
Product innovation	Development of niche food packaging grades	Better margins and differentiation
Operational efficiency	PM3 modification and shoe press installation	Higher productivity and energy efficiency
Sustainable products	Expanded tableware presence	Faster market penetration
Market reach	Increased presence beyond Tier-I cities	Larger addressable market

The engine of Pakka's next growth phase

Today	Tomorrow
~₹400 Crore revenue platform	₹800 Crore revenue opportunity
Existing production capacity	Near doubling of capacity
Conventional product mix	Larger share of speciality products
Innovation-driven development	Faster commercialisation at scale
Sustainable packaging portfolio	Expanded market opportunities

Why it matters

Project Jagriti is not merely a capacity expansion initiative. It is designed to reposition Pakka into higher-value speciality paper segments with stronger margins, improved realisations and enhanced sustainability credentials.

Project Jagriti: A transformational milestone

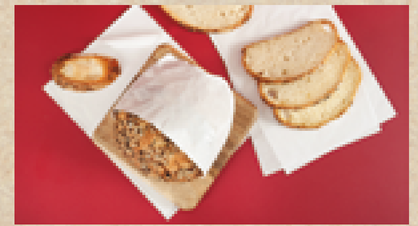
Project Jagriti represented far more than a capacity expansion project. It marked one of the most ambitious investments undertaken in Pakka's history, reflecting the Company's sustainable packaging conviction. Designed to nearly double manufacturing capability while widening the Company's presence in high-value speciality paper categories, Jagriti emerged as a long-term value creation platform.

The project advanced significantly during FY 25-26, bringing Pakka closer to a future where larger scale, improved realisations, stronger margins and enhanced sustainability credentials operate together as mutually reinforcing growth drivers.

Project features

During FY 25-26, Project Jagriti progressed from vision to execution.

Project Jagriti was designed to change what Pakka can become. Beyond expanding capacity, the project strengthened the Company's ability to participate in larger markets, commercialise speciality products faster and create a stronger earnings platform.



During FY 25-26, the project moved decisively towards completion, bringing Pakka closer to a new operating reality defined by scale, product sophistication and enhanced value creation. The capabilities being created are expected to influence the Company's growth trajectory for years.

The project reached an advanced stage of implementation. The Company expects commissioning during the current financial year, with capacity utilisation progressively ramping thereafter. Initial utilisation levels are expected to exceed 75%, while long-term operating efficiencies are expected to reach >90%.

Innovation as a growth multiplier

Innovation at Pakka begins with a belief: the future of packaging will be driven by companies capable of replacing environmental challenges with regenerative solutions. During FY 25-26, innovation at Pakka moved beyond laboratories and development centres, becoming a catalyst for product creation, commercial growth and long-term differentiation.

A significant step was the integration of innovation capabilities with the Ayodhya manufacturing ecosystem. By bringing product development and commercial production closer, Pakka accelerated experimentation, shortened commercialisation timelines and strengthened its ability to respond to emerging market opportunities with greater speed and agility.

INNOVATION FOCUS AREAS

Compostable packaging solutions	Speciality food-grade papers	Release-base paper opportunities	Sustainable alternatives to plastic packaging

Speciality products: The next frontier

A key strategic priority for Pakka was the development of speciality paper and packaging products that offer stronger differentiation and superior realisations. During FY 25-26, the Company explored new product opportunities across food-grade, compostable and regenerative packaging applications.

The manufacturing platform has been aligned towards niche segments where sustainability, performance and innovation created a stronger competitive advantage. This focus will support both margin expansion and long-term growth.

Sustainable tableware: Building a category for the future

The tableware business gained traction during FY 25-26 as consumers and businesses increasingly embraced sustainable alternatives to plastic-based products.

While the transition from plastic-based products presented pricing challenges, customer awareness around environmental responsibility strengthened during the year. Pakka strengthened its engagement with leading food-service and hospitality brands while expanding its reach into Tier II and Tier III markets.

Management viewed the tableware segment as a promising long-term growth opportunity and invested in manufacturing capabilities, outsourcing partnerships and technology upgrades to support future scale.

The Company also invested in manufacturing capabilities and outsourcing partnerships to support future demand growth. During the year, additional progress was made in strengthening market access and improving the ability to serve a growing customer base.

Key developments

- Expanded relationships with leading food-service brands
- Strengthened presence across Tier-II and Tier-III markets
- Enhanced outsourcing network to meet demand
- Plan to replace legacy machines with next-generation technology

Pakka's team were empowered to explore, experiment and take ownership of outcomes. This strong sense of accountability and collaboration continued to be one of the key drivers of execution excellence across the organisation.

CUSTOMER HIGHLIGHTS

Domino's

New engagement added during the year

Haldiram's

Continued association with India's leading food brand

Culture as a competitive advantage

Machines create capacity; people create capability.

While manufacturing assets, technologies and projects strengthened Pakka's ability to produce, it was the Company's people who transformed those capabilities into execution excellence.

As the organisation prepared for a larger future through Project Jagriti and business expansion, culture deepened itself as one of its strongest competitive advantages. Ownership, experimentation, collaboration and continuous learning became the behaviours that enabled teams to execute complex initiatives while remaining agile and purpose-driven.

The Company emphasised mentorship-led development, combining classroom learning with hands-on experience and guidance. This approach accelerated capability building while fostering an environment where individuals were empowered to explore new ideas, learn and drive innovation.

The resulting culture of accountability, openness and teamwork remained a critical enabler of execution excellence, supporting operational performance, innovation and the successful implementation of strategic initiatives across the manufacturing business.

FY 26-27 PRIORITIES

1. Commission and stabilise Project Jagriti
2. Ramp up utilisation towards 75%+
3. Expand speciality paper portfolio
4. Scale sustainable tableware business
5. Increase outsourced volumes and market reach
6. Drive cost optimisation and operational efficiencies

Outlook

With Project Jagriti nearing completion, enhanced manufacturing capabilities, growing demand for sustainable solutions and a robust innovation pipeline, Pakka is entering a new phase of growth.

The Company's priorities for the coming year will include the successful commissioning of Project Jagriti, ramping up capacity utilisation, expanding speciality product offerings, scaling the tableware business and driving further operational efficiencies.

As these initiatives mature, Pakka expects to create a stronger platform for sustainable growth, improved profitability and long-term stakeholder value creation.

THE PAKKA WAY

Ownership before hierarchy • Learning through experimentation • Cross-functional execution excellence • Mentorship-led capability building • Continuous improvement mindset • Purpose-driven innovation • Courage to challenge convention

MANAGEMENT'S PERSPECTIVE

The investments made over the last few years are now converging into a transformational growth opportunity. With Project Jagriti nearing completion, enhanced pulp capacities, stronger innovation capabilities and growing acceptance of sustainable products, we are creating a platform that can significantly expand both scale and value creation in the years ahead.

PAKKA
Packaging with a Soul

COMPOSTABLE BUSINESS

Building the future of packaging through circular innovation

KEY HIGHLIGHTS

Revenue from compostable business

6,323.13
₹ Lakh, FY 25-26

5,664.60
₹ Lakh, FY 24-25

Reflecting the scale and growing contribution of compostable packaging to Pakka's overall business performance.

Share of total revenue

17
%, in FY 25-26

13
%, in FY 24-25

Indicating the increasing strategic importance of the compostable segment within Pakka's business portfolio.

Expanding product portfolio

56
SKUs in FY 25-26

22
SKUs in FY 24-25

A significantly enhanced product range enabling Pakka to offer a comprehensive, one-stop solution for diverse food service requirements.

New products launched

34
Products in FY 25-26

2
Products in FY 24-25

Continuous expansion of the portfolio to address evolving customer needs and new application areas.

Pan-India market expansion

245+
Territories in FY 25-26

90+
Territories in FY 24-25

Strengthened geographical footprint through entry into new markets and deeper penetration across existing regions.

Robust distribution network

27
Distributors in FY 25-26

9
Distributors in FY 24-25

A growing distribution ecosystem ensuring strong last-mile connectivity across markets.

Digital and quick-commerce presence

6
Marketplaces in FY 25-26

4
Marketplaces in FY 24-25

Expanded reach across online and quick-commerce platforms, improving accessibility and consumer engagement.

Estimated market share

12
% in FY 25-26

10
% in FY 24-25

Demonstrating Pakka's strong position in a large and underpenetrated market.

Export contribution

5.32
% in FY 25-26

4.17
% in FY 24-25

Reflecting gradual expansion into international markets.

The global imperative

The global packaging industry is at a decisive turning point. Each year, the world generates over 300 Million Tonnes of plastic waste, with packaging accounting for nearly 40% of total plastic consumption. Despite advances in waste management, less than 10% of this waste is effectively recycled, leaving the majority to accumulate in landfills or leak into ecosystems.

Within this, the food service industry has emerged as one of the largest contributors to single-use waste. The rapid growth of quick-service restaurants, food delivery platforms, and convenience-driven consumption has significantly increased the use of disposable packaging, intensifying the environmental burden.

At the same time, the implications are no longer limited to environmental degradation. The growing presence of microplastics in food systems and water sources has elevated packaging from an environmental issue to a public health concern. Consumers today are not only questioning what they consume, but also how it is packaged.

The scale of the challenge

300+
Million Tonnes of plastic waste generated annually

40
%, packaging contributed to global plastic usage.

<10
%, global recycling efficiency was recorded.

- Food service = high-volume, single-use waste generator
- Microplastics now entering food chains and human systems

Compostable packaging: From waste to regeneration

In response to these structural challenges, compostable packaging has emerged as a transformative solution - one that shifts the paradigm from disposal to regeneration.

Unlike conventional plastic packaging, which persists in the environment for centuries, compostable packaging is derived from renewable, bio-based materials such as agro-residue and is designed to decompose into natural elements under controlled conditions. It leaves behind no toxic residue, enabling a closed-loop lifecycle where materials safely return to the soil.

This transition represents a fundamental shift:

Linear vs Circular model

Traditional Packaging
Extract → Produce → Use → Dispose

Compostable Packaging
Source → Use → Compost → Regenerate

By enabling this circular flow, compostable packaging aligns with global sustainability priorities, including waste reduction, resource efficiency, and climate responsibility.

Structural shift: Why adoption is accelerating

The transition towards compostable packaging is being driven by a convergence of forces:

Regulatory push: Increasing restrictions by the government on single-use plastics across regions

Consumer awareness: Growing willingness to adopt sustainable and health-safe alternatives

Economic realignment: Narrowing cost gap between plastic and compostable materials

Supply chain dynamics: Volatility in petrochemical supply impacting plastic availability

Recent geopolitical disruptions, particularly in petrochemical supply chains, have further accelerated this shift. Plastic, being fossil-fuel dependent, has experienced price volatility and supply uncertainty. This has reduced the pricing disadvantage of compostable alternatives, improving their competitiveness.

At the same time, short-term disruptions - such as commercial gas shortages - have impacted restaurant operations and demand cycles. However, these are cyclical in nature, while the broader transition towards sustainable packaging remains structural and irreversible.

Pakka's strategic positioning

Against this backdrop, Pakka has repositioned itself as a sustainability-led packaging solutions provider. Moving beyond its legacy as a traditional paper manufacturer, the Company has embedded compostable packaging at the core of its long-term growth strategy.

Through its food service packaging business, Pakka manufactures a wide range of compostable tableware using agro-residue - transforming agricultural by-products into high-performance, environmentally responsible packaging solutions.

Pakka's compostable platform

- 100% agro-residue based raw material
- Fully integrated manufacturing (pulp to product)
- In-house power generation ensuring cost efficiency
- Product portfolio nearly doubled during the year
- Expansion into 25+ new territories across India
- Marketplace presence scaled from 3 to ~15 platforms
- Estimated market share of ~8-10%, with significant headroom

A defining strength of Pakka's business model is its fully integrated manufacturing ecosystem. By controlling the value chain - from pulp production to finished goods - the Company ensures superior quality consistency, operational reliability, and cost competitiveness. This integration also insulates the business from raw material volatility and supply disruptions, providing a strong structural advantage in a fragmented industry

Scaling the business

Pakka's strategy is not limited to manufacturing excellence - it is focused on enabling adoption at scale.

Expanding product portfolio: A key priority during the year has been the expansion of the product range. The number of SKUs increased significantly from 22 in FY 24-25 to 56 in FY 25-26, reflecting nearly 2.5x the portfolio size, allowing Pakka to offer a comprehensive, one-stop solution for food service requirements. This breadth enables the Company to cater to diverse use cases across restaurants, QSR chains, aggregators, and retail consumers.

Deepening distribution and market reach: The Company has significantly expanded its distribution footprint, entering 25+ new territories and strengthening its presence across existing markets. The focus has been two-fold:

Geographic expansion: Entering previously untapped towns and regions

Market penetration: Increasing depth within existing cities through stronger reseller networks

Total distributors: 27 in FY 25-26 versus 9 in FY 24-25

This structured distributor-reseller model ensures efficient last-mile connectivity in an otherwise fragmented and highly localised market.

Simultaneously, Pakka has expanded its presence on digital and quick-commerce platforms, increasing accessibility and visibility among urban consumers. The number of marketplaces has grown significantly, reflecting a strategic shift towards omnichannel reach.

Strong engagement with QSRs and aggregators: Pakka continues to strengthen relationships with large food service players by offering reliability, scale, and nationwide service capability.

For institutional clients, the Company adopts a centralised engagement model - negotiating at a national level while servicing through its distributed network. This ensures consistency in pricing, quality, and supply across locations.

A key differentiator is Pakka's ability to service multiple locations within tight timelines, a critical requirement for aggregators operating large warehouse networks. Its pan-India presence positions it as a preferred partner for scale-driven clients.

Demand evolution

The shift towards compostable packaging is ultimately being driven by evolving consumer preferences. Consumers today are:

- More conscious of health and safety
- Increasingly aware of environmental impact
- Willing to pay a premium for sustainable alternatives

This is reflected in strong growth across D2C and quick-commerce channels, where demand for compostable products has increased significantly.

At the same time, enabling mechanisms such as packaging charges on food delivery platforms are helping businesses pass on incremental costs, reducing resistance to adoption. The marginal price difference between plastic and compostable packaging becomes less significant in the overall order value.

Over the long term, widespread adoption is expected to be driven by consumer demand signals, prompting businesses to transition towards safer and more sustainable packaging solutions.

Balancing innovation with scalability

While innovation remains central to Pakka's strategy, the Company follows a disciplined approach to customisation.

Rather than pursuing highly customised solutions - which require significant capital investment and carry demand uncertainty - Pakka focuses on building a broad, standardised product portfolio capable of addressing most customer requirements. This approach ensures:

- Operational efficiency
- Scalability
- Reduced business risk

Where required, differentiation is enabled through branding elements such as sleeves, rather than core product modifications.

Building a trusted brand

Pakka's leadership in the compostable packaging segment is anchored in a strong foundation of quality, reliability, and scale.

Key differentiators

The Company's competitive positioning was anchored in a combination of product excellence, operational reliability and brand strength, which enabled it to consistently deliver value to its customers across markets.

Quality: The Company's products were widely recognised in the market for their superior quality and consistent performance, reinforcing customer trust across segments.

Brand: Pakka enjoyed strong brand recognition in the compostable tableware segment, enabling it to remain a preferred choice among customers seeking reliable and sustainable solutions.

Operations: The Company maintained reliable and stable operations, ensuring consistent supply and operational efficiency across its manufacturing processes.

Reach: Pakka demonstrated a pan-India service capability, allowing it to effectively cater to diverse customer requirements across regions.

Integration: The Company benefited from a fully integrated manufacturing setup, which supported better control over quality, costs and delivery timelines.

While price sensitivity remained a factor in certain segments, Pakka's brand continued to command strong preference among customers who prioritised reliability and sustainability.

Growth outlook

The compostable packaging segment represents a significant and underpenetrated opportunity.

With current market share estimated at ~8-10%, the headroom for growth remains substantial. The addressable market continues to expand, driven by regulatory support, consumer awareness, and increasing adoption across food service channels.

Both domestic and export markets offer strong potential. While exports currently contribute a modest share, Pakka is actively exploring opportunities to expand its global footprint, particularly in markets where compostable adoption is more advanced.

Conclusion

As the packaging industry transitions towards more sustainable and circular models, compostable solutions are set to play a defining role in the evolution of the food service ecosystem.

With its integrated capabilities, expanding product portfolio, deepening market presence, and clear strategic intent, Pakka is not only participating in this transition - it is actively shaping it.

The compostable business, therefore, is not just a growth segment for Pakka. It represents the Company's vision for the future - where performance, affordability, and sustainability converge to create long-term value for stakeholders.

PAKKA
Packaging with a Soul

Pakka. Leading the transition to a plastic-free, regenerative future

Dr. Yogesh Sonave
Innovation and R&D Head at Pakka

Why this matters now

The inflection point: Why the world is ready for Pakka

The global packaging industry stands at a structural inflection point. With over 140 Million Tonnes of plastic packaging generated annually - and an increasing proportion finding its way into landfills and oceans - the urgency for viable alternatives has moved from advocacy to action.

Regulatory interventions across Europe, North America, and parts of Asia are accelerating the shift. Single-use plastic bans, extended producer responsibility (EPR) frameworks, and carbon accountability are compelling brands to rethink packaging choices.

This transition is no longer optional. It is inevitable. In this evolving landscape, the demand is not merely for sustainable alternatives - but for scalable, high-performance, and economically viable substitutes. This is where Pakka's innovation platform becomes relevant.

Building for future-ready growth

Innovation and Research & Development (R&D) represent engines that empower businesses to evolve, adapt, and stay relevant in a rapidly changing world. Innovation extends beyond the incremental - rethinking products, processes, and business models to enhance enduring value.

R&D provides the scientific and technical backbone to innovation, enabling organisations to develop new materials, enhance performance, improve efficiencies, and respond to emerging global challenges with informed, scalable solutions. Together, they play a critical role in driving competitiveness, unlocking new markets, and ensuring long-term, sustainable growth.

For Pakka, innovation and R&D are not just support functions - they are central to its transformation. As the world accelerates from plastic and towards environmentally responsible alternatives, the Company is uniquely positioned at the intersection of material science, sustainability, and scalable manufacturing. Its focus on creating fibre-based, compostable, and regenerative packaging solutions reflects a forward-looking approach that aligns with a growing demand for high-performance, eco-friendly materials.

This makes innovation critical at Pakka. The transition from a traditional agro-based pulp business to a diversified, value-added packaging solutions provider requires continuous advancements in materials, processes and applications. By investing in R&D, building specialised capabilities and fostering original innovation, the Company is not only addressing the needs of the packaging market but also shaping its future. In doing so, Pakka is positioning itself as an enabler of the global movement towards a regenerative, plastic-free ecosystem and helping to replace plastic at scale.

Reimagining packaging through regeneration

Pakka's innovation journey is guided by a vision - to transition from conventional sustainability to regenerative packaging solutions that can replace plastic at scale. At the core of this vision lies the recognition that the global packaging ecosystem must extend beyond incremental change and address environmental challenges posed by plastic waste and microplastics through biodegradable alternatives.

The Company is designing fibre-based flexible and rigid packaging solutions, supported by compostable materials and bio-based coatings. The objective is not limited to material substitution: it extends to creating a holistic system where the product and process are aligned with environmental sustainability.

From linear consumption to regenerative ecosystems

Problem	Solution
Plastic waste accumulation	Fibre-based packaging
Microplastics in ecosystems	Compostable materials
Linear consumption model	Bio-based coatings
	Circular systems

Pakka's right to win

Pakka's positioning is anchored in a unique combination of structural advantages. The Company operates at the intersection of agro-based raw material sourcing, pulp processing expertise, and downstream packaging development - creating an integrated platform that few competitors can replicate.

This backward integration enables:

- Greater control over raw material quality
- Cost efficiencies across the value chain
- Faster iteration from concept to commercialisation

In addition, India's manufacturing ecosystem provides a cost advantage, enabling Pakka to pursue affordability alongside sustainability - an essential requirement for mass adoption.

This combination positions Pakka not merely as a participant in the transition, but as a potential category shaper in fibre-based packaging solutions.

Beyond substitution: A systems approach to packaging

While much of the global effort has focused on replacing plastic with alternative materials, Pakka's approach is more fundamental. The Company is not just redesigning materials - it is rethinking the entire packaging system:

- From fibre selection to end-of-life decomposition
- From process chemistry to energy intensity
- From performance parity to lifecycle superiority

This systems approach ensures that sustainability is not an overlay - but is embedded across the value chain.

Driving customer adoption

For customers, the transition to sustainable packaging is driven by three converging priorities:

Regulatory compliance: Meeting evolving environmental norms

Brand positioning: Aligning with conscious consumer preferences

Supply chain resilience: Reducing dependence on petrochemical inputs

Pakka's solutions are designed to address these needs while maintaining functional performance. By offering packaging that combines barrier properties, compostability, and manufacturability, the Company is enabling customers to transition without compromising product integrity.

The Company's innovation emphasis is centred around three interlinked priorities - developing sustainable products, enabling green processes, and achieving cost competitiveness.

On the product front, Pakka is advancing the development of multi-layer compostable structures that deliver enhanced barrier properties (resistance to moisture, grease and oil). These properties ensure that fibre-based packaging can match the functional performance of plastic alternatives.

The Company is also transitioning towards water-based environmentally benign processing, while minimising energy and chemicals consumption. This dual focus ensures that sustainability is embedded not just in the end product but across the value chain.

The third pillar - cost optimisation - remains central to adoption. Pakka recognises that sustainable packaging must move from a premium niche to a mainstream solution. The Company's approach to bridging this gap includes:

- Material optimisation (reducing fibre intensity)
- Process efficiencies (energy and chemical reduction)
- Scale-driven cost dilution
- Continuous product redesign

Over time, these levers are expected to progressively narrow the cost differential, enabling broader adoption across industries.

Navigating complex challenges

This desired transition to regenerative packaging is accompanied by structural and operational challenges. One of the most significant among these is cost competitiveness, as plastic benefits from significant economies and hence lower production costs. For instance, conventional plastic trays may cost a fraction of fibre-based alternatives, highlighting the need for innovative cost reduction.

Another key challenge lies in commercialisation and scale-up. Moving from laboratory-scale development to industrial-scale production requires robust process design, consistent quality control, and significant capital investment. The Company needs to ensure that performance parameters are not compromised while optimising costs.

Material efficiency is important too; the Company is seeking to optimise fibre structures and reduce material thickness, lowering costs while maintaining strength and functionality. The need to ensure that manufacturing processes remain green and resource-efficient enhances complexity.

From an organisational standpoint, the planned relocation of R&D operations closer to manufacturing facilities has introduced talent attraction and retention challenges, though this could deepen synergies between research and production.

A process-led approach to innovation

While product development is a priority, Pakka's innovation trajectory is largely process-driven. The Company is focused on refining processes to enhance efficiency, reduce costs, and improve environmental performance.

This will warrant re-engineering production methodologies, optimising formulations, and aligning product characteristics with evolving customer expectations, thereby creating a sustainable competitive advantage.

KEY BARRIERS TO SCALE

- Cost competitiveness
- Scale-up complexity
- Material optimisation
- Talent availability

0.41
₹ Crore, investment towards research and development

~11
R&D team members (including interns)

Strengthening the R&D ecosystem

To accelerate innovation and build long-term capabilities, Pakka's hybrid R&D model combines resident expertise with collaborations.

The Company is strengthening its R&D infrastructure, building pilot-scale testing capabilities, and deepening talent in material science and packaging technologies. The R&D team comprises members with capabilities in advanced material science and computational research.

The Company is collaborating with leading academic institutions, research organisations, and emerging start-ups. These partnerships will enhance access to cutting-edge technologies, niche expertise, and quicker experimentation cycles.

PAKKA'S HYBRID R&D MODEL

Internal
- Pilot-scale testing
- Material science expertise
- Infrastructure build-up

External
- Academic collaborations
- Start-ups and innovators
- Global partnerships

Advancing material science and technology integration

Material science forms the backbone of Pakka's innovation strategy. The Company is working on bio-based coatings, nanocellulose technologies, biopolymers, and natural additives, which have the potential to redefine packaging performance.

These advanced materials can help develop multi-layer compostable structures with enhanced barrier properties, reconciling sustainability and functionality. The focus is on improving fibre characteristics and coating technologies to deliver products that can compete with traditional plastic solutions.

The Company is also exploring the integration of Artificial Intelligence and Machine Learning into its R&D. These technologies are expected to optimise formulations, improving process efficiency, and identifying cost-reduction opportunities, enhancing innovation effectiveness.

INNOVATION STACK

- Bio-based coatings
- Nanocellulose
- Biopolymers
- Natural additives
- AI and ML integration

ADVANCED COMPOSTABLE PACKAGING

Sustainability × Performance

Challenge
Plastic = High performance

Eco alternatives = Low barrier strength

Approach
Multi-layer compostable structures

Building blocks

Fibre Enhancement
→ Strength
→ Uniformity
→ Durability

Advanced coatings
→ Moisture Barrier
→ Grease Resistance
→ Oxygen Protection

Result
Plastic-like performance + compostable solution

Impact
No-compromise packaging

(Sustainable • Functional • Scalable)

Enhancing value from waste streams

Pakka's innovation is focused on circularity and resource efficiency. The Company is exploring ways to convert industrial by-products into value-added materials, reducing waste while creating revenue streams.

For instance, waste lime sludge is being evaluated for use. Silica-based materials are being explored for applications. Through collaborations, the Company aims to integrate them into its portfolio.

> Turning waste streams into value streams

Product development roadmap

The Company has defined a product development roadmap.

In the near term (next 6-12 months), the Company's focus will be on finalising and commercialising products, including non-metallised paper solutions for confectionery packaging, advanced flexible packaging structures for applications such as tea pouches, and rigid packaging formats like trays, bowls, and beverage cups.

Over the medium term (more than a year), the emphasis will be on scaling these products, widening market reach, and enhancing product performance.

In the long term (around 5 years), the Company will scale its portfolio (capacity and output), balancing innovation, commercialisation, and scalability.

By aligning product development with customer needs and market expectations, the Company is working to enhance acceptance and accelerate the transition towards regenerative packaging.

PRODUCT ROADMAP: REGENERATIVE PACKAGING

Non-metallised paper (confectionery)
Launch → Scale adoption → Replace plastic laminates

Flexible packaging (tea pouches)
Commercialise → Expand use → Enhance performance

Rigid formats (trays, bowls, cups)
Launch → Scale volumes → Mainstream adoption

Outcome: High-performance sustainable packaging aligned to market needs

From possibility to inevitability

The transition to regenerative packaging will not be linear, but decisive. Pakka's focus: to move from innovation to adoption, from niche to scale, and from sustainability to regeneration. By combining material science, process innovation, and commercial discipline, the Company is working to make fibre-based packaging not just an alternative - but the default.

3-pillar innovation model

1. Product
High-performance compostable packaging

Barrier properties: moisture • grease • oil

2. Process
Water-based • low chemical • energy-efficient

3. Scale & cost
Bridging cost gap versus plastic
Driving affordability through efficiency

Business model

Converting agricultural residues into regenerative value

Most companies begin with raw materials. Pakka begins with what the world leaves behind.

Every harvest leaves behind agricultural residue. Across the decades, Pakka has seen something else: the beginning of a new value chain.

The Company's regenerative packaging business model transforms sugarcane bagasse into high-performance pulp, paper and fibre-based packaging through an integrated ecosystem that brings together responsible sourcing, material science, advanced manufacturing and customer co-creation. The distinctive outcome is packaging that performs commercially while returning safely to nature.

Unlike conventional packaging built on fossil-derived resources, Pakka's business grows in a different manner: giving renewable materials a second life. This is helping create lasting value for customers, communities, shareholders and the planet - cumulatively for the first time.

BUSINESS MODEL FLOW

Renewable resource sourcing

The journey begins with the responsible procurement of renewable agricultural residues, primarily sugarcane bagasse, transforming agricultural by-products into valuable industrial resources while strengthening circular material flows and supporting rural value chains.

FY 25-26 snapshot

Bagasse procured (MT): 1,89,493

Renewable raw material utilisation (%): 85

Supplier network: 4

Sustainable pulp manufacturing

Renewable fibres are processed into high-quality pulp through resource-efficient manufacturing practices focused on operational excellence, fibre recovery, process optimisation and responsible resource utilisation, ensuring consistent quality while minimising environmental impact.

FY 25-26 snapshot

Pulp production (MT): 44,248

Production capacity (TPA): 130

Process yield (%): 47

Chemical recovery (%): 95

VALUE CREATED

Customers

Our fibre-based packaging solutions bring together material innovation and sustainability, delivering performance, quality, food safety and circularity.

FY 25-26 snapshot

Customers served: 195 paper and 172 Chuk

Customer satisfaction score (%): 78.9% paper and 85% Chuk

Repeat business (%): ~80

Shareholders

The opportunity ahead is equally long-term: a vast global packaging market still dominated by plastic, leaving enormous headroom for Pakka to help accelerate the shift towards renewable, circular alternatives.

FY 25-26 snapshot

Revenue (₹ Crore): 356

EBITDA (₹ Crore): 53

PAT (₹ Crore): 18

RoCE (%): 3.80

Material innovation

Leveraging advanced research, engineering and material science, Pakka develops next-generation fibre-based materials that enhance functionality, food safety, strength, barrier performance and compostability, enabling sustainable alternatives across diverse packaging applications.

FY 25-26 snapshot

R&D investment (₹ Crore): 0.41

Patents / intellectual property: 2 (1 each for rigids and flexC)

Packaging solutions

The Company manufactures a diverse portfolio of regenerative paper and moulded fibre packaging solutions that combine performance, safety and sustainability for food service, retail, institutional and consumer applications.

FY 25-26 snapshot

Product portfolio: 3 product categories for paper- bleached, unbleached, and colored; 72 for CHUK

Manufacturing facilities: Ayodhya + outsourcing

Customer partnerships

Pakka works closely with customers to co-create customised packaging solutions that address evolving business needs, regulatory requirements and sustainability commitments, fostering long-term partnerships built on innovation and trust.

FY 25-26 snapshot

Customers served: 200+ for paper and 132 for CHUK

Countries served: 33

Customer retention (%): 100

Circular end-of-life

Designed for recyclability, compostability and circularity, Pakka's products are engineered to re-enter natural systems after use, reducing dependence on fossil-based plastics and supporting responsible consumption and waste management.

FY 25-26 snapshot

Compostable product portfolio (%): 18% of total revenue generated by chuk in FY 25-26

Plastic replaced / avoided (MT): 22,952

Employees

A future-ready workplace where people learn continuously, grow confidently and lead with purpose.

FY 25-26 snapshot

Employees: 565

Women employees (%): 7.18

Training person hours: 5,126

Employee engagement score (%): 88

Suppliers and partners

Long-term collaborative relationships that strengthen responsible sourcing, supply chain resilience, operational excellence and shared value creation.

FY 25-26 snapshot

Supplier partners: 6

Supplier assessments conducted (%): 100

Responsible sourcing coverage (%): 100

Communities

Growing communities alongside the business - helping farmers grow, creating rural livelihoods, meaningful employment and more inclusive development.

FY 25-26 snapshot

CSR spend (₹ Crore): 2.35

Beneficiaries: 650

Environment

Redesigning the material economy by replacing fossil-based plastics with regenerative materials that create value without leaving a legacy of waste.

FY 25-26 snapshot

Renewable raw material utilisation (%): 100

Renewable energy (%): 82.91

Water recycled (%): 57.37

Risk management framework

The next decade belongs to businesses that can adapt as quickly as the world changes.

Pakka's enterprise risk management framework is designed with that belief at its core. Integrated into strategy and everyday operations, it enables the Company to anticipate emerging risks, act decisively and remain resilient in an increasingly dynamic environment.

Continuous risk assessments, strong internal controls and active oversight by the Management and the Board strengthen operational continuity, reinforce compliance and protect long-term value - ensuring resilience remains embedded in every decision.

Key enterprise risks

Risk area	Risk response
Raw material availability	Strengthened procurement planning through diversified sourcing, long-term supplier relationships and improved supply visibility.
Regulatory & policy changes	Closely monitored regulatory developments and enhanced compliance systems to ensure timely adaptation to evolving requirements.
Market competition	Continued investment in product innovation, customer engagement and differentiated packaging solutions.
Supply chain disruptions	Improved supply chain resilience through supplier diversification, inventory optimisation and logistics planning.
Technology & cybersecurity	Reinforced IT infrastructure, cybersecurity protocols and periodic system assessments to safeguard business continuity.
Climate & environmental risks	Advanced resource efficiency initiatives and strengthened the use of renewable materials to improve operational resilience.
Human capital	Continued investment in capability development, leadership succession and employee engagement to build a future-ready organisation.

Governance snapshot (FY 25-26)

Indicator	FY26	FY25
Board meetings	4	9
Committee meetings	14	13
Independent Directors	1	1
Internal Audits Conducted	4	4

RISK MANAGEMENT PROCESS

→ Identify → Assess → Prioritise → Mitigate → Monitor → Review

TALENT MANAGEMENT

Building a purpose-driven, future-ready workforce

Overview

Every product, innovation and growth milestone at Pakka begins with people. The Company's belief is simple: sustainable competitive advantage is built through talent long before it is reflected in financial performance.

As the Company expanded its capabilities across sustainable packaging, speciality papers and regenerative solutions, it recognised that future success would depend on building an organisation capable of learning, adapting and innovating faster than the markets it serves. This belief shaped investments in talent development, leadership capability, employee engagement and organisational culture throughout FY 25-26.

At the centre of this philosophy was GRIT - Pakka's defining cultural principle. GRIT reflects resilience, ownership, curiosity and the determination to continuously improve. It shapes how employees solve problems, collaborate across functions and contribute towards the Company's larger purpose of creating a more regenerative future.

Pakka believes that purpose should not remain an abstract concept. The Company's purpose is embedded throughout the organisation - from strategic priorities and functional objectives to individual role profiles and operating practices. By helping the team understand how their work contributes to a larger mission, Pakka fosters stronger engagement, higher accountability and a deeper sense of belonging.

The leadership team views talent management as a strategic priority and a critical enabler of sustainable growth. Through a sustained focus on capability building, team engagement, leadership development and cultural strengthening, Pakka continues to build a workforce that is aligned, agile and future-ready.

People strategy in action

During FY 25-26, Pakka strengthened several talent initiatives aimed at enhancing workforce effectiveness, reinforcing organisational culture and supporting long-term business objectives.

Performance management and accountability

Pakka's performance management approach remained anchored in transparency and ownership. The teams actively participated in setting performance goals aligned with organisational priorities, fostering stronger accountability and engagement.

Progress was monitored through structured review mechanisms, including monthly Lakshya Patra (LP) reviews and periodic Varshik Lakshya Patra (VLP) reviews. These forums provided opportunities for performance assessment, feedback, alignment and course correction, ensuring that organisational objectives remained visible and actionable throughout the year.

Rather than treating performance as an annual exercise, the Company maintained a culture of continuous dialogue, enabling teams to respond effectively to evolving business requirements while remaining focused on long-term goals.

Driving organisational excellence

Pakka evaluated performance through a comprehensive excellence framework comprising five interconnected dimensions - Customer Excellence, Innovation Excellence, Financial Excellence, Environmental Excellence and Team Excellence.

This balanced approach ensured that organisational success was measured beyond financial outcomes alone. By integrating customer value, innovation, sustainability and people development into performance assessments, Pakka promoted a holistic view of excellence across the enterprise.

The Company continued refining these measures to better reflect the unique requirements of different functions and Sanghs, enabling more meaningful evaluation of performance across diverse operational contexts.

Strengthening team-member engagement

Recognising that a highly engaged workforce is essential for sustained performance, Pakka continued investing in creating an inclusive and supportive work environment where team members felt valued, heard and empowered.

Team member engagement was strengthened through regular interactions, cultural celebrations, open-house forums and collaborative discussions that encouraged participation and communication across organisational levels. These initiatives fostered a strong sense of community while reinforcing the Company's values of openness, trust and mutual respect.

The culture of ownership was further reinforced by providing the team members with the freedom to express ideas, challenge assumptions and contribute to decision-making. By creating an environment where people felt supported during both successes and challenges, Pakka nurtured the psychological safety necessary for innovation, learning and collaboration.

5 DIMENSIONS OF ORGANISATIONAL EXCELLENCE

- Customer excellence
- Innovation excellence
- Financial excellence
- Environmental excellence
- Team excellence

Advancing diversity and inclusion

Pakka believes that diverse perspectives enhance innovation, decision-making and organisational effectiveness. During FY 25-26, the Company advanced its diversity agenda through the launch of the Pakka Amazing Women (PAW) programme.

The initiative focused on strengthening the capabilities and leadership potential of women team members through structured development interventions, mentoring opportunities and skill enhancement programmes. PAW reflected Pakka's commitment to creating equitable growth opportunities and building a stronger, more inclusive talent pipeline.

The Company continued to view diversity not merely as a workforce metric but as a strategic advantage that enriches organisational thinking and drives better outcomes.

Creating a culture of innovation

Innovation at Pakka was never confined to a laboratory, a project team or a leadership discussion. Some of the most meaningful improvements emerged from manufacturing teams, frontline team members, cross-functional collaboration and everyday operational experiences. The Company encouraged its team members across functions to question established practices, identify opportunities and contribute ideas capable of creating measurable business value.

Through Kaizens, Focused Improvement Projects (FIPs) and other improvement initiatives, innovation became embedded within the way the organisation operated. This approach transformed innovation from an occasional activity into an organisational capability that strengthened adaptability, efficiency and competitiveness.

Innovation remained deeply embedded within Pakka's operating philosophy. Team members across functions were encouraged to identify opportunities for improvement and innovation and contribute ideas that enhanced operational efficiency, product quality and customer value.

Through these efforts, Pakka further strengthened its ability to adapt proactively to changing business and market requirements.

Learning and development

Building capabilities for tomorrow: Pakka viewed learning as an ongoing process rather than a standalone function. Capability development was integrated into everyday work, ensuring that team members continuously acquired the skills, experiences and perspectives needed to thrive in a dynamic business environment.

On-the-job development: Experiential learning remained the primary mode of capability building during the year. The team members were encouraged to take on challenging assignments, expand responsibilities and gain exposure to cross-functional projects that accelerated skill development through practical experience.

This approach ensured that learning remained relevant, immediately applicable and closely aligned with business needs.

Leadership development: Developing future leaders remained a strategic priority. High-potential team members participated in external industry interactions, benchmarking initiatives and specialised development programmes that broadened their perspectives and strengthened leadership capabilities.

Stretch assignments and special projects served as important development platforms, enabling emerging leaders to navigate complexity, collaborate across functions and build stronger decision-making capabilities.

Targeted development programmes: The PAW initiative represented Pakka's commitment to focused and inclusive talent development. Through dedicated learning pathways for women team members, the programme aimed to strengthen professional capabilities, enhance leadership confidence and support career progression. These interventions complemented broader learning efforts and contributed to building a more diverse leadership pipeline.

Career growth and internal mobility: Pakka recognised that career opportunities play a critical role in team members' engagement and retention. The Company therefore encouraged internal mobility and provided its workforce with opportunities to explore new roles, responsibilities and growth pathways within the organisation.

By linking individual aspirations with organisational opportunities, Pakka created an environment where its team members could build long-term careers while continuing to contribute meaningfully to business success.

PAKKA'S LEARNING ECOSYSTEM

On-the-job upskilling

↓

Cross-functional exposure

↓

Stretch assignments

↓

Leadership development

Supporting elements:

- PAW programme
- External learning exposure
- Continuous improvement projects
- Coaching and development conversations

Talent retention and workforce stability

Pakka's approach to retention extended beyond compensation and benefits. During FY 25-26, the Company focused on creating an environment where the team members experienced purpose, growth, belonging and professional fulfilment. Several factors contributed to workforce stability:

Ownership and empowerment: Team members were encouraged to take initiative, make decisions and contribute ideas, fostering a strong sense of accountability and personal investment.

Purpose-led culture: A clear connection between individual work and organisational purpose helped the workforce find greater meaning in their roles, strengthening engagement and commitment.

Learning and growth opportunities: Continued investments in capability development demonstrated the Company's commitment to the success and long-term career progression of its team members

Supportive work environment: Pakka's culture of trust, openness and mutual support strengthened the workforce's confidence and reinforced organisational loyalty.

Community and belonging: Through celebrations, engagement initiatives and collaborative forums, the Company fostered strong interpersonal connections and a sense of shared identity.

Workforce metrics

Particulars	FY24	FY25	FY26
Total team members	465	514	565
Female workforce (%)	6%	8%	7.18%
Retention rate (%)	98.06%	90.46%	90.27%
Team members with >5 years tenure (%)	58.28%	62.65%	63.50%
Average remuneration (₹)	7,14,184	7,34,641	7,36,488

Training metrics

Particulars	FY24	FY25	FY26
Training coverage (%)	99%	97%	81.5%
Training expenditure (₹)	2,98,772	12,37,507	19,12,876
PSP training hours	4,999.2	1,304.45	3,868
LDP training hours	2,121.1	610.45	1358

Outlook

As Pakka continues its growth journey, strengthening organisational capability remains a key priority. The Company recognises that scaling successfully requires the continuous evolution of leadership, talent and culture. Key priorities for FY 26-27 include:

- Refining excellence measurement systems to create more function-specific and role-specific performance indicators.
- Strengthening succession planning and leadership pipeline development.
- Expanding diversity and inclusion initiatives while building on the momentum created through the PAW programme.
- Enhancing learning frameworks to address evolving capability requirements across the organisation.
- Preserving Pakka's distinctive culture of ownership, resilience and purpose as the business grows.
- Improving decision-making speed while maintaining the collaborative strengths that define the organisation.

Pakka enters the next phase of its journey with a workforce that is increasingly capable, engaged and aligned with its mission. Guided by GRIT and driven by purpose, the Company remains committed to building a future-ready organisation where people continue to be the foundation of sustainable growth and long-term value creation.

ENVIRONMENT, SOCIAL AND GOVERNANCE

Sustainability as the foundation of regenerative growth

Overview

What if packaging could do more than protect a product? What if it could give back to the planet, create value for people and still build a thriving business? That is the idea behind Pakka.

By turning renewable agricultural residues such as bagasse into high-performance packaging solutions, we are giving natural resources a second life while helping move packaging away from fossil-based materials and towards more circular alternatives.

The Company's ESG strategy is structured around three core pillars:

E

Environmental stewardship: Promoting renewable materials, resource efficiency and climate responsibility.

S

Social responsibility: Supporting employee well-being, community development and inclusive growth.

G

Governance excellence: Ensuring ethical business conduct, regulatory compliance and transparent oversight.

E ENVIRONMENTAL STEWARDSHIP

Building a regenerative packaging ecosystem

The global packaging industry is undergoing a structural shift as businesses and regulators seek alternatives to fossil-based plastics. Pakka has positioned itself at the forefront of this transition through its focus on regenerative packaging materials derived from agricultural residues.

This regenerative approach offers several environmental benefits:

- Reduced dependence on fossil-based plastics
- Utilisation of agricultural residue that would otherwise be discarded
- Lower environmental footprint compared with conventional packaging materials
- Development of compostable packaging products that return safely to nature

Through its integrated manufacturing ecosystem, Pakka converts bagasse into pulp and subsequently into packaging paper and compostable packaging products used across food service and consumer packaging applications.

Climate action and carbon management

Climate change remains one of the most pressing global environmental challenges, and industrial organisations must play a critical role in reducing greenhouse gas emissions.

Pakka recognises its responsibility to mitigate climate impact and continuously works towards reducing the carbon intensity of its operations. The Company focuses on improving energy efficiency, optimising manufacturing processes and exploring renewable energy adoption across its facilities.

Key climate initiatives include:

- Energy efficiency improvements in manufacturing processes
- Monitoring and reporting greenhouse gas emissions
- Optimisation of fuel consumption across operations
- Evaluation of renewable energy opportunities

For FY 25-26

Total energy consumption: 2,39,613 GJ

Energy intensity per tonne of production: 4.76

Leading packaging companies globally are increasingly prioritising renewable materials and carbon reduction strategies as part of their sustainability frameworks.

By strengthening its climate management practices, Pakka aims to progressively reduce its environmental footprint while supporting sustainable industrial growth.

Responsible water management

Water plays a critical role in pulp and paper manufacturing processes. Pakka recognises the importance of responsible water stewardship and continuously works towards reducing water consumption and improving water efficiency across its operations.

The Company has implemented systems that enable responsible water utilisation and treatment across its manufacturing facilities.

Key water management practices include:

- Recycling and reuse of water in manufacturing processes
- Wastewater treatment systems to ensure safe discharge
- Monitoring of water consumption and efficiency metrics
- Adoption of water-efficient production technologies

For FY 25-26

Total water consumption: 19,73,378 KL

Water recycled and reused: 57.37%

Wastewater treated before discharge: 28,51,129 KL

These initiatives help safeguard water resources while ensuring regulatory compliance and operational sustainability.

Waste management and resource efficiency

The Company continuously evaluates opportunities to reuse process by-products and improve material efficiency across its production processes. Key waste management initiatives include:

- Recycling of process waste wherever feasible
- Safe disposal of hazardous waste through authorised channels
- Conversion of agricultural residues into packaging materials
- Continuous improvement in material utilisation efficiency

For FY 25-26

Hazardous waste generated: 0.840 KL

Sustainable product innovation

The Company invests in research and development to expand the capabilities of fibre-based and compostable packaging materials. By collaborating closely with customers, Pakka develops packaging formats that deliver both environmental benefits and product performance. These innovations help customers transition towards sustainable packaging while maintaining food safety, durability and cost efficiency.

S SOCIAL RESPONSIBILITY

People-centric organisation

The Company fosters a workplace culture built on safety, collaboration, learning and inclusivity. By investing in employee development and well-being, Pakka seeks to create a workplace environment that encourages innovation and accountability.

Key focus areas include:

- Employee training and professional development
- Workplace safety initiatives
- Employee engagement programmes
- Diversity and inclusion initiatives

For FY 25-26

Total workforce: 565 employees

Training hours delivered: 5,226 hours

The Company's commitment to employee well-being strengthens organisational capability and supports long-term operational excellence.

Diversity, equity and inclusion

The Company actively promotes an inclusive workplace where individuals from diverse backgrounds are empowered to contribute their perspectives and ideas. Key initiatives include:

- Equal opportunity employment practices
- Leadership development programmes for employees
- Inclusive workplace policies
- Gender diversity initiatives

For FY 25-26

Women employees: 7.18%

Women in leadership positions: 20%

G GOVERNANCE

Strong governance underpins Pakka's ESG approach. We remain committed to transparency, accountability, compliance and ethical conduct, with ESG considerations integrated into our decision-making and long-term business strategy.

Board of Directors

Pakka's Board of Directors provides strategic direction and oversight of the Company's business and ESG priorities. The Board reviews key policies, objectives and performance across areas including environmental responsibility, resource efficiency, climate action, occupational health and safety, responsible sourcing and social impact.

Executive leadership team

The Executive Leadership Team drives the implementation of Pakka's ESG priorities across key functions. The team reviews ESG performance and progress regularly to ensure alignment with business objectives and enable timely action.

ESG team and steering committee

A dedicated ESG team, working closely with the Executive Leadership Team and accountable to the Board, drives the development and implementation of Pakka's ESG strategy. The ESG Steering Committee brings together senior leaders from key functions to coordinate initiatives and monitor progress across priority areas, including sustainable sourcing, resource efficiency, emissions, waste, manufacturing, safety and community impact.

These governance mechanisms ensure that ESG priorities remain integrated with Pakka's business strategy, with senior leadership accountable for defined ESG objectives and KPIs.

Governance commitments

Accountability: Clear oversight, defined responsibilities and measurable ESG objectives support effective governance and performance.

Responsible business practices: We uphold high standards of integrity, transparency, ethical conduct and regulatory compliance.

Workplace health and safety: We continue to strengthen safety systems, training and monitoring to protect the health and well-being of our workforce.

Diversity, inclusion and belonging: We foster an inclusive workplace that values diverse perspectives and provides equal opportunities.

ESG oversight and policy framework

- A dedicated Environment Management Team, led by the Head of Environment, oversees environmental compliance and continuous monitoring.
- ESG metrics covering energy, emissions, water and waste guide operational decision-making.
- New projects are assessed against internal benchmarks for resource efficiency, safety and sustainability.

Risk and compliance management

Pakka follows a proactive approach to compliance through regular audits, monitoring and impact assessments covering environmental and occupational health and safety, resource use, emissions and social and stakeholder impacts. This approach supports compliance with applicable national standards while preparing the Company to align with evolving global sustainability benchmarks.

Partnerships and external engagement

We engage with government bodies, research institutions, industry stakeholders and sustainability platforms to strengthen our governance practices, share knowledge and contribute to sustainable industry practices.

Corporate Social Responsibility at Pakka

BIG NUMBER

CSR investment

2.35

₹ Crore total CSR spend (Previous year: ₹1.28 Crore)

Overview

Pakka Limited operates from Ayodhya, Uttar Pradesh, within a semi-urban ecosystem where industrial progress and community realities coexist in stark contrast. Inside the Company's operations, there exists structure, efficiency, and access to global markets, while surrounding communities often face limited access to quality education, employable skills, and environmental infrastructure.

Through the Pakka Foundation, the Company addresses these challenges with the same discipline and rigour that define its business operations, ensuring that social interventions are structured, outcome-oriented, and scalable.

Focus areas driving long-term impact

The Pakka Foundation operates across three core pillars:

Education: Nurturing self-aware, confident, and future-ready individuals

Employment: Enabling sustainable and dignified livelihoods, especially for youth and women

Ecology: Building environmentally responsible communities with long-term resilience

Each pillar is designed with a differentiated approach - education focuses on self-awareness and life skills alongside academics, livelihoods are aligned with sustainability-linked sectors, and ecological interventions embed circular practices at the community level. Together, these pillars create a strong foundation for communities to thrive independently over time.

CASE STUDY #1

Education: From access to agency

Response: Through institutions such as Krishna Niketan and Yash Vidya Mandir, Pakka Foundation has created structured learning environments that emphasise holistic development. The approach moves away from rote learning and instead focuses on experiential, activity-based education.

Teachers are trained to adopt child-centric methodologies, while classrooms are designed to encourage interaction, creativity, and exploration. Equal importance is given to life skills, emotional development, and environmental awareness, ensuring that education becomes a tool for overall growth rather than just academic progression.

Education

Focus on retention, progression, and development of life skills alongside academic improvement.

280+
Students enrolled

265%
Improvement in learning outcomes

67%
of students transition into formal schooling

CASE STUDY #2

Livelihoods: From skill to sustainability

Response: Pakka Foundation addressed this through structured skilling programmes under Pakka Skills and other initiatives designed to create clear pathways from learning to earning. Training modules are aligned with sectors such as sustainable manufacturing and green livelihoods, ensuring relevance in a rapidly evolving economic landscape.

Women are actively integrated into this ecosystem through livelihood models such as jute and canvas-based enterprises and home-led income generation activities. Partnerships with organisations such as Festo, Bosch, and Schneider Electric Foundation further strengthen the quality and applicability of these programmes.

Livelihoods

Emphasis on sustainable income generation, employment continuity, and industry relevance.

226+
Youth trained

62.3%
Income improvement post-skilling. Average salaries exceed ₹15,000.

CASE STUDY #3

Ecology: From resource stress to regeneration

Response: Pakka Foundation has implemented a range of initiatives focused on water conservation, waste management, and circular economy practices. Pond rejuvenation and groundwater recharge projects have been undertaken to restore local water systems.

Simultaneously, communities are encouraged to adopt waste segregation and recycling practices, embedding sustainability into everyday life. These efforts are designed not as standalone projects but as part of a broader vision to create circular, self-sustaining ecosystems.

Ecology

Driving adoption of environmentally responsible practices through community participation.

10,000
Community members engaged in waste management, segregation and sustainability drives

21
Tonnes of dry and wet wastes managed per month

Measuring impact beyond outcomes

The Company adopts a long-term, systems-driven approach to impact assessment, focusing on sustained transformation rather than immediate outputs. Impact is evaluated across multiple dimensions that together capture changes at the level of individuals, communities, and ecosystems.

Trajectory: The Company tracked life trajectories over 3-5+ years, assessing parameters such as income stability, career progression, entrepreneurship and decision-making autonomy.

Capability: It measured growth in human capabilities, including self-awareness, agency, problem-solving ability and a growth-oriented mindset.

Livelihoods: The Company evaluated the sustainability of livelihoods by analysing income resilience, diversification and job retention.

Behaviour: It observed behavioural and social shifts, including changes in aspirations, gender norms, leadership and community participation.

Ecosystem: The Company assessed ecosystem strengthening through partnerships, enhancement of local capacities and the ability to scale independently.

Environment: It monitored environmental outcomes, focusing on resource efficiency, waste reduction and the adoption of sustainable practices.

Feedback: Continuous feedback loops from alumni and communities were integrated to refine interventions and strengthen impact delivery.

This approach was supported by periodic assessments and longitudinal tracking, enabling the Company to capture not only immediate outcomes but also sustained improvements in income levels, behaviour and decision-making capabilities.

50%

Alumni with sustained income after 3+ years, FY 25-26

An integrated impact model

At Pakka, CSR is designed as a connected system rather than a set of independent initiatives. Education builds awareness and aspiration, skilling enhances employability, livelihoods create financial independence, and ecological interventions ensure sustainability.

Together, these elements form a self-reinforcing ecosystem that strengthens both communities and the Company's broader value chain. By aligning social impact with business objectives, Pakka is able to create long-term value that is both inclusive and sustainable.

Building inclusive and sustainable communities

Education initiatives focus on developing self-awareness, learning ability, and environmental consciousness among students. Skilling programmes are aligned with industry requirements in areas such as pulp, paper, and sustainable packaging, creating direct pathways to employment. Women-led livelihood models enable income generation through decentralised, home-based enterprises. Circular practices such as recycling and waste management are embedded within communities to promote resource efficiency. These efforts are supported through collaborations with organisations such as Festo, Bosch, and Schneider Electric Foundation, enhancing both programme quality and reach.

22+

Women financially empowered in FY 25-26

10%

Women's participation in skill enhancement programmes in FY 25-26

Scaling impact alongside growth

Pakka is scaling its CSR efforts with a focus on deepening impact while expanding reach. This includes strengthening its education institutions, establishing a Centre of Excellence to train 1,000 youth annually in sustainability-linked trades, and expanding women- and youth-led enterprise models. The Company is also working towards developing replicable community models, such as zero-garbage villages, that can be implemented across geographies without dilution of effectiveness.

Outlook

Pakka's CSR journey is evolving towards a more integrated and scalable impact model, with a continued focus on deepening outcomes across education, livelihoods, and ecological stewardship.

Going forward, the Company will prioritise strengthening its skilling ecosystem, expanding community-based livelihood models, and developing replicable circular economy-driven interventions. At the same time, enhanced measurement frameworks will enable better tracking of long-term human capability development and behavioural change.

As Pakka continues to grow, its CSR approach will remain anchored in building self-reliant communities that can sustain progress independently. The Company's long-term vision is to create ecosystems where education leads to employability, livelihoods enable dignity, and environmental responsibility becomes a shared community value-ensuring that growth is not only inclusive, but enduring.

PAKKA'S IMPACT MODEL

Education
↓
Skilling
↓
Livelihoods
↓
Sustainable communities
↓
Business growth

Early-childhood learning session

Women's livelihood and sewing-skills programme

Early-childhood learning session

Girls' education and sports-development initiative

Community environmental-awareness initiative

Our Board of Directors

Pradeep Vasant Dhobale

Chairman and Independent Director

Pradeep Dhobale is a distinguished leader in the paper industry, having advanced from a trainee to a Board-level executive at ITC. He spearheaded ITC's paper division, driving substantial growth throughout his tenure. Continuing his passion for learning and leadership beyond retirement, he mentors startups, helping budding entrepreneurs reach their objectives. We are fortunate to benefit from his vast experience and mentorship on our Board.

Ved Krishna

Managing Director (KMP)

Ved Krishna, our Managing Director (KMP) is a steadfast optimist who remains firm against challenges. His leadership has steered us through numerous difficulties, propelling continual advancement. With a sharp strategic acumen, he consistently seeks innovative strategies to expand our business. Boasting over 15 years of experience within our organisation, he has played a pivotal role in quadrupling the Company's size. His invaluable guidance shapes our future strategies and he continuously inspires the team to achieve greater success.

Gautam Ghosh

Executive Director

Gautam is our team's go-to problem solver, known for his ever-present smile and unwavering energy. He is the kind of person who never says 'no' and always brings his best to everything he does. As the Head of Team Excellence, he is loved by everyone - his positive attitude speaks for itself. Alongside this, he oversees liaison efforts, making sure everything runs smoothly by building strong relationships wherever he goes.

Manjula Jhunjhunwala

Director, Promoter

Manjula Jhunjhunwala is our revered Founder Director and, as stated by our Founder, Mr. KK Jhunjhunwala, the existence of our business is credited to her. She generously sold her jewellery to provide the initial capital necessary for her husband to establish your Company. Beyond her business savvy, she is a distinguished educationist and philanthropist, well-known for her impactful work in early education with the Jingle Bells Nursery Schools Society. She is dedicated to creating a better nation for future generations and works relentlessly towards this aim.

Kimberly Ann McArthur

Director, Promoters' Group

Kimberly adds an international perspective to the Board, known for her zest for life. She holds a Master's degree in Communication and founded Freerange Studios, a distinguished design firm dedicated to social causes. Kim is an excellent communicator with a keen intellect capable of evaluating issues and offering practical guidance. Her decade of experience in managing her own business has endowed her with strategic business insights and exceptional aesthetic and design skills. Kim is also deeply dedicated to Pakka's CSR initiatives, actively contributing to their success.

Himanshu Kapoor

Non-Executive Director

Himanshu is a master of figures, steering through the complex world of finance with an unparalleled expertise of 25 years as a Chartered Accountant. From international taxation to equity market investments, he has a knack for navigating through the nuances of mergers, acquisitions, and funding, making pivotal decisions that propel Pakka forward on the global stage. Despite his impressive credentials, Himanshu remains approachable, always ready for an engaging conversation over a cup of coffee. His extensive experience is not just a testament to his skill but a foundation that keeps us all aimed at success.

Dinika Bhatia

Independent Director

Dinika Bhatia is the spark behind Nutty Gritties, a modern brand born from a legacy that dates back to 1887. As CEO of DRB Foods, she is on a mission to make healthy snacking delicious, accessible, and purpose-driven. Whether it is feeding kids, empowering farmers, or mentoring women entrepreneurs, Dinika brings heart to business and a whole lot of nuts to your pantry.

Basant Kumar Khaitan

Independent Director

Basant Kumar Khaitan is a distinguished entrepreneur and his company, Wires and Fabrics Limited, stands as a key supplier in the paper industry. He is known for his brilliant intellect, which enriches every conversation. With his keen business acumen, Mr. Khaitan prioritises customer satisfaction and efficient business practices. His expertise is particularly strong in analysing figures and deriving meaningful insights from data.

Alok Ranjan

Independent Director

Mr. Alok Ranjan's career is a testament to service and innovation. From governing a state to laying the foundations of a new metro system, he does it all while penning insightful books. His dedication extends beyond policy-making to enhancing safety and empowerment, especially for women. A visionary, Alok does not just dream of a better future; he builds it, sharing his wealth of knowledge through teaching and writing, and inspiring lasting change.

Anna Kay Warrington

Independent Director

Anna's CV might boast some impressive titles, but her real impact lies in her work-transforming airlines for sustainability and leading dynamic teams across India. She is not just an advocate for our planet; she's a catalyst for change, diving into the depths (literally and figuratively) to spark conversations about sustainable practices. Her enthusiasm is infectious, motivating everyone around her to strive for a greener world.

Rahul Krantikumar Dharmadhikary

Independent Director

Mr. Rahul Krantikumar Dharmadhikary is a seasoned researcher and business development expert who has risen to become a Global Industry Leader. With a Ph.D. in Fiber and Polymer Science from North Carolina State University in Raleigh, NC, he initially honed his expertise in the pulp and paper sector before carving out a significant niche in non-woven and filtration industries. Rahul is our go-to authority for channelling innovative systems and spearheading application-based work. His guidance seamlessly blends academic rigour with practical industry demands, making complex concepts accessible and actionable for our team.

Management discussion and analysis

Global economic overview

Global economic growth remained steady at 3.5% in both 2024 and 2025. While geopolitical tensions and trade-related uncertainties continued to weigh on economic activity, demand associated with the technology cycle, particularly the rapid advancement and adoption of artificial intelligence (AI), provided support to growth in several economies. The impact varied across countries, with energy exporters benefiting from favourable terms of trade and economies integrated into technology value chains experiencing relatively stronger activity.

Advanced economies remained broadly stable, recording growth of 1.9% in both 2024 and 2025. Emerging market and developing economies also remained resilient, with growth at 4.5% in both years.

Global inflation moderated sharply in 2025 to an estimated 4.1%, compared with 5.8% in 2024, continuing the multi-year disinflation trend that had been underway since early 2024.

Regional growth (%)

Region	2025	2024
World output	3.5	3.5
Advanced economies	1.9	1.9
Emerging market and developing economies	4.5	4.5

Source: IMF, United Nations

Performance of the major economies, 2025

United States
GDP growth was 2.1% in 2025, compared with 2.8% in 2024.

China
GDP growth was 5.0% in 2025, unchanged from 2024.

United Kingdom
GDP growth was 1.4% in 2025, compared with 1.0% in 2024.

Japan
GDP growth was 1.1% in 2025, compared with -0.2% in 2024.

Germany
GDP growth was 0.2% in 2025, compared with -0.5% in 2024.

Source: IMF World Economic Outlook, April 2026; World Bank

Outlook

The global outlook remains subject to significant uncertainty, particularly in relation to geopolitical developments, commodity prices, trade conditions and financial markets. The IMF's projections are based on assumptions regarding the duration and intensity of geopolitical disruptions and the gradual normalisation of economic conditions.

Under its April 2026 baseline scenario, the IMF projected global growth at 3.1% in 2026 and 3.2% in 2027. Global inflation is expected to increase modestly in 2026 before resuming its downward trajectory in 2027. The outlook remains vulnerable to a prolonged geopolitical conflict, renewed trade tensions, financial market volatility and weaker-than-expected productivity gains.

Source: IMF World Economic Outlook, April 2026;

Indian economic overview

The Indian economy's real GDP grew by 7.7% in FY 25-26, compared with 7.1% in FY 24-25. Growth was supported by resilient domestic consumption and increasing investment activity, reinforcing India's position among the fastest-growing major economies.

India's real GDP at constant prices was estimated at ₹323.12 Lakh Crore in FY 25-26, compared with ₹299.89 Lakh Crore in FY 24-25.

Growth of the Indian economy

Particulars	FY23*	FY24	FY25	FY26
Real GDP growth (%)	7.0*	7.2	7.1	7.7

E: Estimated. FY 23-24 has been restated under the new base-year series of FY 22-23. The FY 22-23 figure of 7.0% is based on the earlier FY 11-12 base-year series, as comparable back-series data under the revised methodology is yet to be released.

Source: Ministry of Statistics and Programme Implementation (MoSPI)

Growth of the Indian economy quarter by quarter, FY 25-26

Particulars	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26
Real GDP growth (%)	6.7	8.4	7.8	7.8

Note: Q2 and Q3 figures were revised under the new base-year series of FY 22-23. Q4 represents the latest available estimate.

Source: MoSPI

Inflation, policy and currency dynamics

Inflation remained benign through much of FY 25-26, with full-year CPI inflation estimated at approximately 2.1%. The easing inflation environment created room for cumulative policy rate reductions, supporting consumption and investment activity.

However, macroeconomic stability was accompanied by currency volatility. The Indian rupee depreciated sharply during FY 25-26, reflecting global capital flows, a strong US dollar environment and geopolitical uncertainties.

Capital flows and market behaviour

Foreign portfolio investors remained risk-averse during FY 25-26, resulting in significant net outflows. However, strong domestic institutional participation provided an important counterbalance, highlighting the increasing depth and maturity of India's domestic capital markets.

India's equity markets also experienced volatility during the year. Market capitalisation declined, while both the BSE Sensex and Nifty 50 recorded declines during FY 25-26, compared with gains in the previous year. Investor sentiment was influenced by geopolitical developments, global risk aversion and concerns regarding international trade and tariff policies.

Gold prices rose sharply during FY 25-26, reflecting increased global risk aversion and demand for safe-haven assets.

India's net direct tax collections rose by 5.12% year on year to ₹23.40 Lakh Crore in FY 25-26, although collections remained below the Revised Estimates. Corporate tax collections stood at ₹10.99 Lakh Crore, while personal income tax collections, including Securities Transaction Tax, amounted to ₹12.41 Lakh Crore. The shortfall partly reflected the tax relief measures extended to the middle class in the Union Budget FY 25-26.

Source: Ministry of Finance, Government of India, Reserve Bank of India

Banking sector

India's banking sector continued to demonstrate improving financial health, supported by stronger asset quality, disciplined lending practices and healthy capitalisation. The gross non-performing asset ratio declined to a multi-decadal low, while profitability and capital adequacy remained robust.

Scheduled commercial banks continued to report healthy returns, supported by improved operational efficiency and stronger balance sheets. The sector also remained well capitalised, providing resilience against potential economic and financial shocks.

Source: Reserve Bank of India

India's growth story

Real Gross Value Added (GVA) grew by 7.9% in FY 25-26, compared with 7.3% in FY 24-25. At current prices, nominal GVA increased by 9.1% to ₹314.87 Lakh Crore from ₹288.54 Lakh Crore in the previous year.

The tertiary services sector remained a key driver of growth, expanding by 9.0% during FY 25-26 and increasing its share of nominal GVA. Growth was broad-based across financial, real estate, IT and professional services, as well as trade, hotels, transport, communication and broadcasting.

The secondary sector grew by 9.1%, accelerating from 8.0% in the previous year. Manufacturing and construction remained important contributors, with construction recording growth of 7.1%. Together, the continued strength of services and the acceleration in industrial activity contributed to a more balanced growth profile.

Consumption and investment

Private Final Consumption Expenditure (PFCE) and Gross Fixed Capital Formation (GFCF) both recorded growth of more than 7% during FY 25-26, reflecting a balanced contribution from household consumption and investment activity.

Growth catalysts

Policy-led consumption boost: Tax relief measures announced in the Union Budget FY 26-27, including revised income tax provisions, are expected to support disposable income and discretionary consumption.

Anticipatory Pay Commission impact: The proposed 8th Pay Commission is expected to influence consumer sentiment and may provide an additional consumption stimulus once implemented.

Monetary stability: The Reserve Bank of India's calibrated monetary policy stance is expected to balance inflation management with growth requirements.

Credit expansion: Improved banking-sector health and liquidity conditions are expected to support credit growth across MSMEs, housing and retail segments.

Fiscal prudence with growth focus: Continued emphasis on infrastructure, MSME development, skilling and innovation is expected to support long-term productivity and economic expansion.

Outlook

The year under review highlighted a defining divergence between a global economy facing elevated uncertainty and an Indian economy supported by resilient domestic demand and improving structural fundamentals.

India remains well positioned to sustain relatively strong growth, supported by private consumption, investment, policy reforms and favourable demographic trends. The World Bank has projected continued strong growth for India, supported primarily by domestic demand and investment.

While risks remain, particularly from elevated energy prices, geopolitical developments and uncertainty in global demand, India's macroeconomic fundamentals remain comparatively resilient. Over the medium term, sustained consumption, continued investment activity and expanding global trade linkages are expected to reinforce India's role as an important contributor to global economic growth.

Source: Ministry of Statistics and Programme Implementation, Reserve Bank of India, World Bank India Overview

Global packaging market overview

The global packaging market is estimated to grow from USD 1,180 Billion in 2025 to USD 1,220.36 Billion in 2026 and is projected to reach USD 1,443.9 Billion by 2031, representing a CAGR of 3.42% during 2026-2031. Demand is expected to remain resilient, supported by packaging's critical role in product protection, brand differentiation and regulatory compliance across food and beverages, pharmaceuticals, consumer goods and e-commerce.

Rigid packaging accounted for a significant share of the global market in 2025, while flexible packaging is projected to grow at a faster pace.

E-commerce is expected to remain among the fastest-growing end-use segments, supported by rising parcel volumes and the continued expansion of digital commerce.

Sustainability and circular-economy requirements are increasingly influencing material selection and product development. Companies are investing in lightweight materials, mono-material solutions, recycled content, bio-based feedstocks and digital technologies that improve traceability and consumer engagement.

Regulatory requirements relating to recyclability, labelling and Extended Producer Responsibility (EPR) are also reshaping the packaging landscape. At the same time, e-commerce growth and rising consumer preference for convenience and sustainability are expanding demand for innovative and environmentally responsible packaging formats.

Source: Mordor Intelligence - Global Packaging Market

Indian paper and packaging market overview

In India, government initiatives to curb single-use plastics are encouraging businesses to transition towards sustainable packaging alternatives. The growth of e-commerce, supported by a young population, increasing internet penetration and rising consumption, continues to create demand for paper-based and recyclable packaging solutions.

The expansion of organised retail, modern trade and FMCG consumption is also supporting demand for paper and paperboard packaging. Paper's recyclability and versatility continue to position it as an important alternative for several packaging applications.

India's paper packaging market is estimated at USD 22.73 Billion in 2026, compared with USD 19.07 Billion in 2025, and is projected to reach USD 54.67 Billion by 2031, representing a CAGR of 19.16% during 2026-2031. Growth is being supported by e-commerce expansion, restrictions on selected single-use plastics and rising FMCG volumes.

Corrugated board accounted for a significant share of the market in 2025, while paperboard and flexible paper packaging are expected to record strong growth. Market participants are investing in coating technologies, moulded fibre solutions, smart packaging and other value-added applications to strengthen their product offerings.

However, the sector continues to face challenges arising from raw-material price volatility, recovered-fibre availability and competition from imports in certain grades. These factors are encouraging domestic manufacturers to improve scale, strengthen backward integration and enhance operational efficiency.

India's green packaging market is also expected to witness strong growth, supported by government initiatives, increasing environmental awareness and rising adoption of recyclable,

biodegradable and compostable packaging solutions.

Source: Mordor Intelligence - India Paper Packaging Market, GII Research - India Paper Packaging Market, IBEF - Paper and Packaging Industry

Global compostable packaging market overview

The global compostable packaging market was valued at USD 85.43 Billion in 2025 and is projected to grow from USD 90.58 Billion in 2026 to USD 152.96 Billion by 2034, representing a CAGR of 6.77% during the forecast period. North America accounted for a 33.68% share of the global market in 2025.

Compostable packaging provides an environmentally responsible alternative to conventional single-use plastics. Such materials are designed to break down under appropriate composting conditions and are generally derived from renewable resources such as plant-based polymers, starches and cellulose.

Growing consumer awareness regarding plastic waste, increasing regulatory focus on sustainable materials and rising demand from the food and beverage, personal care and cosmetics sectors are supporting market growth.

A key challenge, however, remains the availability of adequate composting infrastructure. In several markets, insufficient collection and processing facilities can limit the environmental benefits of compostable products if they are not disposed of through appropriate waste-management systems.

Continued advances in material science, including developments in polylactic acid (PLA) and other bio-based materials, are expected to improve the performance and commercial viability of compostable packaging.

Source: Fortune Business Insights - Compostable Packaging Market

Growth drivers: Indian paper industry

Rising disposable income: Rising disposable income continues to support consumption of packaged food, FMCG products and branded goods. The expansion of the middle class is also expected to increase demand for organised retail and e-commerce, supporting the consumption of paper and paperboard packaging.

Source: Business Standard - India's Expanding Middle Class

Increase in population: India's growing population, combined with increasing urbanisation, literacy and consumption, continues to support long-term demand for paper and packaging products. Relatively low per-capita paper consumption compared with developed markets also indicates potential for further growth as economic activity and consumption expand.

Source: Indian Paper Manufacturers Association

Urbanisation and lifestyle changes: Urbanisation and changing lifestyles are increasing demand for convenience-oriented products, organised retail, e-commerce and sustainable packaging solutions. These trends are supporting demand for packaging paper, paperboard, tissue and other value-added paper products.

Source: IBEF - Paper and Packaging Industry

Retail sector expansion: The continued expansion of organised retail, e-commerce and FMCG is creating sustained demand for corrugated boxes, kraft paper and other packaging solutions. Growing focus on environmentally responsible materials is further strengthening the role of paper-based packaging.

Source: IBEF - Retail Industry in India

Consumer awareness and preferences: Increasing consumer awareness regarding sustainability and plastic waste is encouraging brand owners to explore recyclable, biodegradable and compostable alternatives. This transition, combined with growing demand from e-commerce and FMCG, is expected to support the long-term growth of paper-based packaging.

Source: Ministry of Environment, Forest and Climate Change

Growth in the Indian hospitality sector: The expansion of India's hospitality and tourism sectors is supporting demand for foodservice packaging, tissue products and other paper-based consumables. Growth in travel, meetings and events, hotel occupancy and foodservice consumption is expected to create additional demand for sustainable packaging solutions.

Source: Research and Markets - India Hospitality Market

Growth in the food packaging industry: India's expanding food processing, FMCG and packaged-food sectors continue to support growth in the packaging industry. The increasing requirement for product protection, convenience, hygiene and extended shelf life is driving demand for innovative packaging formats, including sustainable paper-based alternatives.

Source: IBEF - Paper and Packaging Industry

Company overview

Pakka Limited, formerly known as Yash Pakka Limited, is an India-based manufacturer of sustainable paper and moulded packaging products. The Company operates across paper, pulp and moulded products, offering products that include agro-based pulp, compostable and recyclable flexible packaging, moulded foodservice ware, food wrap and carry papers, and tableware solutions.

The Company focuses on developing environmentally responsible packaging solutions using agricultural residue and renewable resources. Its product portfolio includes offerings marketed under the CHUK brand and is designed to address the growing demand for sustainable alternatives to conventional packaging materials.

Pakka Limited continues to focus on innovation in sustainable and regenerative packaging, including compostable solutions intended to reduce dependence on conventional plastics and support the transition towards a circular economy.

The Company transitioned from Yash Papers to Yash Pakka in 2019 and subsequently adopted the name Pakka Limited in July 2023.

The Company's financial performance

During the year under review, the Company generated revenue of ₹355.80 Crore, compared with ₹406.04 Crore in the previous year, representing a 12.37% decrease.

The Company reported a net profit of ₹18.15 Crore during FY 25-26, compared with a net profit of ₹56.70 Crore in FY 24-25.

Details of significant changes in the key financial ratios

In accordance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, details of significant changes in the key financial ratios and changes in the Return on Net Worth of the Company, along with explanations where applicable, are provided below:

Ratio	FY25	FY26
Current ratio	1.97	1.30
Debt-equity ratio	0.41	0.90
Return on Net Worth / Equity (%)	15.07	3.65
Net profit ratio (%)	13.96	5.10
Return on capital employed (%)	10.90	3.80

Source: SEBI Listing Obligations and Disclosure Requirements Regulations

Risk management

The Company operates in an evolving business environment and is exposed to risks arising from market conditions, customer concentration, operational processes, health and safety, information security, reputation and the acceptance of sustainable products.

The Company's Enterprise Risk Management (ERM) framework provides a structured and consistent approach for identifying, assessing, monitoring and mitigating risks that may affect its strategy, operations, financial performance and long-term value creation.

The principal risks and the Company's mitigation approach are outlined below.

Risk / uncertainty	Impact on capitals	Inherent risk	Mitigation strategy
Credit risk	Financial; Social and relationship	Credit risk represents the potential loss arising from customer defaults on trade receivables, particularly during periods of economic uncertainty or changes in business conditions.	The Company monitors receivables and customer creditworthiness and follows established processes for credit assessment and collection. As of 31st March, 2026, the Company reported total trade receivables of ₹48.91 Crore against revenue of ₹355.80 Crore.
Health and safety risk	Social and relationship; Human	Manufacturing operations involve exposure to industrial processes, chemicals, machinery and high-temperature environments, which may result in occupational health and safety incidents.	The Company maintains appropriate health and safety management systems and implements safety protocols, employee training, signage and protective equipment to minimise workplace risks.
Cybersecurity risk	Intellectual; Social and relationship; Financial	The increasing use of digital systems and the processing of business and operational information expose the Company to potential cyber breaches, data loss and system disruptions.	The Company has established controls and review mechanisms to safeguard IT infrastructure and data. Periodic technical assessments are undertaken to identify vulnerabilities, while employee awareness and information-security training are conducted regularly.
Reputational risk	Intellectual; Financial; Social and relationship; Human; Natural	Failure to effectively manage social, environmental, product-quality or stakeholder expectations may adversely affect the Company's reputation and stakeholder confidence.	The Company follows established codes of conduct, quality and environmental management practices and maintains engagement with employees, communities, customers and business partners.
Market volatility	Financial; Manufactured	Changes in raw-material prices, demand conditions, competition and broader market developments may affect margins and profitability.	The Company continues to focus on operational efficiency, product innovation, cost optimisation, customer diversification and value-added product development.
Market acceptance risk	Financial; Social and relationship; Intellectual	Sustainable and compostable products may face adoption barriers relating to pricing, consumer awareness, performance expectations and the availability of appropriate disposal infrastructure.	The Company continues to expand awareness of sustainable packaging solutions, strengthen product development and address growing demand for compostable flexible packaging and foodservice products. Supportive government initiatives and increasing environmental awareness are expected to broaden market opportunities.

Talent and culture management

The Company recognises that a skilled, capable and engaged workforce is fundamental to its long-term success. It remains committed to equipping employees with the competencies required to adapt to technological advancements and evolving business requirements.

During the year, the Company maintained healthy employee relations and continued to focus on training, skill development and capability enhancement. These initiatives are intended to support employee adaptability, strengthen organisational capabilities and contribute to long-term business performance.

As of 31st March, 2026, the Company had a permanent workforce of 565 employees.

Internal control systems and their adequacy

The Company has established an organisational structure, documented policies, defined authority matrix and internal control framework designed to support operational efficiency, compliance with applicable laws and regulations, and the protection of Company resources.

The internal control framework is supported by internal audits, periodic management reviews and established policies and procedures. These processes are intended to ensure the reliability of financial and operational information and support the preparation of financial statements and other disclosures.

The Company continues to review and strengthen its internal control systems in line with evolving business requirements and applicable best practices.

Cautionary statement

Certain statements in this Management Discussion and Analysis describing the Company's objectives, outlook, expectations, estimates and projections may constitute forward-looking statements within the meaning of applicable laws and regulations.

Actual results may differ materially from those expressed or implied in such statements due to various factors, including changes in economic and market conditions, demand and supply dynamics, raw-material prices, government policies and regulations, taxation, geopolitical developments, climatic conditions, natural disasters and other factors beyond the Company's control.

PAKKA LIMITED

Regd. Office: 312, Plaza Kalpana Society, 24/147, B-49, Birhana Road,
Kanpur, Uttar Pradesh - 208001, India
Corp. Office: Pakka Nagar, Ayodhya, Uttar Pradesh – 224 135, India
CIN: L24231UP1981PLC005294 | **T:** +91 78000 18989
E: connect@pakka.com | **Website:** https://www.pakka.com

Notice

NOTICE IS HEREBY GIVEN THAT THE 46TH ANNUAL GENERAL MEETING OF THE MEMBERS OF PAKKA LIMITED will be held on **Tuesday, the 29th September, 2026 at 10:30 a.m. (IST)** through Video Conferencing ("VC") / Other Audio-Visual Means ("OAVM"), to transact the following businesses:

ORDINARY BUSINESSES:

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

   "RESOLVED THAT the Audited Standalone Financial Statements of the Company for the financial year ended 31st March, 2026 and the Board's Report and Auditors' Report thereon laid before this meeting, be and are hereby considered, approved and adopted".

2. **To receive, consider and adopt the Audited Consolidated Financial Statements of the Company for the financial year ended 31st March, 2026 together with the report of the Auditors thereon and, if thought fit, to pass the following resolution as an Ordinary Resolution:**

   "RESOLVED THAT the Audited Consolidated Financial Statements of the Company for the financial year ended 31st March, 2026 and the report of the Auditors thereon laid before this meeting, be and are hereby considered, approved and adopted".

3. **To appoint a Director in place of Mr. Gautam Ghosh (DIN: 10371300), who retires by rotation and being eligible, offers himself for re-appointment and if thought fit, to pass the following resolution as an Ordinary Resolution:**

   "RESOLVED THAT pursuant to the applicable provisions of the Companies Act, 2013, read with Articles of Association of the Company, Mr. Gautam Ghosh (DIN: 10371300), who retires by rotation and being eligible seeks re-appointment, be and is hereby re-appointed as an Executive Director of the Company liable to retire by rotation".

4. **To appoint a Director in place of Mr. Himanshu Kapoor (DIN: 07926807), who retires by rotation and being eligible, offers himself for re-appointment and if thought fit, to pass the following resolution as an Ordinary Resolution:**

   "RESOLVED THAT pursuant to the applicable provisions of the Companies Act, 2013 read with Articles of Association of the Company, Mr. Himanshu Kapoor (DIN: 07926807), who retires by rotation and being eligible seeks re-appointment, be and is hereby re-appointed as a Non-Independent, Non-Executive Director of the Company liable to retire by rotation".

SPECIAL BUSINESSES

5. **Alteration of the Articles of Association by insertion of provisions relating to an Observer and a Nominee Director and, if thought fit, to pass the following resolution as a SPECIAL RESOLUTION:**

   "RESOLVED THAT pursuant to Sections 5, 14, and 161(3) and other applicable provisions, if any, of the Companies Act, 2013 (the "Act"), read with the rules made thereunder, the applicable provisions of the Securities and Exchange

Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI LODR"), the Secretarial Standards issued by the Institute of Company Secretaries of India and subject to such approvals, consents and permissions as may be necessary, the consent of the members be and is hereby accorded to alter the Articles of Association of the Company by inserting the following new Article 90A, 90B, 90C, 90D and 90E immediately after existing Article 90 and before existing Article 91:"

"90A. Nominee Directors

(1) Subject to the provisions of the Act, SEBI LODR and other applicable laws, the Board may appoint as a Nominee Director any person nominated:

  (a) by the Central Government or any State Government by virtue of its shareholding in a Government company, where applicable;

  (b) by any institution in pursuance of any law for the time being in force; or

  (c) by any financial institution, bank, lender, debenture trustee, security trustee, investor or other body corporate pursuant to the provisions of any financing, investment, subscription, shareholders' or other agreement to which the Company is a party, provided that the relevant nomination right and appointment have been duly approved in accordance with the Act, these Articles, SEBI LODR and other applicable laws.

(2) Every appointment of a Nominee Director shall be made by the Board at a duly convened meeting and shall be subject to receipt of the nominee's consent to act, disclosures of interest, declarations of eligibility and non-disqualification, security-clearance or other regulatory approvals where applicable, and approval of the members within the time prescribed under SEBI LODR and the Act.

(3) The nominating person or entity may, by notice in writing to the Company, withdraw the nomination and nominate another eligible person in substitution; provided that any appointment, substitution or cessation shall take effect only upon completion of the corporate and regulatory actions required under the Act, SEBI LODR and other applicable laws. A Nominee Director shall vacate office upon withdrawal of nomination, cessation of the underlying nomination right, disqualification, vacation of office under the Act, or otherwise in accordance with applicable law.

(4) A Nominee Director shall not be regarded as an Independent Director for the purposes of the Companies Act, 2013 or SEBI LODR.

(5) Subject to applicable law, a Nominee Director shall have the same rights, duties, responsibilities and liabilities as any other Director of the Company. The Nominee Director shall act in accordance with Section 166 of the Act and in the best interests of the Company, and shall comply with the Company's codes and policies, including those relating to conflict of interest, confidentiality and prevention of insider trading.

(6) No Nominee Director shall disclose to the nominating person or entity any unpublished price sensitive information, confidential information or other restricted information of the Company except where such disclosure is lawful, necessary for a legitimate purpose, covered by appropriate confidentiality safeguards and permitted under the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 and the Company's applicable codes and policies.

(7) At all times, the appointment and continuance of any Nominee Director shall be subject to the maximum number of directors permitted under the Act and these Articles, and to compliance with the requirements relating to the composition, skills, diversity and independence of the Board and its committees under the Act and SEBI LODR."

"90B Unless the context otherwise requires, the terms listed below, when used in this Article 90B, Article 90C, Article 90D and Article 90E, shall have the meaning attached to them under this Article 90B, Article 90C, Article 90D and Article 90E of the Articles, and these terms shall be interpreted accordingly. In addition to the terms defined below, certain other capitalized terms are defined elsewhere in this Article 90B, Article 90C, Article 90D and Article 90E and whenever such terms are used in Article 90B, Article 90C, Article 90D and Article 90E, they shall have their respective defined meanings, unless the context, expressly or by necessary implication, requires otherwise. Any of the other terms used in this Article 90B, Article 90C, Article 90D and Article 90E, which is not specifically defined in the Article 90B, Article 90C, Article 90D and Article 90E, shall have the meaning ascribed to it in the Debenture Documents (defined hereafter).

"Debenture Documents" has the meaning given to the term in the Debenture Trust Deed.

"Debenture Trust Deed" means the debenture trust deed dated May 29, 2026, executed between the Company and the Debenture Trustee, for the issuance of the Debentures.

"Debentures" means, collectively, the Debentures (Senior Series) and the Debentures (Junior Series).

"Debenture Holders" means in relation to: (a) Debentures (Senior Series), the Debenture Holders (Senior Series); and (b) Debentures (Junior Series), the Debenture Holders (Junior Series).

"Debenture Holders (Junior Series)" means initially the Persons to whom the Offer Document(s) have been issued and who have subscribed to the Debentures (Junior Series), and thereafter means any Person shall be the Persons for the time being appearing in the Register of Beneficial Owners as the holders of the Debentures (Junior Series) and "Debenture Holder (Junior Series)" shall mean any such Person.

"Debenture Holders (Senior Series)" means initially the Persons to whom the Offer Document(s) have been issued and who have subscribed to the Debentures (Senior Series), and thereafter means any Person shall be the Persons for the time being appearing in the Register of Beneficial Owners as the holders of the Debentures (Senior Series) and "Debenture Holder (Senior Series)" shall mean any such Person.

"Debentures (Junior Series)" means the Tranche I Debentures (Junior Series), Tranche II Debentures (Junior Series), Tranche III Debentures (Junior Series), Tranche IV Debentures (Junior Series) and Tranche V Debentures (Junior Series).

"Debentures (Senior Series)" means the Tranche I Debentures (Senior Series), Tranche II Debentures (Senior Series), Tranche III Debentures (Senior Series), Tranche IV Debentures (Senior Series) and Tranche V Debentures (Senior Series).

"Debenture Trustee" shall mean Catalyst Trusteeship Limited.

"Event of Default" shall have the meaning ascribed to the term in the Debenture Trust Deed.

"Tranche I Debentures (Junior Series)" means 22,500 (Twenty-Two Thousand and Five Hundred) unlisted, unrated, junior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹225,00,00,000 (Indian Rupees Two Hundred Twenty-Five Crores).

"Tranche I Debentures (Senior Series)" means 15,000 (Fifteen Thousand) unlisted, unrated, senior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹150,00,00,000 (Indian Rupees One Hundred Fifty Crores).

"Tranche II Debentures (Junior Series)" means 3,000 (Three Thousand) unlisted, unrated, junior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹30,00,00,000 (Indian Rupees Thirty Crores).

"Tranche II Debentures (Senior Series)" means 2,000 (Two Thousand) unlisted, unrated, senior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹20,00,00,000 (Indian Rupees Twenty Crores).

"Tranche III Debentures (Junior Series)" means 3,000 (Three Thousand) unlisted, unrated, junior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹30,00,00,000 (Indian Rupees Thirty Crores).

"Tranche III Debentures (Senior Series)" means 2,000 (Two Thousand) unlisted, unrated, senior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹20,00,00,000 (Indian Rupees Twenty Crores).

"Tranche IV Debentures (Junior Series)" means 1,500 (One Thousand Five Hundred) unlisted, unrated, junior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹15,00,00,000 (Indian Rupees Fifteen Crores).

"Tranche IV Debentures (Senior Series)" means 1,000 (One Thousand) unlisted, unrated, senior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹10,00,00,000 (Indian Rupees Ten Crores).

"Tranche V Debentures (Junior Series)" means 2,400 (Two Thousand Four Hundred) unlisted, unrated, junior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹24,00,00,000 (Indian Rupees Twenty-Four Crores).

"Tranche V Debentures (Senior Series)" means 1,600 (One Thousand Six Hundred) unlisted, unrated, senior, secured, redeemable, non-convertible debentures of a face value of ₹1,00,000 (Indian Rupees One Lakh), aggregating up to ₹16,00,00,000 (Indian Rupees Sixteen Crores).

90C Special provisions relating to the Debentures

Notwithstanding anything inconsistent contained in the remaining Articles, but always subject to the Companies Act, 2013, the SEBI Listing Regulations and other applicable law, the provisions in these Articles shall be applicable in so far and to the extent that they are not contrary to or inconsistent with the provisions of Article 90B, Article 90C, Article 90D and Article 90E. In the event there is any inconsistency between any provisions in these Articles and Article 90B, Article 90C, Article 90D and Article 90E, the provisions in Article 90B, Article 90C, Article 90D and Article 90E shall prevail and override the conflicting provisions of these Articles.

90D Pursuant to the terms of the Debenture Trust Deed and the Debenture Documents and notwithstanding anything to the contrary contained in these Articles:

(i) The Debenture Trustee acting on the instructions of the Debenture Holders in accordance with the terms of the Debenture Trust Deed, shall have a right to appoint an observer on the board of directors of the Company ("Observer"). Provided that, in addition to the foregoing, the Debenture Trustee shall have a right to appoint a nominee director (hereinafter referred to as the "Nominee Director"), upon occurrence of an Event of Default. (howsoever described) under the Debenture Documents.

(ii) The Nominee Director and the Observer shall be entitled to receive all notices, agendas, etc. and attend all general meetings and board meetings of the Company (including meetings of the committees of the board of directors of the Company). The Observer may attend committee meetings only as an observer or invitee and shall not be treated as a member of any committee where applicable law requires membership to consist only of directors or prescribes a particular committee composition of directors and independent directors

(iii) The Nominee Director and the Observer shall:

(a) not be liable to retire by rotation nor required to hold any qualification shares; and

(b) The Nominee Director may be appointed to a committee of the Board only where permitted by applicable law and the prescribed composition of that committee. The Observer shall not be a member of any statutory committee.

(iv) The Nominee Director and the Observer may subject to the provisions of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 and the Company's codes and policies pursuant thereto, furnish to the Debenture Trustee reports of proceedings of such meetings and the Company shall not have any objection to the same.

(v) The Company shall appoint the Nominee Director on its board of directors forthwith on receiving a nomination notice from the Debenture Trustee and in any case within 5 (five) Business Days from the receipt of such nomination notice from the Debenture Trustee, subject to receipt of disclosures by the Nominee Director and completion of procedures for the appointment of the Nominee Director, in each case as may be required under applicable laws.

(vi) The Company undertakes to take all corporate actions as may be necessary to effectuate the appointment of the Observer and the Nominee Director on its board of directors (including amendment of its constitutional documents).

(vii) The Nominee Director and the Observer shall be removed, replaced or substituted by a notice in writing by the Debenture Trustee addressed to the Company which shall (unless otherwise indicated by the Debenture Trustee) take effect as soon as reasonably practicable, upon such a notice being delivered to the Company.

(viii) The Company shall send copies of any notices of the meetings of the board and any notices related to the meetings of the shareholders to the Nominee Director and the Observer in advance of such meetings along with the agenda and other relevant documentation and information in relation to each such meeting.

(ix) If the Nominee Director or the Observer is unable to attend any meeting of the board, it shall be entitled to appoint a proxy to attend the meeting, as a special invitee, who shall have all rights and powers that would otherwise be exercised by the Nominee Director or the Observer, and all reasonable and documented costs associated with the appointment of such proxy by the Nominee Director/ Observer shall be borne by the Company.

(x) Any reasonable and documented costs and expenses incurred by the Nominee Director/Observer by virtue of his position and role as an appointed nominee director/ observer of the Company shall be borne solely by the Company.

(xi) The Nominee Director shall be entitled to the same rights and privileges as any other director on the board including the benefit of any applicable director's and officers' liability insurance. It is clarified that the Nominee Director shall not be entitled to receive any remuneration or sitting fees.

(xii) The Company shall ensure that the Nominee Director shall be entitled to the same indemnities as the other directors, and the Nominee Director shall be indemnified by the Company against any and all losses arising out of or in connection with its actions pursuant to such appointment as Nominee Director.

(xiii) The Nominee Director and the Observer shall not be personally liable or responsible for day-to-day management or affairs of the Company to the public or any Governmental Authority, or for any inaction, mistake or non-compliance relating to the management of the affairs of the Company by its board of directors or otherwise.

(xiv) The Company shall ensure that the Nominee Director and the Observer are not, and not deemed to be, "officers in default" or "persons in-charge" or "key managerial personnel" of the Company. The Observer shall be admitted by the Board as a non-voting invitee and shall not, by reason only of such appointment, be or be deemed to be a "director", "officer", "key managerial personnel", "officer in default" or "person in charge of the Company." The Observer shall have no right to vote at any meeting and shall not be counted for the purposes of quorum.

90E Until the Final Settlement Date (as defined under the Debenture Trust Deed), Articles 90A to 90E shall not be amended, modified or deleted in a manner materially adverse to the rights of the Debenture Holders or the Debenture Trustee without the prior written consent required under the Debenture Documents, subject always to the Act and applicable law."

"RESOLVED FURTHER THAT the Board of Directors of the Company (including any committee thereof) and the Company Secretary be and are hereby severally authorised to finalise, sign and file the altered Articles of Association, Form MGT-14 and all other forms, returns and documents with the Registrar of Companies and the stock exchanges; make necessary entries and annotations in every copy of the Articles; issue certified copies; and do all acts, deeds, matters and things necessary or expedient to give effect to this resolution, including accepting such modifications as may be required by any regulatory authority, provided that such modifications do not materially alter the substance approved by the members."

6. **To approve the clarification to the objects of the preferential issue of equity shares and fully convertible warrants approved by the members vide special resolutions passed at the Extraordinary General Meeting held on May 05, 2026 ("preferential issue") and, if thought fit, to pass, with or without modification(s), the following resolution as a Special Resolution:**

"**RESOLVED THAT** pursuant to the provisions of Sections 42, 62(1)(c), 102 and other applicable provisions, if any, of the Companies Act, 2013 **("the Act")** read with the Companies (Prospectus and Allotment of Securities) Rules, 2014, the Companies (Share Capital and Debentures) Rules, 2014, the Companies (Management and Administration) Rules, 2014 and other applicable rules made thereunder, Regulation 162A and other applicable provisions of Part VI of Chapter V of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended **("SEBI ICDR Regulations"),** Regulations 30, 32 and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended **("SEBI Listing Regulations")**, Secretarial Standard-1 on Meetings of the Board of Directors and Secretarial Standard-2 on General Meetings issued by the Institute of Company Secretaries of India, and the Memorandum and Articles of Association of the Company, and subject to such other approvals, permissions and sanctions as may be necessary, and based on the recommendation of the Audit Committee at its meeting held on August 13, 2026 and the Board of Directors at its meeting held on August 14, 2026, the clarification as per the details provided in the Explanatory statement attached hereto, to the objects and utilisation of the Proceeds of the preferential issue of Equity Shares and Fully Convertible

Warrants approved by the Members vide Special Resolutions passed at the Extraordinary General Meeting held on May 05, 2026 **("Preferential Issue")**, be and are hereby approved and taken on record.

RESOLVED FURTHER THAT the Board of Directors of the Company, be and is hereby authorised, on behalf of the Company, to make all requisite filings and disclosures with the Stock Exchanges under the SEBI Listing Regulations, to correspond with and obtain formal written confirmation from Canara Bank regarding the prepayment penalty waiver referred to above, to furnish a certified copy of this resolution to the agency appointed under Regulation 162A of the SEBI ICDR Regulations and to any other authority as may be required, to file such forms and returns as may be required with the Registrar of Companies, and to do all such other acts, deeds, matters and things as may be considered necessary, expedient or incidental for giving effect to this resolution, including settling any question, difficulty or doubt that may arise in this regard, and that the decision of the Board in this regard shall be final and conclusive."

By Order of the Board of Directors,
for Pakka Limited

Sachin Kumar Srivastava
Company Secretary & Corporate Finance Head
FCS No.: 11111

Place: Ayodhya
Date: 14.08.2026

NOTES:

1. The Ministry of Corporate Affairs ("MCA"), vide General Circular No. 03/2025 dated 22 September 2025, has permitted companies to continue holding Annual General Meetings ("AGMs") through Video Conferencing ("VC") or Other Audio-Visual Means ("OAVM") until further orders, in accordance with the requirements prescribed under paragraphs 3 and 4 of General Circular No. 20/2020 dated 5 May 2020, read with General Circular Nos. 14/2020 dated 8 April 2020 and 17/2020 dated 13 April 2020, and other applicable circulars issued in this regard (collectively, the "MCA Circulars"). Accordingly, in compliance with the provisions of the Companies Act, 2013 (the "Act"), the rules made thereunder, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (the "SEBI Listing Regulations"), and the MCA Circulars, the 46th Annual General Meeting ("AGM") of the Company is being convened through VC/OAVM, without the physical presence of the Members at a common venue. The Registered Office of the Company shall be deemed to be the venue of the AGM. The MCA Circulars permit the holding of the AGM through VC/OAVM but do not extend the statutory period prescribed under the Act for holding the AGM.

2. The Statement pursuant to Section 102(1) of the Companies Act, 2013, setting out the material facts relating to the special business under Item No.5 and 6 forms part of this Notice. Additional information, pursuant to Regulation 36(3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, **('SEBI Listing Regulations')** and Secretarial Standard - 2 on General Meetings, issued by The Institute of Company Secretaries of India, in respect of the Directors retiring by rotation and seeking re-appointment at this Annual General Meeting ('Meeting' or 'AGM') is furnished as Annexure to this Notice.

3. **PURSUANT TO THE PROVISIONS OF THE ACT, A MEMBER ENTITLED TO ATTEND AND VOTE AT THE AGM IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE ON HIS/HER BEHALF, AND THE PROXY NEED NOT BE A MEMBER OF THE COMPANY. SINCE THIS AGM IS BEING HELD PURSUANT TO THE MCA CIRCULARS THROUGH VC OR OAVM, THE REQUIREMENT OF PHYSICAL ATTENDANCE OF MEMBERS HAS BEEN DISPENSED WITH. ACCORDINGLY, IN TERMS OF THE MCA CIRCULARS, THE FACILITY FOR APPOINTMENT OF PROXIES BY THE MEMBERS WILL NOT BE AVAILABLE FOR THIS AGM AND HENCE THE PROXY FORM, ATTENDANCE SLIP AND ROUTE MAP OF THE AGM ARE NOT ANNEXED TO THIS NOTICE.**

4. Corporate and institutional Members intending to appoint an authorised representative pursuant to Sections 112 and 113 of the Act to attend and participate in the AGM through VC/OAVM and vote through remote e-voting or e-voting during the AGM are requested to:

   a. email a scanned certified copy of the relevant Board Resolution/Power of Attorney/Authority Letter, together with the attested specimen signature of the authorised representative, to the Scrutinizer at amitguptacs@gmail.com, with copies marked to evoting@nsdl.com and investor@pakka.com; or

   b. upload the relevant Board Resolution/Power of Attorney/Authority Letter by using the **"Upload Board Resolution/Authority Letter"** facility available under the **"e-Voting"** tab in their NSDL login.

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

6. In case of joint holders attending the AGM, only such a joint holder who is higher in the order of the names as per the Register of Members of the Company, as of the cut-off date, will be entitled to vote at the Meeting.

7. **DISPATCH OF AGM NOTICE AND ANNUAL REPORT**

   a. **Electronic dispatch and availability**

   In compliance with the MCA Circulars and Regulations 36(1)(a) to 36(1)(c) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("SEBI Listing Regulations"), the Notice convening the 46th Annual General Meeting ("AGM"), together with the Annual Report for FY 2025–26, is being sent electronically to Members whose email addresses are registered with the Company, its Registrar and Transfer Agent ("RTA"), the Depository Participants ("DPs") or the Depositories.

   In accordance with Regulation 36(1)(b) of the SEBI Listing Regulations, a letter containing the web-link and exact path for accessing the Annual Report is being sent to Members whose email addresses are not registered with the Company, RTA, DPs or Depositories.

Pursuant to Regulation 36(1)(c) of the SEBI Listing Regulations, a physical copy of the Annual Report will be sent to any Member upon request at investor@pakka.com, mentioning the Member's name, Folio No./DP ID and Client ID.

The Notice and Annual Report will also be available on the Company's website at https://pakka.com/investor/, on the websites of BSE Limited at www.bseindia.com and the National Stock Exchange of India Limited at www.nseindia.com, and on NSDL's e-voting website at www.evoting.nsdl.com.

b. Registration or updating of email address

Members holding shares in dematerialised form are requested to register or update their email address and mobile number with their respective DP. Members holding securities in dematerialised form with NSDL may also use NSDL's online facility at https://eservices.nsdl.com/kyc-attributes/#/login, subject to the applicable NSDL procedure.

Members holding shares in physical form are requested to register or update their email address by submitting duly completed Form ISR-1, together with the prescribed supporting documents, to Skyline Financial Services Private Limited, the Company's RTA. The applicable forms are available at https://www.skylinerta.com/pages/service-requests-kyc-forms.php

8. SEBI, vide Master Circular No. SEBI/HO/OIAE/OIAE_IAD-3/P/CIR/2023/195 dated 28 December 2023, as amended from time to time, has established a common Online Dispute Resolution Portal ("ODR Portal") for resolving disputes arising in the Indian securities market. After exhausting the available grievance-redressal mechanisms with the Company/RTA and through SEBI's SCORES platform, investors may initiate dispute resolution through the ODR Portal at https://smartodr.in/login, which may also be accessed through the investor section of the Company's website at https://pakka.com/investor/.

9. Pursuant to Clause 3A(II) of MCA General Circular No. 20/2020 dated 5 May 2020, the Board of Directors considers the Special Businesses set out in Item No.5 and 6 of this Notice to be unavoidable and, accordingly, the same is proposed to be transacted at the AGM.

10. The Members may join the AGM through VC/OAVM from 30 minutes before the scheduled commencement of the AGM and up to 15 minutes thereafter, by following the procedure set out in this Notice. The Company is also providing a live webcast of the proceedings of the AGM, which may be accessed through the NSDL e-voting website at www.evoting.nsdl.com using the prescribed login credentials. The facility for participation through VC/OAVM will be available to at least 1,000 Members on a first-come-first-served basis. This restriction shall not apply to large shareholders holding 2% or more of the share capital, Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors, the Scrutinizer and other persons entitled to attend the AGM without restriction under the MCA Circulars.

11. The Board of Directors has not recommended any dividend on the equity shares of the Company for the financial year ended 31 March 2026. Accordingly, no item relating to declaration of dividend forms part of the business of this AGM.

12. In terms of Regulation 40(1) of the SEBI Listing Regulations, requests for transfer of securities shall not ordinarily be processed unless the securities are held in dematerialised form, except in cases of transmission or transposition and as otherwise permitted by SEBI. SEBI, vide Circular No. **HO/38/13/11(2)2026-MIRSD-POD/I/3750/2026 dated 30 January 2026,** has opened a special window from **5 February 2026 to 4 February 2027** for the transfer and dematerialisation of physical securities sold or purchased before 1 April 2019, including eligible transfer requests previously rejected, returned or not attended to owing to deficiencies in documentation or process. Securities transferred under this special window shall be credited to the transferee only in dematerialised form and shall remain under lock-in for one year from the date of registration of transfer. Eligible Members may contact the Company's RTA for the prescribed procedure and documentation.

13. Members holding securities in physical form are encouraged to dematerialise their holdings. SEBI, vide Master Circular No. **HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated 6 February 2026,** has prescribed that securities shall be issued only in dematerialised form while processing investor service requests, including requests relating to duplicate securities certificates, claims from the unclaimed suspense account, renewal or exchange, endorsement, subdivision or splitting, consolidation, transmission and transposition. Members should submit such requests to Skyline Financial Services Private Limited, the Company's Registrar and Transfer Agent ("RTA"), using the applicable forms, including duly completed and signed Form ISR-4, available at Skyline's Service Requests–KYC Forms page. Requests will be processed subject to the relevant folio being KYC-compliant. Members may contact the RTA at admin@skylinerta.com for assistance.

14. Members are requested to note that, dividends if not encashed for a period of 7 years from the date of transfer to the Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ("IEPF"). The shares in respect of such unclaimed dividends for 7 consecutive years are also liable to be transferred to the Demat account of the IEPF Authority. The Members, whose unclaimed dividends/ shares have been transferred to IEPF, may write to the Company/ RTA for advising the procedure for claiming the shares / dividend from IEPF Authority. On the shareholder/ Claimant complying with the procedure advised and submitting the required documents, the Company shall issue Entitlement Letter. The Members can submit the Entitlement Letter along with Form IEPF-5 and other required documents as mentioned at www.iepf.gov.in and claim their shares from IEPF Authority. For details, please refer to the corporate governance report which is a part of this Annual Report and the investor page on the Company's website https://www.pakka.com. The unclaimed/unencashed dividends for the following financial years shall be transferred by the Company to the Investor Education and Protection Fund (IEPF), on the dates specified against the year:

Due dates for transfer to IEPF account of unclaimed dividends declared by the company till date are as under:

Particulars	Due date of Transfer
Final Dividend March 31, 2019	October 21, 2026
Final Dividend March 31, 2020	November 1, 2027
Final Dividend March 31, 2021	October 31, 2028
Final Dividend March 31, 2022	October 31, 2029
Final Dividend March 31, 2023	October 31, 2030

15. Members are requested to keep their PAN, postal address, email address, mobile number, bank account details, nomination and other KYC particulars updated:

a. **For securities held in dematerialised form:** Members should submit the relevant details or changes to their respective Depository Participant ("DP") in the manner prescribed by the DP.

b. **For securities held in physical form:** Members should submit duly completed Form ISR-1, together with the prescribed supporting documents, to Skyline Financial Services Private Limited, the Company's Registrar and Transfer Agent ("RTA"). The applicable forms are available at Skyline's Service Requests–KYC Forms page.

Members who have not registered their email addresses are requested to do so with their respective DP, in the case of dematerialised holdings, or with the RTA, in the case of physical holdings, to enable the timely receipt of the Company's communications electronically.

16. As per the provisions of Section 72 of the Act, the facility for making a nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nominations are requested to register the same by submitting Form No. SH- 13. If a Member desires to cancel the earlier nomination and record a fresh nomination, he may submit the same in Form No. SH-14. Members who are either not desiring to register for Nomination or would want to opt-out, are requested to fill out and submit Form No. ISR-3. The said forms can be downloaded from the RTA's website at https://www.skylinerta.com. Members are requested to submit the said form to their DP in case the shares are held in electronic form and to the RTA in case the share are held in physical form, quoting their folio no.

17. Members holding shares in physical form, in identical order of names, in more than one folio are requested to send to the Company or RTA, the details of such folios together with the share certificates and self- attested copies of the PAN card of the holders for consolidating their holdings in one folio. A consolidated share certificate will be issued to such Members after making the requisite changes. The consolidation will be processed in demat form.

18. During the AGM, Members may access the electronic copy of the Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act and the Register of Contracts and Arrangements in which Directors are interested maintained under Section 189 of the Act. Members desiring inspection of statutory registers and other relevant documents may send their request in writing to the Company at investor@ pakka.com latest by **Friday, 25th September, 2026 (upto 5.00 p.m.).**

To prevent fraudulent transactions, Members are advised to exercise due diligence and notify the Company of any change in address or demise of any Member as soon as possible. Members are also advised not to leave their Demat account(s) dormant for long. Periodic statements of holdings should be obtained from the concerned Depository Participant and holdings should be verified from time to time.

19. Members whose email addresses are not registered and who require a user ID and password for e-voting may send a request to evoting@nsdl.com specifying their name, Folio No./DP ID and Client ID, PAN and registered address, together with such supporting documents as may be required by NSDL. Members may also contact Skyline Financial Services Private Limited, the Company's RTA, at admin@skylinerta.com for assistance.

In terms of SEBI Circular No. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 9 December 2020, individual Members holding securities in dematerialised form may access the e-voting facility through their demat accounts or the websites of their Depositories or Depository Participants, using their existing login credentials. Such Members should ensure that their email address and mobile number are correctly registered with their respective Depository Participant.

Members are requested to refer to Step 1(A)–"Login method for individual shareholders holding securities in dematerialised form" in the e-voting instructions forming part of this Notice.

20. Members of the Company holding shares either in physical form or in electronic form as of the cut-off date of **Wednesday, 23rd September, 2026** may cast their vote by remote e-voting. The remote e-voting period commences on **Saturday, 26th September, 2026, at 9:00 a.m. (IST)** and ends on **Monday, 28th September, 2026, at 5:00 p.m. (IST).** 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 voting rights of the Members (for voting through remote e-voting before the AGM and e-voting during the AGM) shall be in proportion to their share of the paid-up equity share capital of the Company as of the cut-off date of **Wednesday, 23rd September, 2026.** Subject to receipt of the requisite majority of votes, the resolutions shall be deemed to have been passed on the date of the AGM, i.e. Tuesday, 29 September 2026. The Notice of the AGM indicating the instructions for the remote e-voting process can be downloaded from the NSDL's website www.evoting.nsdl.com or the Company's website www.pakka.com.

21. Members will be provided with the facility for voting through an electronic voting system during the video conferencing proceedings at the AGM and Members participating at the AGM, who have not already cast their vote by remote e-voting, will be eligible to exercise their right to vote during such proceedings of the AGM. Members who have cast their vote by remote e-voting prior to the AGM will also be eligible to participate at the AGM but shall not be entitled to cast their vote again on such resolutions for which the Member has already cast the vote through remote e-voting.

22. A person whose name is recorded in the Register of Members or the Register of Beneficial Owners maintained by the depositories as on the cut-off date i.e. **Wednesday, 23rd September, 2026** shall be entitled to avail of the facility of remote e-voting before the AGM as well as e-voting during the AGM. Any person who acquires shares of the Company after dispatch of this Notice and holds shares as on the cut-off date may obtain the User ID and password by following the procedure specified in the e-voting instructions below or by sending a request to evoting@nsdl.com.

23. The Board of Directors has appointed Mr. Amit Gupta, Practicing Company Secretary (Membership No. FCS 5478 & CP No. 4682) as the Scrutinizer to scrutinize the remote e-voting process before the AGM as well as e-voting process during the AGM fairly and transparently.

24. The Scrutinizer shall, immediately after the conclusion of voting at the AGM, unblock the votes cast through e-voting (i.e. votes cast during the AGM and votes cast through remote e-voting) and will submit a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, to the Chairman or any other person authorized by him in writing, who shall countersign the same. The results will be announced not later than 2 working days from the conclusion of the AGM. The result declared along with the Scrutinizer's Report shall be forwarded to National Stock Exchange of India Limited and BSE Limited, where the shares of the Company are listed. The results along with the Scrutinizer's Report shall also be placed on the website of NSDL and will also be displayed on the Company's website at https://www.pakka.com.

Members seeking any information with regard to the financial statements or any matter to be placed at the AGM, are requested to write to the Company on or before Friday, 25th September, 2026 through e-mail on investor@pakka.com. The same will be replied by the Company suitably.

25. Members who would like to express their views/ ask questions as a speaker at the Meeting may pre-register themselves by sending a request from their registered email address mentioning their names, DP ID and Client ID/folio number, PAN, and mobile number at investor@pakka.com between Friday, 18th September, 2026 (9.00 a.m. IST) and Friday, 25th September, 2026 (5.00 p.m. IST). Only those Members who have pre-registered themselves as a speaker on the dedicated email id investor@pakka.com will be allowed to express their views/ask questions during the AGM.

When a pre-registered speaker is invited to speak at the meeting, but he / she does not respond, the next speaker will be invited to speak. Accordingly, all speakers are requested to get connected to a device with a video/ camera along with good Internet speed. The Company reserves the right to restrict the number of questions and number of speakers, as appropriate, for smooth conduct of the AGM.

26. THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING, VOTING DURING THE MEETING, AND JOINING THE ANNUAL GENERAL MEETING ARE AS UNDER:

1. Pursuant to MCA General Circular No. 03/2025 dated 22 September 2025, read with General Circular No. 20/2020 dated 5 May 2020, General Circular Nos. 14/2020 dated 8 April 2020 and 17/2020 dated 13 April 2020, and other applicable circulars issued by the Ministry of Corporate Affairs ("MCA") from time to time (collectively, the "MCA Circulars"), the 46th Annual General Meeting ("AGM") of the Company is being convened through Video Conferencing ("VC")/Other Audio-Visual Means ("OAVM"), without the physical presence of Members at a common venue, in compliance with the Companies Act, 2013 ("Act"), the rules made thereunder and the SEBI Listing Regulations.

2. Since the AGM is being held through VC/OAVM, the facility for appointment of proxies by Members will not be available and, accordingly, the Proxy Form, Attendance Slip and Route Map are not annexed to this Notice. However, corporate Members may appoint authorised representatives pursuant to Sections 112 and 113 of the Act to attend and participate in the AGM through VC/OAVM and cast their votes through remote e-voting or e-voting during the AGM.

3. Members may join the AGM through VC/OAVM from 30 minutes before the scheduled commencement of the AGM and up to 15 minutes thereafter by following the procedure set out in this Notice. The facility for participation through VC/OAVM will be available to at least 1,000 Members on a first-come, first-served basis. This restriction will not apply to large shareholders holding 2% or more of the share capital, Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors and other persons entitled to attend the AGM without restriction under the MCA Circulars.

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

5. Pursuant to Section 108 of the Act, Rule 20 of the Companies (Management and Administration) Rules, 2014, Regulation 44 of the SEBI Listing Regulations, Secretarial Standard-2 on General Meetings issued by the Institute of Company Secretaries of India and SEBI Circular No. **SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 9 December 2020,** each as amended, the Company is providing its Members with the facility to cast their votes electronically on the businesses set out in this Notice. The Company has engaged National Securities Depository Limited ("NSDL") to provide the facilities for remote e-voting, participation in the AGM through VC/OAVM and e-voting during the AGM. Members who have cast their votes through remote e-voting may attend the AGM but shall not be entitled to vote again during the AGM.

6. In line with the Ministry of Corporate Affairs (MCA) Circular No. 17/2020 dated April 13, 2020, the Notice calling the AGM has been uploaded on the website of the Company at https://pakka.com/. The Notice can also be accessed from the 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 the AGM Notice is also available on the website of NSDL (agency for providing the Remote e-Voting facility) i.e. www.evoting.nsdl.com.

THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING AND JOINING GENERAL MEETING ARE AS UNDER:-

The remote e-voting period begins on Saturday, 26th September, 2026 at 09:00 A.M. and ends on Monday, 28th September, 2026 at 05:00 P.M. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the cut-off date i.e. Wednesday, 23rd September, 2026 may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being Wednesday, 23rd September, 2026.

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

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

Step 1: Access to NSDL e-Voting system

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

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

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

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	i. For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. ii. 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. iii. 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 iv. 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 16 digit demat account number held 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. v. Shareholders/Members can also download NSDL Mobile App "NSDL Speede" facility by scanning the QR code mentioned below for seamless voting experience. **NSDL Mobile App is available on** 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 use your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there are also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/ CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

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

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

i) 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.

ii) Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.

iii) 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.

iv) Your User ID details are given below :

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

v) Password details for shareholders other than Individual shareholders are given below:

a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.

b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.

c) How to retrieve your 'initial password'?

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

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

vi) 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.

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

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

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

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

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

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.
5. Upon confirmation, the message "Vote cast successfully" will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to amitguptacs@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on.: 022 - 4886 7000 or send a request 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), Aadhaar (self attested scanned copy of Aadhaar Card) by email to investor@pakka.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), Aadhaar (self attested scanned copy of Aadhaar Card) to investor@pakka.com. If you are an Individual shareholders holding securities in demat mode, you are requested to refer to the login method explained at **step 1 (A)** i.e. **Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.**
3. Alternatively shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.
4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

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

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

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" placed under **"Join meeting"** menu against company name. You are requested to click on VC/OAVM link placed under Join Meeting menu. The link for VC/OAVM will be available in Shareholder/ Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Members are encouraged to join the Meeting through Laptops for better experience.
3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/ Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
5. Shareholders who would like to express their views/have questions may send their questions in advance mentioning their name demat account number/ folio number, email id, mobile number at investor@pakka.com. The same will be replied by the company suitably.

By Order of the Board of Directors,
for **Pakka Limited**

Sachin Kumar Srivastava
Company Secretary & Corporate Finance Head
FCS No.: 11111

Place: Ayodhya
Date: 14.08.2026

EXPLANATORY STATEMENT UNDER SECTION 102(1) OF THE COMPANIES ACT, 2013 (“the Act”)

As required by Section 102(1) of the Companies Act, 2013 (the “Act”), the following Explanatory Statement sets out all material facts relating to the special businesses mentioned under Item No.5 and 6 of the accompanying Notice dated 14th August, 2026.

ITEM NO. 5

The existing Articles of Association of the Company contain provisions relating to Additional Directors under Article 90, Alternate Directors under Article 91 and casual vacancies under Article 92. However, they do not expressly provide for the admission of an observer pursuant to a financing arrangement or the appointment of a nominee director in the manner contemplated under the Debenture Trust Deed referred to below. Accordingly, it is proposed to insert new Articles 90A to 90E relating to the appointment, rights and obligations of an Observer and a Nominee Director.

The Company has executed a debenture trust deed dated 29 May 2026 with Catalyst Trusteeship Limited, acting as the debenture trustee for the holders of the debentures issued by the Company (“Debenture Trust Deed”). The Debenture Trust Deed forms part of a financing arrangement involving the issuance of Senior Series and Junior Series secured, redeemable, non-convertible debentures aggregating up to ₹540 crore, of which debentures aggregating ₹425 crore had been allotted up to the date of this Notice.

Under the Debenture Trust Deed, the Debenture Trustee, acting on the instructions of the Debenture Holders in accordance with its terms, is entitled to nominate one person as a non-voting observer on the Board (“Observer”) and, upon the occurrence of an Event of Default, to nominate a person for appointment as a nominee director on the Board (“Nominee Director”). Upon the appointment of a Nominee Director, the Debenture Trustee is not required to continue with the Observer, in accordance with the terms of the Debenture Trust Deed.

The Debenture Trust Deed requires the Company to take the corporate actions necessary to give effect to these rights, including amendment of its constitutional documents. The related transaction documents require the Company, by the earlier of 30 September 2026 or the meeting of Members held immediately after the relevant date of allotment, to provide a certified copy of the amended Articles permitting the admission of an Observer and the appointment of a Nominee Director in accordance with the Debenture Trust Deed.

The Board of Directors, at its meeting held on 14 August 2026, approved the proposed alteration of the Articles of Association, subject to the approval of the Members, to enable the admission of an Observer and the appointment of a Nominee Director pursuant to the Debenture Trust Deed.

The Observer will participate solely as a non-voting invitee and will not be counted for the purpose of quorum. The Observer will not, merely by reason of such appointment, be regarded as a director, officer, key managerial personnel, officer in default or person in charge of the Company. This clarification shall remain subject to applicable law and the actual role and conduct of the Observer.

Section 161(3) of the Companies Act, 2013 (“Act”) permits the Board, subject to the Articles of Association, to appoint a person as a director nominated by an institution pursuant to any law or agreement. Accordingly, proposed Articles 90A to 90E authorise the Board to appoint a person nominated by the Debenture Trustee as a Nominee Director upon the occurrence of an Event of Default, subject to the Act, the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”), the Articles of Association and other applicable corporate and regulatory requirements. No Nominee Director is being appointed pursuant to the resolution set out at Item No. 5.

The Observer and the Nominee Director may receive notices, agendas and other relevant papers and attend the applicable meetings, subject to the Act, the SEBI Listing Regulations, the SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company’s codes and policies, applicable confidentiality obligations, conflict-of-interest requirements and restrictions relating to unpublished price sensitive information. The Observer may attend meetings of Board committees only as a non-voting observer or invitee and shall not be treated as a member of any committee. A Nominee Director may be appointed as a member of a Board committee only where permitted by applicable law and the prescribed composition requirements of that committee.

Every appointment of a Nominee Director will be considered and made by the Board at a duly convened meeting and will remain subject to the nominee's eligibility, consent, disclosures and declarations, receipt of applicable regulatory clearances, Board-composition requirements and approval of the Members within the period prescribed under applicable law. The Nominee Director will have the same statutory duties, responsibilities and liabilities as any other director and will be required to comply with Section 166 of the Act and act in the best interests of the Company.

Pursuant to Sections 5 and 14 of the Act, the proposed alteration of the Articles requires approval of the Members by way of a Special Resolution. Following approval by the Members, the Company will file the Special Resolution and the prescribed documents with the Registrar of Companies in Form MGT-14 within the statutory period and make the applicable disclosures to the Stock Exchanges. Every copy of the Articles of Association issued after registration of the alteration will reflect the amendment in accordance with Section 15 of the Act.

None of the Directors or Key Managerial Personnel of the Company or their respective relatives is concerned or interested, financially or otherwise, in the resolution set out at Item No. 5, except to the extent of their respective shareholding, if any, in the Company. No person has been nominated or is presently proposed to be appointed as the Nominee Director or designated as the Observer pursuant to this resolution.

A copy of the existing Articles of Association, the draft amended Articles showing the proposed insertion of Articles 90A to 90E and the relevant provisions of the Debenture Trust Deed will be available for inspection by the Members electronically and at the Registered Office of the Company during the period and business hours specified in this Notice and electronically during the AGM, in accordance with applicable law and Secretarial Standard-2.

The Board of Directors considers the proposed alteration to be in the interests of the Company and recommends the Special Resolution set out at Item No. 5 of this Notice for approval by the Members.

ITEM NO. 6

The Members of the Company, at the Extraordinary General Meeting held on May 05, 2026, approved, by way of Special Resolutions passed under Items No. 2 and 3 of the Notice thereof, the preferential issue of up to 27,20,000 (Twenty-Seven Lakh Twenty Thousand) Equity Shares to persons belonging to the Non-Promoter category and up to 90,90,000 (Ninety Lakh Ninety Thousand) Fully Convertible Warrants to persons belonging to the Promoters' Group category, aggregating up to ₹129,91,00,000/- **("Preferential Issue")**. The entire proceeds of the Preferential Issue were disclosed to be utilised towards funding of 'Project Jagriti' – the Company's ongoing capital expenditure programme at its existing manufacturing facility at Ayodhya, comprising, inter alia, installation of a new paper machine (PM-4), enhancement of the installed capacity of PM-3, augmentation of pulp mill capacity, and installation of an additional 15 MW captive power plant.

Allotment, listing and dematerialisation pursuant to the Preferential Issue: Pursuant to the aforesaid Members' approval and the in-principle approvals granted by NSE (Ref. No. NSE/LIST/54578 dated May 20, 2026) and BSE (Ref. No. LOD/PREF/PB/FIP/274/2026-27 dated May 25, 2026), the Fund Raising Committee of the Board, at its meeting held on June 09, 2026:

(a) allotted 27,20,000 Equity Shares of face value ₹10/- each at an issue price of ₹110/- each (including securities premium of ₹100/- per share), aggregating ₹29,92,00,000/-, to the Non-Promoter Allottees (Neo Special Credit Opportunities Fund and its affiliated schemes); and

(b) allotted 77,00,000 Fully Convertible Warrants at an issue price of ₹110/- each, aggregating ₹84,70,00,000/-, to Yash Agro Products Limited (Promoters' Group), against receipt of 25% upfront consideration of ₹21,17,50,000/-,

It is relevant to mention that 13,90,000 Warrants offered to the said Promoter Group allottee remained unsubscribed. Accordingly, the aggregate amount received by the Company pursuant to the above allotments, between June 08, 2026 and June 09, 2026, was ₹51,09,50,000/- (Indian Rupees Fifty One Crore Nine Lakh Fifty Thousand only) and the balance ₹74,99,25,000 shall be received on exercise of 77,00,000 Fully Convertible Warrants.

Clarification on the Objects & Utilisation of Issue Proceeds

The objects of the preferential issue of equity shares and fully convertible warrants approved by the members vide special resolutions passed at the extraordinary general meeting held on May 05, 2026 are proposed to be clarified to include repayment of term loans up to an amount not exceeding ₹50 crores, taken for the implementing the 'Jagriti Project', as stated in the explanatory statement provided in the notice convening extraordinary general meeting held on May 05, 2026.

The term loan of up to ₹200,00,00,000/- was sanctioned to the Company by Canara Bank vide Sanction Memorandum dated March 03, 2025 (Ref. No. MCCW:LUCK:PAKKA:ON:2339:2024-25), as subsequently modified vide Sanction Memorandum Ref. No. MCCV:LUCK:PL-3006:2025-26 dated July 22, 2025 and Sanction Memorandum-ROI Ref. No. MCCW:LUCK:PAKKA:ON:2416:2024-25 dated

March 18, 2025 **("Term Loan"),** for the "Modernisation and expansion of existing unit of the Company" as a part of the Project Jagriti as disclosed to Members in the explanatory statement to the Notice of the Extraordinary General Meeting held on May 05, 2026.

The Statutory Auditors, C N K & Associates LLP, Chartered Accountants, vide certificate dated August 12, 2026 (UDIN: 26040740SBITWI5561) issued under Regulation 169(5) of the SEBI ICDR Regulations, have certified that, of the ₹51,09,50,000/- so received, ₹1,09,50,000/- was applied to direct Jagriti Project capital expenditure and ₹50,00,00,000/- towards repayment of part of the term loan availed from Canara Bank for Jagriti Project, with no amount remaining unutilised as on June 30, 2026.

On the recommendation of the Audit Committee, the Board has considered the proposal and has concurred that the said repayment from the Company's own Preferential Issue proceeds would be in the best interest of the Company and its stakeholders. The Board wishes to clarify that the repayment of the Canara Bank term loan from the Preferential Issue proceeds is, in its view, consistent with the objects of the Preferential Issue as originally disclosed to the Members, since the Term Loan itself was availed specifically for Project Jagriti. The Board has, out of abundant caution, good corporate governance and complete and transparent disclosure to the Members, elected to place the matter before the Members for their clarification and ratification, so that the position stands beyond doubt. All other terms and conditions shall remain unchanged.

None of the Directors, Key Managerial Personnel of the Company, or their relatives, is in any way, financially or otherwise, concerned or interested in the passing of this resolution, except to the extent of their respective shareholding, if any, in the Company.

The Board recommends the Special Resolution set out at Item No.6 of this Notice for approval by the Members.

By Order of the Board of Directors,
for **Pakka Limited**

Sachin Kumar Srivastava
Company Secretary & Corporate Finance Head
FCS No.: 11111

Place: Ayodhya
Date: 14.08.2026

DETAILS OF DIRECTORS SEEKING RE-APPOINTMENT AT THE 46TH ANNUAL GENERAL MEETING [Pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and paragraph 1.2.5 of the Secretarial Standard on General Meetings (SS-2)]

Sr. No.	Particulars	Details	
1.	Name of Directors	Mr. Gautam Ghosh	Mr. Himanshu Kapoor
2.	Category / Designation	Non-Independent / Executive Director	Director (Non-Independent & Non-Executive Director)
3.	Director Identification Number (DIN)	10371300	07926807
4.	Age and Date of Birth	42 years and 10-03-1984	51 years and 13-09-1975
5.	Original Date of Appointment	24-11-2023	29-10-2022
6.	Qualifications	M.B.A.	Chartered Accountant
7.	Occupation	Service	Practicing Chartered Accountant
8.	Directorships held in other companies, including names and category of directorships held in listed entities	NIL	EMA India Limited - Non-Executive Independent Director
9.	Membership/Chairmanship of committees of other boards, including committees of listed entities	NIL	NIL
10.	Names of listed entities from which the Director resigned during the preceding three years	NIL	NIL
11.	Number of Equity Shares held directly in the Company or for any other person on a beneficial basis	10,000 equity shares	NIL
12.	Relationship between Directors inter-se; with other Directors and Key Managerial Personnel of the Company	Not related to any Director or Key Managerial Personnel of the Company."	Not related to any Director or Key Managerial Personnel of the Company."
13.	Terms and conditions of appointment or re-appointment	Re-appointment as Executive Director, liable to retire by rotation, subject to the subsisting terms of appointment.	Re-appointment as a Non-Independent Non-Executive Director, liable to retire by rotation.

Sr. No.	Particulars	Details	
14.	Remuneration last drawn during FY 2025-26, if applicable	Salary - 36.40 Lakhs	Sitting Fees - 3.53 Lakhs
15.	Remuneration proposed to be paid	Remuneration shall continue in accordance with the terms previously approved by the members on 30th September, 2025, for the remainder of his existing tenure.	The Director shall be entitled to sitting fees for attending meetings of the Board and its Committees, as applicable to all Non-Executive Directors. He may also receive professional fees for services rendered to the Company, as may be determined and approved from time to time, subject to applicable laws, requisite approvals.
16.	Number of Meetings of the Board attended during the year	4	4
17.	Particulars: Brief resume, experience, nature of expertise in specific functional areas and the Board's rationale for re-appointment	Mr. Gautam Ghosh is an experienced human-resources professional with expertise in human-resource leadership, organisational development, talent management, employee engagement, stakeholder relations and liaison functions. As Head of Team Excellence, he contributes to the development of the Company's people strategy and a collaborative organisational culture. The Board considers that his experience, leadership capabilities, problem-solving ability and understanding of the Company's operations will continue to strengthen the Board's effectiveness and contribute to the Company's governance and long-term objectives. Accordingly, the Board recommends his re-appointment as an Executive Director, liable to retire by rotation.	Mr. Himanshu Kapoor is a Chartered Accountant with over 25 years of professional experience in finance, international taxation, equity-market investments, mergers and acquisitions, corporate funding and strategic advisory. He possesses financial acumen, commercial judgement and experience in advising on key business decisions and growth initiatives. The Board considers that his diverse financial expertise, strategic insight and objective judgement will continue to strengthen the Board's oversight and contribute to the Company's governance, sustainable growth and long-term value creation. Accordingly, the Board recommends his re-appointment as a Non-Executive, Non-Independent Director, liable to retire by rotation.

Sr. No.	Particulars	Details	
18.	Whether debarred or disqualified from being appointed or continuing as a director by SEBI, MCA or any other regulatory authority	Mr. Gautam Ghosh is not disqualified from being appointed or continuing as a director under Section 164 of the Companies Act, 2013 and is not debarred from holding the office of director by virtue of any order passed by SEBI or any other regulatory or statutory authority.	Mr. Himanshu Kapoor is not disqualified from being appointed or continuing as a director under Section 164 of the Companies Act, 2013 and is not debarred from holding the office of director by virtue of any order passed by SEBI or any other regulatory or statutory authority.

By Order of the Board of Directors,
for **Pakka Limited**

Sachin Kumar Srivastava
Company Secretary & Corporate Finance Head
FCS No.: 11111

Place: Ayodhya
Date: 14.08.2026

Board's Report

Dear members

The Board of Directors of Pakka Limited ("Company") is pleased to present the 46th Board's Report on the business and operations of the Company, together with the audited standalone and consolidated financial statements for the financial year ended March 31, 2026.

This Report has been prepared in accordance with the applicable provisions of the Companies Act, 2013 ("Act"), the rules made thereunder, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), applicable Secretarial Standards and other applicable laws.

The Report provides an overview of the Company's business and financial performance during the year under review and includes the performance of its subsidiaries and their contribution to the consolidated performance of the Company.

1. Financial Results:

The key highlights of the audited standalone and consolidated financial performance of the Company for the financial year ended March 31, 2026, together with the corresponding figures for the previous financial year, are summarised below:

(₹ In Lakhs, except earnings per share)

Particulars	Standalone		Consolidated	
	For the year ended March 31		For the year ended March 31	
	2026	2025	2026	2025
I. Revenue from operations	35,579.54	40,604.09	35,629.31	40,604.08
II. Other income	1,098.31	1,713.37	1,123.90	1,468.80
III. Total Income	**36,677.85**	**42,317.46**	**36,753.21**	**42,072.88**
IV. Expenses				
Cost of materials consumed	14,311.20	16,268.01	14,311.20	16,268.01
Cost of traded goods sold	1,588.70	1,018.17	1,653.03	1,018.17
Changes in inventories of finished goods, work-in-progress	186.11	(547.53)	186.11	(547.53)
Power and fuel	5,099.71	5,264.04	5,099.71	5,264.04
Employee benefits expense	3,841.77	4,523.45	4,378.38	5,184.89
Finance costs	1,140.01	1,030.49	1,177.33	1,048.63
Depreciation and amortisation expense	1,652.67	1,590.27	1,656.77	1,594.59
Other expenses	6,337.20	6,455.45	6,934.77	7,444.80
Total Expenses (IV)	**34,157.37**	**35,602.35**	**35,397.30**	**37,275.59**
V. Profit before Tax (III – IV)	**2,520.48**	**6,715.11**	**1,355.91**	**4,797.29**

(₹ In Lakhs, except earnings per share)

Particulars	Standalone		Consolidated	
	For the year ended March 31		For the year ended March 31	
	2026	2025	2026	2025
VI. Tax expense:				
1. Current tax	806.25	1,754.42	806.25	1,754.42
2. Deferred tax	(138.37)	(357.69)	(138.37)	(357.69)
3. Tax adjustments relating to earlier years	37.72	(351.41)	37.72	(351.41)
Total tax expense	**705.60**	**1,045.32**	**705.60**	**1,045.31**
VII. Profit for the year (V - VI)	**1,814.88**	**5,669.79**	**650.31**	**3,751.98**
VIII. Other comprehensive income				
(i) Items that will not be reclassified to profit or loss Remeasurements of the defined benefit plans	47.25	(43.39)	47.25	(43.39)
(ii) Income tax related to items that will not be reclassified to profit or loss	(11.89)	10.92	(11.89)	10.92
(iii) Foreign currency translation reserve	-	-	440.20	(21.91)
Total Other Comprehensive Income	**35.36**	**(32.47)**	**475.56**	**(54.38)**
IX. Total comprehensive income for the period (VII + VIII)	**1,850.24**	**5,637.32**	**1,125.87**	**3,697.60**
Paid-up equity share capital (FV) per share ₹10/-	4,494.81	4,494.81	4,494.81	4,494.81
X. Earnings per share (FV per share ₹10/- each)				
1. Basic	4.04	13.53	1.45	8.96
2. Diluted	4.04	13.53	1.45	8.95

2. PERFORMANCE REVIEW

2.1 CONSOLIDATED

On a consolidated basis, revenue from operations was ₹35,629.31 lakh in FY 2025-26, compared with ₹40,604.09 lakh in FY 2024-25, representing a decrease of approximately 12.25%.

Consolidated profit after tax was ₹650.31 lakh in FY 2025-26, compared with ₹3,751.98 lakh in FY 2024-25, representing a decrease of approximately 82.67%.

2.2 STANDALONE

On a standalone basis, revenue from operations was ₹35,579.54 lakh in FY 2025-26, compared with ₹40,604.09 lakh in FY 2024-25, representing a decrease of approximately 12.37%.

Standalone profit after tax was ₹1,814.88 lakh in FY 2025-26, compared with ₹5,669.79 lakh in FY 2024-25, representing a decrease of approximately 67.99%.

The financial performance of the Company should be read together with the audited standalone and consolidated financial statements, the Management Discussion and Analysis Report and the notes forming part of the financial statements.

2.3 PRODUCTION AND SALES

The production and sales volumes of the Company during the year under review, together with the corresponding figures for the previous financial year, are set out below:

Name of Products	Unit of Measurement	Productions		Sales	
		Current Year 31.03.2026	Previous Year 31.03.2025	Current Year 31.03.2026	Previous Year 31.03.2025
Kraft Paper	MT	24,954	26,041	23,678	25,807
Poster Paper	MT	12,524	15,667	12,416	15,522
Total Paper	**MT**	**37,478**	**41,708**	**36,094**	**41,329**
Pulp	MT	9,919	10,383	8,645	10,225
Moulded (Tableware) Products	MT	1,966	2,529	2,405	2,313
Pith Pallet	MT	-	3,355	-	3,354
Egg Tray	Pieces in Lakhs	192.14	174.84	212.93	158.63

During FY 2025-26, there was no change in the nature of the business carried on by the Company.

2.4 ANNUAL PERFORMANCE

The Company's financial results, investor presentations and recordings or transcripts of earnings calls are available in the Investors section of the Company's website at https://pakka.com/investor/.

3. DIVIDEND

After considering the financial performance of the Company, its liquidity position, planned capital expenditure, growth initiatives and funding requirements for its domestic and international expansion plans, the Board of Directors, at its meeting held on May 30, 2026, did not recommend any dividend for FY 2025-26.

The Board considers the retention of earnings to be in the long-term interests of the Company and its stakeholders.

4. TRANSFER TO RESERVES

The Board does not propose to transfer any amount to the general reserve for FY 2025-26. The profit earned during the year has been retained in retained earnings in accordance with the applicable accounting standards and the audited standalone financial statements.

The movement in reserves and other equity is disclosed in the Statement of Changes in Equity forming part of the audited standalone financial statements.

(₹ In lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Capital Reserve	37.32	37.32
Securities Premium	16,161.52	16,161.52
Employee Share Base Payment Reserve	9.93	13.20
General Reserve	550.00	550.00
Retained Earnings	27,103.98	25,289.10
Other Comprehensive Income	(166.53)	(201.89)
Total	**43,696.22**	**41,849.25**

5. SUBSIDIARIES/JOINT VENTURES/ASSOCIATES

As at March 31, 2026, the Company had four subsidiaries, namely:

1. Pakka Impact Limited, incorporated in India is a wholly owned subsidiary company;
2. Pakka Inc., incorporated in the United States of America is a wholly owned subsidiary company;
3. Pakka Guatemala, Sociedad Anónima, a company incorporated in the Republic of Guatemala and registered with the General Commercial Registry of Guatemala on September 5, 2023. Pakka Guatemala, Sociedad Anónima is a step-down subsidiary of the Company through Pakka Inc. Based on the latest shareholding records, Pakka Inc. holds 99.99% of its share capital. Accordingly, Pakka Guatemala, Sociedad Anónima is a step-down subsidiary; and
4. Pakka Pte. Ltd., incorporated in Singapore is a wholly owned subsidiary company.

The financial performance of the subsidiaries has been considered in the consolidated financial statements of the Company in accordance with the applicable accounting standards.

During FY 2025-26, the Company made an additional investment in Pakka Inc. and converted the outstanding loan, together with accrued interest thereon, into equity shares of Pakka Inc. The details of the investment and conversion are disclosed in the notes forming part of the financial statements.

Based on the applicable financial parameters prescribed under Regulation 16(1)(c) of the Listing Regulations, Pakka Inc. qualified as a material subsidiary of the Company during FY 2025-26.

The Board of Directors, at its meeting held on March 27, 2024, approved the closure of Pakka Pte. Ltd., the Company's wholly owned subsidiary incorporated in Singapore, subject to completion of the applicable legal and regulatory formalities. The closure process remained in progress as at March 31, 2026 and, accordingly, Pakka Pte. Ltd. continued to remain a wholly owned subsidiary of the Company as at that date. As disclosed in the audited standalone financial statements for FY 2023-24, the requisite impairment provision in respect of the Company's financial exposure to Pakka Pte. Ltd. had been recognised.

A statement containing the salient features of the financial statements and performance of the Company's subsidiaries, associates and joint ventures, as applicable, in Form AOC-1 is annexed as **Annexure A** and forms part of this Report.

No entity became or ceased to be a subsidiary, associate company or joint venture of the Company during FY 2025-26.

The Company did not have any associate company or joint venture as at March 31, 2026.

6. CONSOLIDATED FINANCIAL STATEMENTS

Pursuant to Section 129(3) of the Companies Act, 2013 and the applicable Indian Accounting Standards, the consolidated financial statements of the Company and its subsidiaries have been prepared and form part of the Annual Report. The consolidated financial statements present the financial position and performance of the Group and have been audited by the Statutory Auditors of the Company.

Pursuant to Section 136 of the Act, the separate financial statements of the subsidiaries and other documents required to be made available are placed on the Company's website at https://pakka.com/investor/. These documents are also available for inspection by members in accordance with the applicable provisions of the Act.

The Company's policy for determining material subsidiaries, formulated in accordance with the SEBI Listing Regulations, is available on the Company's website at https://pakka.com/investor/.

7. SHARE CAPITAL

As at March 31, 2026, the authorised share capital of the Company was ₹60.05 crore, comprising 5,60,50,000 equity shares of ₹10 each and 4,00,000 preference shares of ₹100 each.

The paid-up equity share capital of the Company as at March 31, 2026 was ₹44,94,81,000, comprising 4,49,48,100 equity shares of ₹10 each.

Subsequent to the close of the financial year, the members, at the Extraordinary General Meeting held on May 5, 2026, approved an increase in the authorised share capital of the Company from ₹60.05 crore to ₹100.00 crore.

Further, on June 9, 2026, the Company allotted 27,20,000 equity shares of ₹10 each at an issue price of ₹110 per equity share, including a securities premium of ₹100 per equity share, on a preferential basis to non-promoter allottees. Consequently, the paid-up equity share capital of the Company increased to ₹47,66,81,000, comprising 4,76,68,100 equity shares of ₹10 each.

The paid-up equity share capital remained ₹47,66,81,000 as at August 14, 2026, being the date of this Report.

During FY 2025-26, the Company did not issue any equity shares with differential voting rights or sweat equity shares. The disclosures relating to employee stock options are set out in the following section.

The Company has paid the annual listing fees for FY 2026-27 to BSE Limited and the National Stock Exchange of India Limited, on which its equity shares are listed.

8. PAKKA TEAM STOCK OPTION PLAN - 2021 (TSOP) DISCLOSURE

The Pakka Team Stock Option Plan 2021 ("TSOP 2021" or "Plan") was approved by the members at the Extraordinary General Meeting held on May 6, 2022, in supersession of the earlier employee stock option scheme. The Plan is administered by the Nomination and Remuneration Committee, acting as the Compensation Committee, in accordance with the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SEBI SBEB Regulations") and other applicable laws.

The maximum number of equity shares that may be issued pursuant to TSOP 2021 is 20,00,000 equity shares of ₹10 each, subject to the terms of the Plan and applicable law.

During FY 2025-26, the Company granted 1,24,500 stock options on December 31, 2025 at an exercise price of ₹152.31 per option. During the year, 7,000 options lapsed and no options were exercised. Accordingly, 1,61,700 options were outstanding as at March 31, 2026.

The disclosures prescribed under the Companies Act, 2013, the Companies (Share Capital and Debentures) Rules, 2014 and Regulation 14 of the SEBI SBEB Regulations are available on the Company's website at https://pakka.com/investor/.

A certificate from the Secretarial Auditor, confirming that TSOP 2021 has been implemented in accordance with the SEBI SBEB Regulations and the resolutions passed by the members, is annexed as **Annexure B** and forms part of this Report pursuant to Regulation 13 of the SEBI SBEB Regulations.

9. HUMAN RESOURCE DEVELOPMENT

The Company recognises that its Team Members are integral to the achievement of its strategic objectives and long-term value creation. The Company remains committed to attracting, developing and retaining capable and diverse talent and to fostering a collaborative, transparent, inclusive and performance-oriented workplace culture.

During the year under review, the Company continued to focus on capability development, leadership succession, employee engagement, performance management, occupational health and safety, equal opportunity and ethical conduct. Its human-resource practices are designed to encourage merit, accountability and continuous learning while enabling Team Members to develop their skills and pursue meaningful career progression.

Further information relating to the Company's workforce, diversity, employee well-being, training and occupational health and safety is provided in the Business Responsibility and Sustainability Report and the Management Discussion and Analysis Report forming part of the Annual Report.

10. MATERIAL CHANGES AND COMMITMENTS AFFECTING FINANCIAL POSITION BETWEEN THE END OF THE FINANCIAL YEAR AND DATE OF THE REPORT

Pursuant to Section 134(3)(l) of the Companies Act, 2013 ("the Act"), the following material changes occurred between the end of the financial year on March 31, 2026 and the date of this Report:

1. On April 13, 2026, 36,00,000 fully convertible warrants allotted by the Company on October 14, 2024 to eligible non-promoter investors lapsed because the warrant holders did not exercise their conversion rights within the stipulated period. Consequently, in accordance with Regulation 169(1) of the SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 and the terms of issue, the upfront amount received by the Company, representing 25% of the issue price of the warrants, stood forfeited.

2. The authorised share capital of the Company was increased from ₹60.05 crore to ₹100.00 crore pursuant to the approval of the members accorded at the Extraordinary General Meeting held on May 5, 2026; and

3. On June 9, 2026, the Company allotted 27,20,000 fully paid-up equity shares of face value of ₹10 each at an issue price of ₹110 per equity share, including a securities premium of ₹100 per equity share, on a preferential basis to non-promoter allottees. Consequently, the paid-up equity share capital of the Company increased from ₹44.95 crore to ₹47.67 crore.

4. On June 9, 2026, the Company allotted 77,00,000 convertible warrants on a preferential basis to persons belonging to the Promoter and Promoter Group at an issue price of ₹110 per warrant, aggregating to ₹84.70 crore. Each warrant is convertible into one fully paid-up equity share of face value ₹10 each, subject to payment of the balance consideration and compliance with the terms of issue and applicable law. The Company received ₹21.175 crore, representing 25% of the issue price, upon allotment. The balance amount of ₹63.525 crore will become payable upon exercise and conversion of all the warrants. The allotment of the warrants did not, by itself, increase the paid-up equity share capital of the Company. Upon conversion of all the warrants, 77,00,000 additional equity shares would be issued, resulting in an increase of ₹7.70 crore in the paid-up equity share capital.

5. Subsequent to the close of the financial year, CARE Ratings Limited revised the credit ratings assigned to the Company's bank facilities. The revised ratings and the reasons stated by the rating agency are disclosed in the Corporate Governance Report forming part of the Annual Report.

6. Subsequent to the close of the financial year, the Company implemented the financing transaction commonly referred to as the "NEO Transaction". Pursuant to the Debenture Trust Deed dated May 29, 2026, executed between the Company and Catalyst Trusteeship Limited, as the Debenture Trustee, the Company established a private-placement programme for the issuance of unlisted, unrated, secured, redeemable non-convertible debentures comprising a base issue of up to ₹500 crore and an additional optional tranche of up to ₹40 crore, aggregating to a maximum potential issuance of ₹540 crore.

   The programme comprises senior-series debentures of up to ₹216 crore and junior-series debentures of up to ₹324 crore, including the optional tranche. Under the programme, the Company issued and allotted debentures aggregating to ₹425 crore in two tranches. On June 2, 2026, the Company allotted Tranche I aggregating to ₹375 crore, comprising senior-series debentures of ₹150 crore and junior-series debentures of ₹225 crore. Thereafter, on June 25, 2026, the Company allotted Tranche II aggregating to ₹50 crore, comprising senior-series debentures of ₹20 crore and junior-series debentures of ₹30 crore. Accordingly, the debentures allotted up to the date of this Report comprised senior-series debentures aggregating to ₹170 crore and junior-series debentures aggregating to ₹255 crore. In accordance with the Debenture Trust Deed and the other transaction documents, the proceeds of the debentures were raised for, inter alia, refinancing the Company's existing term-loan indebtedness, funding capital-expenditure requirements relating to its existing and new projects, including Project Jagriti, and making permitted investment in Pakka Inc. The debentures are secured by the security interests, guarantees, pledges and other credit-support arrangements stipulated in the Debenture Trust Deed and the other transaction documents.

Except as stated above and elsewhere in this Report, there were no other material changes or commitments affecting the financial position of the Company between March 31, 2026 and the date of this Report.

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

During the year under review, no significant or material orders were passed by any regulator, court or tribunal that would impact on the going-concern status of the Company or its operations in the future except the recovery certificate relating to environmental compensation of ₹40.80 lakh issued by the Uttar Pradesh Pollution Control Board continues to remain stayed pursuant to the order passed by the Hon'ble High Court of Judicature at Allahabad, Lucknow Bench, on January 14, 2020. Based on the present status of the matter, the Board does not consider it to have any impact on the going-concern status or future operations of the Company.

12. PROCEEDINGS UNDER THE INSOLVENCY AND BANKRUPTCY CODE, 2016

During the year under review, no application was made and no proceeding was pending against the Company under the Insolvency and Bankruptcy Code, 2016.

13. ONE-TIME SETTLEMENT WITH BANKS OR FINANCIAL INSTITUTIONS

During the year under review, the Company did not enter into any one-time settlement with any bank or financial institution. Accordingly, the requirement to disclose the difference, if any, between the valuation carried out at the time of such one-time settlement and the valuation undertaken while availing loans from banks or financial institutions is not applicable.

14. SCHEME OF AMALGAMATION BETWEEN PAKKA IMPACT LIMITED AND PAKKA LIMITED

In furtherance of the decision taken by the Board at its meeting held on March 27, 2024, the Board, at its meeting held on May 30, 2025, considered and approved the Scheme of Amalgamation of Pakka Impact Limited ("PIL"), a wholly owned subsidiary of the Company and the transferor company, with and into Pakka Limited ("Company" or "transferee company") and their respective shareholders ("Scheme"), under Sections 230 to 232 and other applicable provisions of the Companies Act, 2013, subject to receipt of the requisite statutory and regulatory approvals. The Appointed Date under the Scheme is April 1, 2025.

The first-motion application, registered as **CA (CAA) No. 32/ALD/2025,** was allowed by the Hon'ble National Company Law Tribunal, Allahabad Bench ("NCLT"). Thereafter, the second-motion petition, registered as **CP (CAA) No. 01/ALD/2026 in CA (CAA) No. 32/ALD/2025,** was admitted by the Hon'ble NCLT and notices were directed to be issued to the concerned statutory and regulatory authorities.

At the hearing held on August 6, 2026, the Hon'ble NCLT recorded that the report of the Regional Director had been filed and an advance copy thereof had been supplied to the petitioner companies. At the request of the learned counsel representing the Income Tax Department, the Hon'ble NCLT granted ten days for filing the report of the Income Tax Department, with an advance copy to be supplied to the petitioner companies. The matter was thereafter adjourned to September 17, 2026 for further hearing.

As at the date of this Report, the Scheme remains subject to sanction by the Hon'ble NCLT and completion of the applicable statutory, regulatory and procedural formalities. Upon the Scheme becoming effective, PIL shall amalgamate with and into the Company, and its undertaking, assets, liabilities, rights and obligations shall vest in the Company in accordance with the Scheme and the order of the Hon'ble NCLT.

15. DEPOSITS

During the year under review, the Company did not accept any deposits within the meaning of Sections 73 to 76 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014.

No amount of principal or interest in respect of deposits was outstanding, unpaid or unclaimed as at March 31, 2026. There was no default in repayment of deposits or payment of interest thereon during the year under review.

16. INTERNAL FINANCIAL CONTROL SYSTEMS AND THEIR ADEQUACY

The Company has established a framework of internal financial controls commensurate with the nature of its business and the size and complexity of its operations. The framework includes policies, processes and procedures designed to facilitate the orderly and efficient conduct of business, adherence to the Company's policies, safeguarding of assets, prevention and detection of frauds and errors, accuracy and completeness of accounting records, and timely preparation of reliable financial information.

Grant Thornton Bharat LLP served as the Internal Auditor of the Company during FY 2025–26. Subsequent to the close of the financial year, Kapoor Tandon & Co., Chartered Accountants, was appointed as the Internal Auditor for FY 2026–27. The internal audit function follows a risk-based audit plan approved by the Audit Committee and reviews the design and operating effectiveness of key controls, business processes, risk-management practices and compliance systems. The Internal Auditor periodically reports significant observations, identified control gaps and the status of corrective actions to the Audit Committee.

The Audit Committee periodically reviews the adequacy and effectiveness of the Company's internal financial controls and internal-control systems, considers the findings of the Internal Auditor and Statutory Auditors, and monitors the implementation of corrective and preventive actions by the management. To preserve its objectivity and independence, the internal audit function has direct access to the Chairperson of the Audit Committee.

The composition of the Audit Committee is disclosed in the Corporate Governance Report forming part of the Annual Report. During the year under review, all recommendations made by the Audit Committee were accepted by the Board.

Based on the framework established and the reviews conducted during the year, the Board is of the opinion that the Company's internal financial controls with reference to the financial statements were adequate and operating effectively as at March 31, 2026. No material weakness in the design or operation of such controls was reported during the year under review.

17. CORPORATE GOVERNANCE

The Company is committed to maintaining high standards of corporate governance, transparency, accountability and ethical conduct.

Pursuant to Regulation 34 read with Schedule V to the Listing Regulations, a separate Report on Corporate Governance, together with the disclosures prescribed thereunder, forms an integral part of the Annual Report.

A certificate issued by a Practising Company Secretary confirming compliance with the conditions of corporate governance prescribed under the Listing Regulations is annexed to the Corporate Governance Report.

18. VIGIL MECHANISM AND WHISTLE BLOWER POLICY

Pursuant to Section 177(9) and (10) of the Act, Rule 7 of the Companies (Meetings of Board and its Powers) Rules, 2014 and Regulation 22 of the Listing Regulations, the Company has established a vigil mechanism and adopted a Whistle-Blower Policy for its directors and employees.

The mechanism enables directors and employees to report genuine concerns relating to unethical behaviour, actual or suspected fraud, violation of the Company's Code of Conduct or business ethics, and actual or suspected leakage of unpublished price sensitive information. The mechanism provides adequate safeguards against victimisation of persons who use it and permits direct access to the Chairperson of the Audit Committee in appropriate or exceptional cases.

During the year under review, no person was denied access to the Chairperson of the Audit Committee.

The Whistle-Blower Policy is available under the "Policies" section of the Company's website at https://pakka.com/investor/.

19. PREVENTION OF SEXUAL HARASSMENT AT WORKPLACE

The Company is committed to providing a safe, inclusive and respectful working environment and has adopted a policy of zero tolerance towards sexual harassment at the workplace.

The Company has adopted a policy on the prevention, prohibition and redressal of sexual harassment at the workplace in accordance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("POSH Act") and the rules made thereunder. The Company has constituted Internal Committee(s) at the applicable workplaces in compliance with the POSH Act. Awareness and sensitisation programmes were conducted during the year for team members at the Company's establishments.

The details of complaints relating to sexual harassment for FY 2025-26 are as follows:

Particulars	Number
Complaints received during the year	Nil
Complaints disposed of during the year	Nil
Complaints pending for more than 90 days	Nil
Complaints pending as at March 31, 2026	Nil

The Company has also complied with the applicable provisions of the Maternity Benefit Act, 1961.

20. RISK MANAGEMENT

The Company has established an enterprise-wide risk-management framework. As the provisions of Regulation 21 of the Listing Regulations relating to the constitution of the Risk Management Committee are not applicable to the Company, the risk-management framework is periodically reviewed by the Audit Committee and the Board.

The Company's risk-management framework is integrated with its strategic planning, operational processes and internal-control systems. Appropriate mitigation measures, control owners and monitoring mechanisms have been established for identified risks.

In the opinion of the Board, there are no risks which may presently threaten the existence of the Company. However, the Company continues to monitor the evolving business and regulatory environment and takes appropriate measures to mitigate identified and emerging risks.

Further details concerning the Company's principal risks and mitigation measures are provided in the Management Discussion and Analysis Report forming part of the Annual Report.

21. SECRETARIAL STANDARDS:

During the year under review, the Company complied with the applicable provisions of Secretarial Standard–1 on Meetings of the Board of Directors ("SS-1") and Secretarial Standard–2 on General Meetings ("SS-2"), issued by the Institute of Company Secretaries of India and approved by the Central Government pursuant to Section 118(10) of the Act.

22. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

The particulars of loans given, guarantees and securities provided, and investments made by the Company that are covered under Section 186 of the Companies Act, 2013 ("the Act") are disclosed in the notes forming part of the standalone financial statements.

The Company has complied with the applicable provisions of Section 186 of the Act in respect of such loans, guarantees, securities and investments made during the year under review.

23. RELATED PARTY TRANSACTIONS

The Company has established a framework for the identification, approval, review and monitoring of transactions with related parties. The Policy on Materiality of Related-Party Transactions and on Dealing with Related-Party Transactions, as approved by the Audit Committee and the Board, is available under the "Policies" section of the Company's website at https://pakka.com/investor/.

The Policy specifies the thresholds for determining material related-party transactions and material modifications in accordance with Regulation 23 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations").

All related-party transactions entered into by the Company during FY 2025–26 were placed before the Audit Committee for prior approval. Omnibus approvals were obtained for transactions that were repetitive in nature, subject to the conditions prescribed under the Act, the Listing Regulations and the Company's Policy. The details of transactions entered into pursuant to such omnibus approvals were periodically placed before the Audit Committee for review.

All related-party transactions entered into during the year under review were in the ordinary course of business and on an arm's-length basis. Accordingly, no transaction required approval of the Board or members under Section 188(1) of the Act.

During the year, the Company did not enter into any contract or arrangement with a related party that was required to be reported in Form AOC-2 pursuant to Section 134(3)(h) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014. Accordingly, Form AOC-2 does not form part of this Report.

The disclosures concerning related-party transactions, as required under the applicable Indian Accounting Standards, are provided in the notes forming part of the standalone and consolidated financial statements.

24. CORPORATE SOCIAL RESPONSIBILITY

The Company believes in creating enduring value for the communities in which it operates and follows the Pakka Group philosophy of "For Better Living", encompassing initiatives directed towards better communities, responsible sourcing and a better planet.

The Corporate Social Responsibility ("CSR") activities undertaken by the Company are governed by Section 135 of the Act, the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended ("CSR Rules"), the CSR Policy of the Company and the annual action plan approved by the Board on the recommendation of the CSR Committee.

The Company's CSR initiatives during FY 2025–26 focused primarily on women's education and other eligible areas, including child development, water conservation, healthcare, sanitation and community development. The projects were undertaken in areas specified in Schedule VII to the Act and were not activities undertaken in the ordinary course of the Company's business.

The Company undertakes a substantial portion of its CSR programmes through Pakka Foundation, formerly known as K.K. Charitable Foundation, an implementing agency registered with the Ministry of Corporate Affairs bearing CSR Registration Number **CSR00010697.**

During FY 2025-26, the Company's CSR obligation, after adjustment of the eligible set-off from preceding financial years, was ₹141.66 lakh. Against the said obligation, the Company spent ₹235.00 lakh on eligible CSR activities, resulting in excess CSR expenditure of ₹93.34 lakh. The treatment and proposed set-off of such excess expenditure, if approved by the Board, are disclosed in the Annual Report on CSR Activities annexed to this Report.

The CSR Policy, composition of the CSR Committee and CSR projects approved by the Board are available on the Company's website at https://pakka.com/investor/.

The Annual Report on CSR Activities, containing the disclosures prescribed under Rule 8 of the CSR Rules, is annexed as **Annexure C** and forms an integral part of this Report.

The Chief Financial Officer has certified that the funds disbursed for CSR activities during the year were utilised for the purposes and in the manner approved by the Board.

25. BOARD OF DIRECTORS AND BOARD GOVERNANCE

The Board of Directors comprises individuals possessing diverse qualifications, skills, expertise and experience relevant to the Company's business, strategy, operations, financial position, sustainability objectives and regulatory environment. The Directors devote adequate time to the affairs of the Company and discharge their responsibilities in accordance with the applicable legal and governance requirements.

Pursuant to the Listing Regulations, the Board has identified the core skills, expertise and competencies required for the effective functioning of the Company. Details of the skills, expertise and competencies available to the Board are provided in the Corporate Governance Report.

In the opinion of the Board, the Directors, including those appointed or reappointed during the year, possess the requisite qualifications, expertise, experience and standards of integrity required for the effective discharge of their responsibilities.

The criteria for determining qualifications, positive attributes and independence of Directors form part of the Nomination and Remuneration Policy, which is available under the "Policies" section of the Company's website at https://pakka.com/investor/.

The Nomination and Remuneration Committee periodically evaluates the composition of the Board and the requirements relating to its skills, diversity, succession planning and leadership, having regard to the Company's business strategy and applicable governance requirements.

26. CHANGES IN DIRECTORS

Cessations

Mr. Shubham Ashok Tibrewal (**DIN:** 10274024) resigned as a Director of the Company with effect from June 25, 2025.

Mr. Jagdeep Hira (**DIN:** 07639849) resigned as Managing Director and Director of the Company with effect from August 13, 2025.

The Board places on record its appreciation for the services rendered by Mr. Shubham Ashok Tibrewal and Mr. Jagdeep Hira during their respective tenures.

Appointments

Ms. Dinika Bhatia (**DIN:** 02724172) was appointed as an Additional Director in the category of Non-Executive Independent Director with effect from June 30, 2025, pursuant to a resolution passed by circulation.

The members, at the 45th Annual General Meeting held on September 30, 2025, approved the appointment of Ms. Dinika Bhatia as a Non-Executive Independent Director by way of a special resolution, on the terms and for the tenure stated in the notice convening the said Annual General Meeting.

Mr. Ved Krishna (**DIN:** 00182260), who was serving as Vice-Chairman and a Director of the Company, was appointed as Managing Director with effect from August 13, 2025. His appointment and terms of remuneration were approved by the members by way of a special resolution at the 45th Annual General Meeting held on September 30, 2025.

Directors Retiring by Rotation

In accordance with Section 152 of the Act and the Articles of Association of the Company, Mr. Gautam Ghosh (DIN: 10371300), Executive and Non-Independent Director, and Mr. Himanshu Kapoor (DIN: 07926807), Non-Executive and Non-Independent Director, retire by rotation at the ensuing Annual General Meeting and, being eligible, have offered themselves for reappointment.

The Board recommends their reappointment. The profiles of the Directors and other particulars required under the Act, Secretarial Standard-2 and Regulation 36 of the Listing Regulations are provided in the notice convening the ensuing Annual General Meeting.

Pecuniary Relationships of Non-Executive Directors

During the year under review, the Non-Executive Directors had no pecuniary relationship or transactions with the Company, other than sitting fees, commission, if any, and reimbursement of expenses incurred for attending meetings of the Board and its committees, as disclosed in the Corporate Governance Report and financial statements.

27. INDEPENDENT DIRECTORS AND DECLARATIONS OF INDEPENDENCE

As at March 31, 2026, Mr. Pradeep Vasant Dhobale, Mr. Basant Kumar Khaitan, Mr. Alok Ranjan, Mr. Rahul Krantikumar Dharmadhikary, Ms. Anna Kay Warrington and Ms. Dinika Bhatia were Independent Directors of the Company.

The Company has received the requisite declarations from all Independent Directors confirming that they meet the criteria of independence prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations and are not disqualified from continuing as Independent Directors.

In accordance with Regulation 25(8) of the Listing Regulations, the Independent Directors have confirmed that they are not aware of any circumstance or situation that exists or may reasonably be anticipated to impair or affect their ability to discharge their duties with objective and independent judgement and without external influence.

The Independent Directors have also confirmed compliance with the Code for Independent Directors prescribed in Schedule IV to the Act. In the opinion of the Board, the Independent Directors possess the requisite integrity, expertise and experience, including proficiency, as applicable, for discharging their duties.

The Independent Directors have registered their names in the databank maintained by the Indian Institute of Corporate Affairs in accordance with Section 150 of the Act read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014. They have complied with the requirements relating to the online proficiency self-assessment test or are exempt therefrom, as applicable to each Director.

28. KEY MANAGERIAL PERSONNEL

As at March 31, 2026, the following persons were the Key Managerial Personnel of the Company pursuant to Sections 2(51) and 203 of the Act:

1. Mr. Ved Krishna – Managing Director;
2. Mr. Gautam Ghosh – Executive Director and Occupier;
3. Ms. Neetika Suryawanshi – Chief Financial Officer; and
4. Mr. Sachin Kumar Srivastava – Company Secretary and Corporate Finance Head.

During the year under review:

- Mr. Jagdeep Hira ceased to be Managing Director and Key Managerial Personnel with effect from August 13, 2025; and
- Mr. Ved Krishna was appointed as Managing Director and Key Managerial Personnel with effect from August 13, 2025.

Subsequent to the close of the financial year:

Ms. Neetika Suryawanshi resigned from the office of Chief Financial Officer and Key Managerial Personnel of the Company with effect from June 30, 2026. Following her resignation, Mr. Manoj Kumar Maurya, Finance Head, has been assigned responsibility for discharging the finance and Chief Financial Officer-related functions, pending the appointment of the Chief Financial Officer in accordance with the applicable provisions of law.

29. BOARD AND COMMITTEES OF THE BOARD

A. Meetings of the Board

The Board meets at regular intervals to consider and decide matters relating to the Company's strategy, policies, operations, performance, governance and compliance obligations.

An annual calendar of meetings is circulated to the Directors in advance to facilitate effective participation. Detailed agenda papers and explanatory notes are circulated within the timelines prescribed under Secretarial Standard-1, except where meetings are convened at shorter notice in accordance with applicable law.

Where urgent business requires consideration between scheduled meetings, approval is obtained by resolutions passed by circulation or through meetings convened at shorter notice, in compliance with the Act, the Listing Regulations and Secretarial Standard-1.

During FY 2025-26, four meetings of the Board of Directors were held. The intervening gap between consecutive meetings did not exceed 120 days. The dates of the meetings, attendance of the Directors and other prescribed particulars are provided in the Corporate Governance Report.

B. Committees of the Board

As at March 31, 2026, the Board had constituted the following statutory committees in accordance with the applicable provisions of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015:

1. Audit Committee;
2. Nomination and Remuneration Committee, which also acts as the Compensation Committee for the purposes of the Company's employee stock-option plan;
3. Stakeholders Relationship Committee; and
4. Corporate Social Responsibility Committee.

The Board has also constituted following non statutory committees:

1. Banking & Finance Committee
2. Fund Raising Committee

The provisions of Regulation 21 of the Listing Regulations relating to the constitution of a Risk Management Committee are not applicable to the Company. Accordingly, the Company has not constituted a Risk Management Committee.

The composition, terms of reference, meetings held and attendance of the members of the statutory committees are provided in the Corporate Governance Report forming part of the Annual Report.

In addition to the statutory committees, the Board has constituted a Banking and Finance Committee to consider financial, banking and operational matters falling within the authority delegated to it by the Board.

The Board may, from time to time, constitute committees for specific purposes and delegate appropriate powers to such committees, subject to the provisions of the Act, the Listing Regulations, the Articles of Association of the Company and the applicable delegation-of-authority framework.

30. ANNUAL EVALUATION OF THE PERFORMANCE OF THE BOARD, ITS COMMITTEES AND INDIVIDUAL DIRECTORS

Pursuant to Sections 134(3)(p), 149(8) and 178(2) of the Companies Act, 2013 ("the Act"), Schedule IV to the Act and Regulations 17 and 19 read with Part D of Schedule II to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the Company has established a structured framework for the annual evaluation of the performance of the Board, its committees, the Chairperson and individual Directors.

The Nomination and Remuneration Committee reviewed the implementation and compliance of the performance-evaluation framework and evaluated the performance of the individual Directors in accordance with the applicable criteria.

The Board evaluated its own performance, the performance of its committees and the performance of individual Directors. A Director did not participate in the discussion or evaluation of their own performance.

The evaluation was undertaken on the basis of criteria approved by the Nomination and Remuneration Committee and the Board. The criteria included, among other matters, the composition and effectiveness of the Board and its committees; quality of discussions and decision-making; strategic guidance; understanding of the Company's business and operating environment; preparedness and participation in meetings; contribution to governance, risk oversight and stakeholder interests; independence of judgement; and fulfilment of statutory and fiduciary responsibilities.

At a separate meeting of the Independent Directors, the Independent Directors reviewed:

1. the performance of the Non-Independent Directors;
2. the performance of the Board as a whole;
3. the performance of the Chairperson of the Company, after taking into account the views of the Executive and Non-Executive Directors; and
4. the quality, quantity and timeliness of the flow of information between the management and the Board necessary for the Board to effectively and reasonably perform its duties.

The performance of the Independent Directors was evaluated by the entire Board, excluding the Independent Director being evaluated.

The outcome of the evaluation was discussed by the Nomination and Remuneration Committee and the Board. The Board noted the feedback received and identified appropriate action points for enhancing its effectiveness. The Company also reviewed the status of actions arising from the evaluation conducted in the preceding year.

Further details of the performance-evaluation process are provided in the "Board Evaluation" section of the Corporate Governance Report.

31. NOMINATION AND REMUNERATION POLICY AND BOARD DIVERSITY

Pursuant to Section 178 of the Act and Regulation 19 read with Part D of Schedule II to the Listing Regulations, the Nomination and Remuneration Committee has formulated criteria for determining the qualifications, positive attributes and independence of Directors and has recommended to the Board a policy relating to the appointment and remuneration of Directors, Key Managerial Personnel, Senior Management and other employees.

The Nomination and Remuneration Policy provides, inter alia, the framework governing:

1. identification, selection, appointment and succession of Directors, Key Managerial Personnel and Senior Management;
2. qualifications, positive attributes and independence of Directors;
3. remuneration of Executive Directors, Non-Executive Directors, Key Managerial Personnel, Senior Management and other employees;
4. payment of sitting fees and commission, where applicable, to Non-Executive Directors;
5. performance-evaluation criteria for the Board, its committees and individual Directors;
6. succession planning for the Board and Senior Management; and
7. principles of fairness, transparency, performance orientation and alignment of remuneration with the long-term interests of the Company and its stakeholders.

The Company recognises that an appropriately diverse Board enhances the quality of decision-making and corporate governance. The Board-diversity framework considers an appropriate balance of skills, professional experience, knowledge, age, gender, cultural background and other attributes relevant to the Company's business and strategic objectives. Appointments are nevertheless made on merit and having regard to the collective requirements of the Board.

The Nomination and Remuneration Policy is available under the "Policies" section of the Company's website at https://pakka.com/investor/. The salient features of the Policy are also described in this Report and the Corporate Governance Report.

32. CODE OF CONDUCT

Pursuant to Regulation 17(5) of the Listing Regulations, the Board has adopted a Code of Conduct applicable to all members of the Board and Senior Management of the Company. The Code incorporates the duties of Directors prescribed under the Act and, in the case of Independent Directors, the duties and standards of professional conduct set out in Schedule IV to the Act.

The Code is intended to promote ethical conduct, integrity, transparency, accountability, avoidance of conflicts of interest, protection of confidential information and compliance with applicable laws.

All members of the Board and Senior Management have affirmed compliance with the Code of Conduct for FY 2025-26. A declaration to this effect, signed by the Managing Director, forms part of the Corporate Governance Report.

The Code of Conduct is available under the "Policies" section of the Company's website at https://pakka.com/investor/.

33. MANAGEMENT DISCUSSION AND ANALYSIS REPORT

Pursuant to Regulation 34 read with Schedule V to the Listing Regulations, the Management Discussion and Analysis Report, covering the operations and financial performance of the Company and the Group, industry structure and developments, opportunities and threats, segment-wise performance, outlook, risks and concerns, internal-control systems, financial performance and material developments in human resources, forms an integral part of the Annual Report.

34. DIRECTORS' RESPONSIBILITY STATEMENT

The Board has reviewed the internal financial controls and compliance systems established and maintained by the Company, the work performed by the Internal Auditors, Statutory Auditors and Secretarial Auditors, and the reviews undertaken by the management, the Audit Committee and other relevant committees of the Board.

The Statutory Auditors have expressed an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to the standalone financial statements as at March 31, 2026. The Board has also taken note of the auditors' observation concerning the strengthening of the financial-closure process at each reporting-period end, and the management is implementing appropriate measures to further strengthen period-end controls, reconciliations, review processes and documentation.

The Board has further considered the qualification and Emphasis of Matter contained in the Statutory Auditors' Report on the consolidated financial statements. The qualification, the management's response and the Board's explanation are set out in the "Statutory Auditors and Auditors' Reports" section of this Report.

Pursuant to Section 134(5) of the Act, the Directors, to the best of their knowledge and ability, confirm that for the financial year ended March 31, 2026:

i. in the preparation of the annual accounts, the applicable accounting standards were followed, along with proper explanations relating to material departures, if any;

ii. the Directors selected such accounting policies and applied them consistently and made judgements and estimates that were reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at March 31, 2026 and of the profit of the Company for the year ended on that date;

iii. the Directors took proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

iv. the Directors prepared the annual accounts on a going-concern basis;

v. the Directors laid down internal financial controls to be followed by the Company and such internal financial controls were adequate and operating effectively in all material respects; and

vi. the Directors devised proper systems to ensure compliance with the provisions of all applicable laws and such systems were adequate and operating effectively.

35. AUDITORS

35.1 STATUTORY AUDITORS AND AUDITORS' REPORT

Pursuant to Sections 139, 141 and other applicable provisions of the Companies Act, 2013 ("the Act") and the Companies (Audit and Auditors) Rules, 2014, the members of the Company, at the 42nd Annual General Meeting held on October 30, 2022, reappointed C N K & Associates LLP, Chartered Accountants (Firm Registration No. 101961W/W-100036), as the Statutory Auditors of the Company for a second term of five consecutive years, commencing from the conclusion of the 42nd Annual General Meeting until the conclusion of the 47th Annual General Meeting to be held in the year 2027.

The remuneration payable to the Statutory Auditors is determined by the Board of Directors on the recommendation of the Audit Committee, in accordance with the authority granted by the members and the applicable provisions of the Act.

The reports of the Statutory Auditors on the standalone and consolidated financial statements for FY 2025-26 form part of this Annual Report.

Standalone financial statements

The Statutory Auditors have expressed an unmodified opinion on the standalone financial statements of the Company for the year ended March 31, 2026.

The standalone Auditor's Report contains an Emphasis of Matter relating to the Company's investment in its wholly owned overseas subsidiary and the temporary pause in construction of the manufacturing facility in Guatemala. Based on the management's assessment that the pause is temporary, no impairment has been recognised at this stage. The Company will continue to monitor developments relating to financing and resumption of the project and will periodically review the carrying value of its investment in accordance with the applicable Indian Accounting Standards. The Statutory Auditors' opinion on the standalone financial statements is not modified in respect of this matter.

Consolidated financial statements

The Statutory Auditors have expressed a qualified opinion on the consolidated financial statements of the Company for the year ended March 31, 2026.

The qualification relates to Capital Work-in-Progress ("CWIP") amounting to ₹3,197.81 lakh recognised by Pakka Inc., an overseas subsidiary. The project activities were temporarily suspended during the last quarter of the year due to non-arrangement of the necessary financing. As at the date of the consolidated Auditor's Report, the required funding had not been obtained, resulting in uncertainty regarding resumption of the project, recoverability of the CWIP and whether any adjustment to its carrying amount may be required.

The financial impact of the qualification is presently not ascertainable because the Statutory Auditors identified uncertainty concerning the recoverability of the CWIP but did not quantify the amount of any adjustment that may be required.

Board's explanation on the qualification

Pursuant to Section 134(3)(f) of the Act, the Board states that the management does not presently envisage any impairment of the CWIP, since a substantial portion of the expenditure relates to detailed engineering and related project activities that are expected to be utilised upon reactivation of the project.

The management is actively evaluating financing options and will continue to review the status of funding, resumption of the project and recoverability of the CWIP. The carrying amount will be reassessed as greater clarity emerges, and any adjustment found necessary will be recognised in accordance with the applicable Indian Accounting Standards and financial-reporting framework. The Statutory Auditors have agreed with the management's explanation regarding its present inability to quantify the financial impact of the qualification.

The consolidated Auditor's Report also contains an Emphasis of Matter concerning the working-capital deficit of an overseas subsidiary and its dependence on continued financial support from related parties and shareholders to meet its obligations and continue its operations. The Statutory Auditors' qualified opinion is not further modified in respect of this Emphasis of Matter.

Internal financial controls

The Statutory Auditors have expressed an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to the standalone financial statements as at March 31, 2026.

In their reports on internal financial controls with reference to the standalone and consolidated financial statements, the Statutory Auditors have indicated the need to strengthen the financial-closure process at each reporting-period end. The management has taken note of the observation and is implementing measures to further strengthen period-end closing controls, review procedures, reconciliations and documentation.

Key audit matters and other reporting

The key audit matters identified by the Statutory Auditors relate principally to:

1. accounting for and valuation of property, plant and equipment and CWIP, including capitalisation, project status and impairment assessment; and
2. existence and valuation of inventories, including allocation of cost, net realisable value and provisioning for obsolete and slow-moving inventories.

These key audit matters have been addressed in the respective Auditors' Reports and do not, by themselves, constitute separate qualifications of the audit opinions.

The consolidated Auditor's Report also contains "Other Matters" relating to reliance on the reports of other auditors for two subsidiaries, including one step-down subsidiary, and reliance on management-certified unaudited financial information of one subsidiary. The consolidated audit opinion is not modified in respect of those Other Matters.

Except for the qualification and matters described above, the respective Auditors' Reports do not contain any other qualification, reservation, adverse remark or disclaimer requiring comments from the Board.

Reporting of fraud

During the year under review, the Statutory Auditors did not report any fraud by the Company or on the Company under Section 143(12) of the Act. No report in Form ADT-4 was filed by the Statutory Auditors with the Central Government during the year or up to the date of their report.

35.2 SECRETARIAL AUDITORS AND AUDITORS' REPORT

Pursuant to Section 204 of the Companies Act, 2013 ("Act"), Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the members, at the 45th Annual General Meeting held on September 30, 2025, approved the appointment of M/s Amit Gupta & Associates, Company Secretaries (Firm Registration No. P2025UP103200), a peer-reviewed firm of Company Secretaries in Practice, as the Secretarial Auditors of the Company for a term of five consecutive years commencing from the conclusion of the 45th Annual General Meeting until the conclusion of the 50th Annual General Meeting.

M/s Amit Gupta & Associates conducted the Secretarial Audit of the Company for FY 2025-26. The Secretarial Audit Report issued in Form MR-3 pursuant to Section 204 of the Act is annexed as **Annexure D** and forms an integral part of this Report.

The observations made by the Secretarial Auditors and the Board's explanations thereon are set out below:

1. **Delay in review of the audited financial statements of Pakka Inc.**

   The Secretarial Auditors have reported a delay of 73 days in the review of the audited financial statements of Pakka Inc. for the quarter and financial year ended March 31, 2025, as required under Regulation 24(2) of the Listing Regulations.

   Board's explanation: The delay occurred principally due to the delayed finalisation or receipt of the audited financial statements of Pakka Inc. The audited financial statements were placed before the Audit Committee immediately upon their availability. The Company has strengthened the financial-closing and subsidiary-reporting process by prescribing advance reporting timelines, assigning responsibility to designated officers and introducing periodic monitoring and escalation of pending financial information.

2. **Delay in approval of the audited consolidated financial results**

   The Secretarial Auditors have reported that the audited consolidated financial results for the quarter and financial year ended March 31, 2025 were approved on August 13, 2025, resulting in a delay of 73 days under Regulation 33 of the Listing Regulations.

   Board's explanation: The delay was consequential to the delayed finalisation or audit of the financial statements of Pakka Inc. The consolidated financial results were approved and submitted to the stock exchanges immediately upon completion of the consolidation and audit process. The Company has introduced a time-bound consolidation calendar and strengthened coordination among the Company, its subsidiaries and their respective auditors.

3. **Delay in submission of related-party-transaction disclosure to NSE**

   The Secretarial Auditors have reported a delay of 150 days in submitting to the National Stock Exchange of India Limited ("NSE") the disclosure of related-party transactions under Regulation 23(9) of the Listing Regulations for the half year and financial year ended March 31, 2025. The corresponding disclosure was submitted to BSE Limited within the prescribed timeline on May 30, 2025.

   Board's explanation: The delay in submission to NSE occurred due to a technical issue encountered while submitting the disclosure. Upon identification, the disclosure was submitted to NSE. NSE, by its letter bearing reference no. NSE/LIST/CD/2026/0006 dated March 11, 2026, granted waiver of the fine imposed in connection with the delayed submission. The Company has strengthened its filing controls by introducing an exchange-wise compliance checklist, maker-checker verification and documentary confirmation of successful submission to each stock exchange.

4. **One-day delay in submission of related-party-transaction disclosure**

The Secretarial Auditors have reported a delay of one day in submitting the disclosure of related-party transactions for the half year ended September 30, 2025 under Regulation 23(9) of the Listing Regulations due to technical reasons.

Board's explanation: The delay occurred due to a technical issue encountered while submitting the disclosure. The disclosure was submitted on the following day. The Company has introduced advance internal filing timelines and additional technical and supervisory checks to minimise the possibility of recurrence.

5. **Delay in overseas investment and financial-commitment reporting**

The Secretarial Auditors have reported delays in reporting financial commitments in Form FC, filing Annual Performance Reports and Foreign Liabilities and Assets returns, and reporting the conversion of outstanding loans into equity in respect of loans and investments made in the Company's overseas wholly owned subsidiaries.

Board's explanation: The delays arose from the collation, reconciliation and finalisation of information concerning the Company's overseas subsidiaries and the related regulatory reporting. The Company has taken steps to complete and regularise the applicable filings and has strengthened its overseas-investment compliance framework through a centralised compliance calendar, clearly assigned ownership, advance internal timelines, periodic reconciliation of cross-border transactions, maker-checker review and engagement of professional advisers. The Audit Committee and the Board will monitor timely compliance going forward.

The Secretarial Auditors have further observed that the Company's systems and processes require strengthening and improvement to facilitate better monitoring and timely compliance with applicable laws, rules, regulations and guidelines.

The Board has taken note of the observation. The Company has initiated measures including strengthening of the compliance calendar, assignment of responsibility for individual compliances, maker-checker controls, advance internal deadlines, exchange-wise filing confirmations, periodic compliance reporting to senior management and the Audit Committee, and escalation of approaching or overdue compliances. The Board and the Audit Committee will continue to monitor the implementation and effectiveness of these measures.

Except for the observations described above, the Secretarial Audit Report does not contain any other qualification, reservation, adverse remark or disclaimer requiring comments from the Board.

The Annual Secretarial Compliance Report for FY 2025-26, issued pursuant to Regulation 24A of the Listing Regulations and the applicable SEBI circulars, was submitted to the stock exchanges within the prescribed timeline.

35.3 INTERNAL AUDITORS

Pursuant to Section 138 of the Act read with Rule 13 of the Companies (Accounts) Rules, 2014, Grant Thornton Bharat LLP served as the Internal Auditor of the Company for FY 2025-26.

The internal audit function carried out risk-based reviews in accordance with the internal audit plan approved by the Audit Committee. Significant audit findings, recommendations and the status of corrective actions taken by the management were periodically placed before and reviewed by the Audit Committee.

Based on the recommendation of the Audit Committee, the Board of Directors, at its meeting held on August 14, 2026, appointed Kapoor Tandon & Co., Chartered Accountants (Firm Registration No. 000952C), Kanpur, as the Internal Auditor of the Company for FY 2026-27.

The Internal Auditor reports functionally to the Audit Committee, thereby supporting the independence and objectivity of the internal audit function.

35.4 COST AUDITORS

As per the requirements of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014 as amended from time to time, your Company is not required to appoint cost auditors and maintain cost records.

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

The particulars relating to conservation of energy, technology absorption, and foreign-exchange earnings and outgo, as required under Section 134(3)(m) of the Act read with Rule 8(3) of the Companies (Accounts) Rules, 2014, are provided in **Annexure E**, which forms an integral part of this Report.

37. ANNUAL RETURN

Pursuant to Sections 92(3) and 134(3)(a) of the Act, the Annual Return of the Company for FY 2025–26 is available on the Company's website under the "Annual Return" section at https://pakka.com/investor/.

The Annual Return will be filed with the Registrar of Companies in Form MGT-7 within the period prescribed under Section 92(4) of the Act read with the Companies (Management and Administration) Rules, 2014.

38. PARTICULARS OF EMPLOYEES

DETAILS PERTAINING TO REMUNERATION AS REQUIRED UNDER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

The information required pursuant to Section 197(12) of the Act read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 in respect of employees of the Company is as follows:

i. The percentage increase in remuneration of each Director, Chief Executive Officer, Chief Financial Officer and Company Secretary during the financial year 2025-26, the ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the financial year 2025-26 and the comparison of remuneration of each Key Managerial Personnel (KMP) against the performance of the Company are as under:

Name of Directors / KMP	Remuneration of the Director / KMP in F.Y.2024-25 (₹ in Lakhs)	Remuneration of the Director / KMP in F.Y.2025-26 (₹ in Lakhs)	% Increase / (decrease) in remuneration during F.Y.2025-26	Ratio (times) of the remuneration of each director to the median remuneration of the employees
Mr. Ved Krishna, Managing Director (KMP)	0	115.53	Not comparable	20.97 times
Mr. Gautam Ghosh, Executive Director (KMP)	28.77	36.40	26.52%	6.60 times
Mr. Sachin Kumar Srivastava, Company Secretary and Corporate Finance Head (KMP)	33.35	30.51	(9.30%)	Not applicable
Mr. Jagdeep Hira, Managing Director (KMP)	242.15	53.11	Not comparable	9.64 times
Ms. Neetika Suryawanshi, Chief Financial Officer (KMP)	64.04	86.60	35.23%	Not applicable

*Mr. Jagdeep Hira ceased to hold office and Mr. Ved Krishna was appointed as Managing Director with effect from August 13, 2025. Accordingly, their remuneration figures are not comparable with the previous year.

** The remuneration figures disclosed in the above table pursuant to Rule 5(1) have been computed in accordance with the applicable Indian Accounting Standards and include relevant Ind AS adjustments, including employee stock-option expenses and other accounting adjustments, as applicable. The remuneration disclosed in the statement of the top ten employees pursuant to Rule 5(2) represents the actual gross remuneration paid or payable as per the payroll records of the Company. Accordingly, the figures disclosed in the two tables are prepared on different bases and may not be directly comparable.

ii. The median remuneration of employees of the Company during the FY 2025-26 was ₹5,51,044 /- in comparison to ₹5,35,863 /- during the FY 2024-25.

iii. In the financial year, there was an increase of 2.83% in the median remuneration of employees;

iv. There were 565 permanent employees on the rolls of the Company during the FY 2025-26 in comparison to 558 permanent employees on the rolls of the Company during FY 2024-25.

v. Average percentage decrease made in the salaries of employees other than the managerial personnel in FY 2025-26 was 1.94% whereas the decrease in the managerial remuneration for the same financial year was 5.80%. The figures of managerial remuneration are not comparable to last year due to appointment/changes made in managerial personnel during the said period.

vi. The key parameters for determining the variable component of remuneration payable to the Directors are considered by the Board on the recommendation of the Nomination and Remuneration Committee, in accordance with the applicable provisions of the Act and the Company's Remuneration Policy.

vii. It is affirmed that the remuneration paid during FY 2025-26 was in accordance with the applicable provisions of the Act and the Company's Remuneration Policy.

viii. No other employee was employed throughout the financial year at an aggregate salary of ₹1,02,00,000/- per annum.

ix. Except for Mr. Jagdeep Hira, former Managing Director, and Mr. Ved Krishna, Managing Director, no employee who was employed for part of FY 2025-26 received remuneration at a rate of ₹8,50,000 or more per month.

x. Details of Top Ten employees of the company as required under Rule 5(2) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 as amended vide Notification dated 30th June, 2016 by Ministry of Corporate Affairs for the year ended March 31, 2026:

Sl. No.	Name & Age	Qualification	Designation	Date of Joining	No. and % of equity shares held	Experience	Relationship with Directors	Remuneration (₹ in Lakhs)	Previous employment
1	Ms. Neetika Suryawanshi (44 Years, 8 Months)	Chartered Accountant	Chief Financial Officer	06/01/2023	0 (0.00%)	23 Years and six months	Not Related	89.56	Plantix Agritech India(P) Ltd.
2	Mr. Ved Krishna (51 Years)	Bachelor of Arts	Managing Director	13/08/2025	1,38,44,388 (30.80%)	27 Years	Son of Ms. Manjula Jhunjhunwala and Spouse of Ms. Kimberly Ann McArthur	85.04	-
3	Mr. Jagdeep Hira (54 Years, 4 Months)	Bachelor of Engineering Technology	Managing Director	10/10/2016	76,000 (0.17%)	32 Years	Not Related	79.29	Trident Group Limited

Sl. No.	Name & Age	Qualification	Designation	Date of Joining	No. and % of equity shares held	Experience	Relationship with Directors	Remuneration (₹ in Lakhs)	Previous employment
4	Mr. Narendra Kumar Agrawal (55 Years, 2 Months)	Bachelor of Engineering	Engineering Head	15/12/2011	0 (0.00%)	32 Years	Not Related	65.88	Century Paper and Pulp
5	Deepak Kumar Shyam Sundar Pandey (54 Years, 8 Months)	B.E. Mech.	Projects Head	13/05/2024	0 (0.00%)	32 Years	Not Related	56.42	Orient Paper Mill
6	Mr. Manoj Kumar Maurya (52 Years)	M.Com	Commercial Head	01/09/1998	1,000 (0.00%)	29 Years	Not Related	44.02	-
7	Mr. Thomas James (44 Years, 9 Months)	BE & MBA	Operations Head	03/11/2022	0 (0.00%)	18 Years	Not Related	43.58	MRF Limited
8	Mr. Gautam Ghosh (42 Years, 3 Months)	PGDBA	Executive Director	07/01/2015	10,000 (0.02%)	12 Years and six months	Not Related	39.66	-
9	Mr. Pranay Pasricha (35 Years, 10 Months)	MBA	Brand and Marketing Head- India	10/01/2022	0 (0.00%)	11 Years	Not Related	38.88	Bajaj Auto Ltd.
10	Mr. Sumant Pai (46 Years, 4 Months)	Post Graduate Diploma in Film & Television	Export Head (Compostable)	08/04/2024	0 (0.00%)	18 Years	Not Related	38.76	Vijay Anand Speciality Papers Pvt. Ltd.

xi. No employee of the Company, whether employed throughout or for part of the financial year, was in receipt of remuneration exceeding that drawn by the Managing Director or Whole-time Director and held, either individually or together with his or her spouse and dependent children, two per cent or more of the equity shares of the Company.

39. INVESTOR EDUCATION AND PROTECTION FUND

Pursuant to Sections 124 and 125 of the Companies Act, 2013 ("the Act") read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, as amended ("IEPF Rules"), dividends remaining unpaid or unclaimed for a period of seven years from the date of transfer to the Unpaid Dividend Account are required to be transferred to the Investor Education and Protection Fund ("IEPF").

Accordingly, the amount remaining unpaid or unclaimed in respect of the dividend declared by the Company for the financial year 2018-19 is due for transfer to the IEPF during the financial year 2026-27, upon expiry of the prescribed period of seven years. The Company shall transfer such amount to the IEPF within the applicable statutory timeline and file the prescribed forms and statements with the competent authorities.

Further, pursuant to Section 124(6) of the Act read with Rule 6 of the IEPF Rules, the equity shares in respect of which dividends have remained unpaid or unclaimed for seven consecutive years or more are also required to be transferred to the designated demat account of the IEPF Authority.

Accordingly, the Company has initiated the process for transfer of the eligible equity shares relating to the financial year 2018-19. Pending completion of the prescribed corporate action and transfer to the designated demat account of the IEPF Authority, such eligible shares have been placed in a designated escrow/demat account maintained for this purpose. The escrow/demat account is an interim operational arrangement, and the eligible shares shall ultimately be transferred to the designated demat account of the IEPF Authority in accordance with the Act, the IEPF Rules and the applicable depository procedures.

The Company has sent individual notices to the concerned shareholders at their registered addresses and has published the requisite notice in newspapers. The details of the shareholders whose unpaid or unclaimed dividend and corresponding shares are liable to be transferred to the IEPF have also been made available on the Company's website at https://pakka.com/investor/.

Members are requested to claim their unpaid or unclaimed dividend for the financial year 2018-19 on or before the applicable due date by submitting the requisite documents to the Company or its Registrar and Share Transfer Agent. After transfer to the IEPF, the concerned shareholders may claim the dividend amount and shares from the IEPF Authority by submitting Form IEPF-5 in accordance with the procedure prescribed under the IEPF Rules.

40. INDUSTRIAL RELATIONS

Industrial relations remained cordial and harmonious across the Company's offices, manufacturing facilities and other establishments during the year under review.

The Board places on record its appreciation for the continued commitment, cooperation and constructive contribution of the Company's team members at all levels towards maintaining operational continuity, productivity, workplace safety and organisational performance.

41. CAUTIONARY STATEMENT

Statements contained in this Board's Report, including the Management Discussion and Analysis Report, describing the Company's objectives, projections, estimates, expectations, plans, strategies or outlook may constitute "forward-looking statements" within the meaning of applicable securities laws and regulations.

Actual results may differ materially from those expressed or implied in such forward-looking statements due to various risks, uncertainties and other factors, including availability and prices of raw materials, changes in demand and pricing in the Company's principal markets, competitive conditions, technological developments, changes in government policies, laws, regulations and tax regimes, fluctuations in foreign exchange rates, general economic conditions in India and other countries in which the Company operates, geopolitical developments and other factors beyond the Company's control.

The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statement on the basis of subsequent developments, information or events, except as may be required under applicable law.

42. ACKNOWLEDGEMENTS

The Board of Directors places on record its sincere appreciation for the continued trust, support and cooperation extended to the Company by its members, investors, customers, business partners, suppliers, vendors, bankers, financial institutions, consultants and other stakeholders.

The Board also acknowledges the valuable support and cooperation received from the Government of India, various State Governments, governments and authorities in the countries in which the Company operates, regulatory authorities, stock exchanges, depositories and other governmental and statutory bodies.

The Board expresses its deep appreciation for the dedication, commitment and contribution of every team member of the Pakka Group. Their continued efforts have been instrumental in supporting the Group's operations, resilience and long-term objectives. The Board also gratefully acknowledges the support extended by the families of the Group's team members.

For and on Behalf of the Board

Pradeep Vasant Dhobale
Chairman
DIN: 00274636

Place: Ayodhya
Date: 14th August, 2026

Annexure - A

Form AOC-1

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014)

Statement containing salient features of the financial statement of subsidiaries/associate companies/joint ventures

Part “A”: Subsidiaries

(Information in respect of each subsidiary to be presented with amounts in ₹)

I. Pakka Impact Limited

Sl. No.	Particulars	Details (₹ In Lakhs)
1.	Name of the subsidiary	Pakka Impact Limited
2.	Reporting period for the subsidiary concerned, if different from the holding company’s reporting period	Not Applicable
3.	Reporting currency and Exchange rate as on the last date of the relevant financial year in the case of foreign subsidiaries	Not Applicable
4.	Share capital	200.00
5.	Reserves & surplus	(341.95)
6.	Total assets	1,098.48
7.	Total Liabilities	1,240.43
8.	Investments	-
9.	Turnover	3.75
10.	Profit/(loss) before taxation	(10.95)
11.	Provision for taxation	-
12.	Profit after taxation	(10.90)
13.	Proposed Dividend	-
14.	% of shareholding	100%

II. Pakka Inc, an USA based Company

Sl. No.	Particulars	Details
1.	Name of the subsidiary	Pakka Inc
2.	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	Not Applicable
3.	Reporting currency and Exchange rate as on the last date of the relevant financial year in the case of foreign subsidiaries	1 USD = ₹94.6543
4.	Share capital	6,855.71
5.	Reserves & surplus	(3,515.43)
6.	Total assets	4,150.32
7.	Total Liabilities	810.03
8.	Investments	2,600.09
9.	Turnover	346.79
10.	Profit/(loss) before taxation	(994.84)
11.	Provision for taxation	-
12.	Profit after taxation	(994.84)
13.	Proposed Dividend	-
14.	% of shareholding	100%

III. Pakka Guatemala, a subsidiary Company of Pakka Inc and step down subsidiary of Pakka Limited

Sl. No.	Particulars	Details
1.	Name of the subsidiary	Pakka Guatemala
2.	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	Not Applicable
3.	Reporting currency and Exchange rate as on the last date of the relevant financial year in the case of foreign subsidiaries	1 USD = ₹94.6543
4.	Share capital	2,600.09
5.	Reserves & surplus	(298.67)
6.	Total assets	2,436.66
7.	Total Liabilities	135.25
8.	Investments	-
9.	Turnover	2.56
10.	Profit/(loss) before taxation	(117.76)
11.	Provision for taxation	-
12.	Profit after taxation	(117.76)
13.	Proposed Dividend	-
14.	% of shareholding	99.99%

I. Pakka Pte Ltd, a Singapore-based Company

Sl. No.	Particulars	Details
1	Name of the subsidiary	Pakka Pte Ltd
2	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	Not Applicable
3	Reporting currency and Exchange rate as on the last date of the relevant financial year in the case of foreign subsidiaries	1 SGD = ₹72.714
4	Share capital	172.74
5	Reserves & surplus	(194.98)
6	Total assets	3.12
7	Total Liabilities	25.36
8	Investments	-
9	Turnover	2.56
10	Profit/(loss) before taxation	(4.58)
11	Provision for taxation	-
12	Profit after taxation	(4.58)
13	Proposed Dividend	-
14	% of shareholding	100%

Notes: The following information shall be furnished at the end of the statement:

1. Names of subsidiaries which are yet to commence operations: Pakka Pte. Ltd.
2. Names of subsidiaries which have been liquidated or sold during the year. – N.A.

Part "B": Associates and Joint Ventures – Not Applicable

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

Name of associates/Joint Ventures	
1. Latest audited Balance Sheet Date	-
2. Shares of Associate/Joint Ventures held by the company on the year end	-
No.	-
Amount of Investment in Associates/Joint Venture	-
Extend of Holding%	-
3. Description of how there is significant influence	-
4. Reason why the associate/joint venture is not consolidated	-
5. Net worth attributable to shareholding as per latest audited Balance Sheet	-
6. Profit/Loss for the year	
i. Considered in Consolidation	-
ii. Not Considered in Consolidation	-

1. Names of associates or joint ventures which are yet to commence operations. N.A.
2. Names of associates or joint ventures which have been liquidated or sold during the year. N.A.

For and on behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260
Place: Ayodhya
Date: 14th August, 2026

Gautam Ghosh
Executive Director
DIN: 10371300
Place: Ayodhya
Date: 14th August, 2026

Manoj Kumar Maurya
Finance Head
Place: Ayodhya
Date: 14th August, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: 14th August, 2026

Annexure - B

Certificate

[PURSUANT TO REGULATION 13 OF THE SECURITIES AND EXCHANGE BOARD OF INDIA (SHARE BASED EMPLOYEE BENEFITS AND SWEAT EQUITY) REGULATIONS, 2021]

The Board of Directors,
Pakka Limited,
(CIN -L24231UP1981PLC005294)
312 Plaza Kalpana Society, 24/147, B-49 Birhana Road, Kanpur, Uttar Pradesh - 208001

Dear Sir(s)

Sub: Secretarial Auditor's Certificate for the Year ended March 31, 2026, in accordance with Regulation 13 of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat equity) Regulations, 2021.

We have examined the records and documents maintained by Pakka Limited ("the Company") and based on the information and explanations given to us and to the best of our knowledge and belief, We confirm that the following schemes of the Company for the year ended March 31, 2026 have been implemented in accordance with the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat equity) Regulations, 2021, as amended and in accordance with the respective resolutions of the Company passed in the general meeting.

Sr. No.	Scheme	Details of Shareholders meeting regarding approval/amendment of the Scheme
1.	PAKKA TEAM STOCK OPTION PLAN – 2021	May 06, 2022, as amended vide special resolution passed at extraordinary general meeting held on August 29, 2024 and further vide special resolution passed by the members of the Company in their 45th annual general meeting held on September 30, 2025, to accord their approval for an extension of 'TSOP End Date' from December 31, 2026, to December 31, 2031, or such further period beyond December 31, 2031, as may be determined by the Nomination & Remuneration Committee from time to time.

This Certificate has been issued on the request of the management of the Company and is solely for the purposes as stated in Regulation 13 of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat equity) Regulations, 2021. This certificate should not be used for any other purposes.

For Amit Gupta & Associates
Company Secretaries

Pragati Gupta
Managing Partner
Membership No. : A19302
C.P. No. 7878
Peer Review No.: 2601/2022
UDIN : A019302H001339951

Place: Lucknow

Annexure - C

Report on Corporate Social Responsibility

1. Brief outline of the Corporate Social Responsibility Policy of the Company

The Company believes in the Pakka Group's philosophy of giving back to society and recognises the important role played by communities in the growth and sustainability of its business. The Company's purpose, "For Better Living," is reflected through its focus on better communities, responsible sourcing and a better planet.

The Corporate Social Responsibility Policy ("CSR Policy"), formulated in accordance with Section 135 of the Companies Act, 2013 ("Act") and the rules made thereunder, sets out the Company's approach to undertaking CSR activities and contributing to the social, economic and environmental development of communities, particularly in and around the areas in which it operates.

The Company's CSR initiatives focus, inter alia, on environmental sustainability and climate action, water conservation and management, women's education and empowerment, healthcare, education and skill development, sustainable livelihoods, responsible sourcing, waste management and rural and community development. The activities undertaken by the Company are aligned with the areas specified in Schedule VII to the Act and the CSR Policy approved by the Board of Directors.

The Company implements its CSR programmes directly and/or through eligible implementing agencies in accordance with the Act and the Companies (Corporate Social Responsibility Policy) Rules, 2014. Activities undertaken in the ordinary course of the Company's business are not treated as CSR activities.

During the year under review, the Company's CSR initiatives primarily focused on affordable healthcare, the empowerment of persons with disabilities, rural development, education and skill development, women's education and empowerment, and water conservation.

2. Composition of the Corporate Social Responsibility Committee

The Corporate Social Responsibility Committee ("CSR Committee"), constituted in accordance with Section 135 of the Companies Act, 2013, oversees the formulation, implementation and monitoring of the Company's CSR Policy, annual action plan and CSR projects.

The composition of the CSR Committee and the details of meetings held and attended by its members during the financial year ended March 31, 2026 are set out below:

Sr. No	Name of Director	Designation / Nature of Directorship	Number of meetings of the CSR Committee during the year 2025 - 26	
			Held	Attended
1.	Ms. Kimberly Ann McArthur	Chairperson of the Committee (Promoters' Group)	3	3
2.	Mr. Ved Krishna	Member (Promoter Director)	3	3
3.	Mrs. Manjula Jhunjhunwala	Member (Promoter Director)	3	2
4.	Mr. Basant Kumar Khaitan	Member (Independent Director)	3	1
5.	Mrs. Anna Kay Warrington#	Member (Independent Director)	2	2

#Mrs. Anna Kay Warrington, Independent Director, was appointed as a member of the Corporate Social Responsibility Committee with effect from June 30, 2025.

3. Web links for the composition of the CSR Committee, CSR Policy and CSR projects approved by the Board

The composition of the CSR Committee, the CSR Policy and the CSR projects approved by the Board are disclosed on the Company's website and may be accessed through the following links:

- **Composition of the CSR Committee:** https://pakka.com/wp-content/uploads/2025/01/List-Of-Committees-Member-2.pdf
- **CSR Policy:** https://pakka.com/wp-content/uploads/2026/01/Corporate-Social-Responsibility-Policy-CSR.pdf
- **CSR projects approved by the Board:** https://pakka.com/investor/

4. Details of the impact assessment of CSR projects carried out pursuant to Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014

Based on the average CSR obligation of the Company during the three immediately preceding financial years, the requirement to undertake an impact assessment pursuant to Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014 was not applicable to the Company during the year under review. Accordingly, no impact assessment report is required to be annexed.

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any

Sr. No	Financial Year	Amount available for set-off from preceding financial years (In lakhs)	Amount required to be set off for the financial year, if any (In lakhs)
1.	2024-25	4.59	4.59

6. Average net profit of the Company as per Section 135(5): ₹7312.50 Lakhs.

7. (a) **Two percent of average net profit of the Company as per section 135(5): ₹146.25 Lakhs**

(b) **Surplus arising out of the CSR projects or programmes or activities of the previous financial years: Nil**

(c) **Amount required to be set off for the financial year, if any: ₹4.59 Lakhs**

(d) **Total CSR obligation for the financial year (7a+7b-7c): ₹141.66 Lakhs**

8. (a) **CSR amount spent or unspent for the financial year:**

After giving effect to the set-off of ₹4.59 lakh available from the preceding financial year, the Company was required to spend ₹141.66 lakh towards CSR activities during FY 2025-26. Against this obligation, the Company spent ₹235.00 lakh during the year.

Total Amount Spent for the Financial Year (₹ in Lakhs.)	Amount Unspent (In ₹)				
	Total Amount transferred to Unspent CSR Account as per		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
235.00	NIL	-	-	NIL	-

b) **Details of CSR amount spent against ongoing projects for the financial year:**

Sl. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local Area (Yes/ No)	Location of the Project		Project duration (in years)	Amount allocated for the project (in ₹)	Amount spent in the Current Financial Year (in ₹)	Amount transferred to Unspent CSR Account for the project as per section 135(6) (in ₹)	Mode of Implementation - Direct (Yes/ No)	Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR registration number
Not Applicable												

C. **Details of CSR amount spent against other than ongoing projects for the financial year:**

Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local Area (Yes/No)	Location of the Project		Amount Spent for the project (₹ In Lakhs)	Mode of Implementation - Direct (Yes/No)	Mode of Implementation - Through Implementing Agency	
				State	District			Name	CSR Registration Number
1	Promoting Education including Vocational Skills, Woman Empowerment, Promoting Healthcare, including Preventing Healthcare, Women Education and Water Conservation	(ii)	Yes	Uttar Pradesh	Ayodhya	235.00	No	Pakka Foundation (Earlier known as K. K. Charitable Foundation)	CSR00010697

d. **Amount spent in Administrative Overheads:** NIL

e. **Amount spent on Impact Assessment, if applicable:** NIL

f. **Total amount spent for the Financial Year (8b+8c+8d+8e):** ₹235.00 Lakhs.

g. **Excess amount for set off, if any:** 93.34

Sl. No.	Particulars	Amount (₹ In Lakhs)
(i)	2% of average net profit of the company as per section 135(5)	146.25
	Less: Amount available for set-off from preceding financial year and set off during FY 2025-26	(4.59)
	Net CSR amount required to be spent during FY 2025–26	141.66
(ii)	Total amount spent for the financial year 2025-26	235.00
(iii)	Excess amount spent for the financial year 2025-26 [(ii)-(i)]	93.34
(iv)	Surplus arising out of CSR projects, programmes or activities during the year	NIL
(v)	Amount available for set-off in succeeding financial years [(iii) – (iv)]	93.34

9. (a) **Details of unspent CSR amount for the preceding three financial years:**

Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under section 135 (6) (in ₹)	Amount Spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per section 135(6) if any			Amount remaining to be spent in succeeding financial Years (in ₹)
				Name of the Fund	Amount (in ₹)	Date of Transfer	
Not Applicable							

(b) **Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):** NA

Sl. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the project (in ₹)	Amount spent on the project in the reporting financial year (in ₹)	Cumulative amount spent at the end of reporting financial year (in ₹)	Status of the project – Completed / On-going
Not Applicable								

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year. (asset-wise details)

a) Date of creation or acquisition of the capital asset(s) – NA

b) Amount of CSR spent for creation or acquisition of capital asset - Nil

c) Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc. - NA

d) Provide details of the capital asset(s), created or acquired (including complete address and location of the capital asset). NA

11. Specify the reason(s), if the company has failed to spend two percent of the average net profit as per section 135(5) – Not Applicable

Ved Krishna
Managing Director
DIN: 00182260
Place: Ayodhya
Date: 14th August, 2026

Kimberly Ann McArthur
Chairperson CSR Committee
DIN: 05206436
Place: USA
Date: 14th August, 2026

Annexure - D

FORM NO. MR.3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2026

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

To,
The Members,
Pakka Limited,
(CIN -L24231UP1981PLC005294)
312, Plaza Kalpana Society, 24/147, B-49, Birhana Road,
Kanpur, Uttar Pradesh - 208001, India

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Pakka Limited** (CIN - L24231UP1981PLC005294) (hereinafter referred to as "the Company"). The Secretarial Audit was conducted in a manner that provided us with a reasonable basis for evaluating the corporate conduct/statutory compliance and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of the secretarial audit,

We hereby report that in our opinion:

i. The Company has, during the audit period covering the financial year ended on 31st March 2026, complied with the statutory provisions listed hereunder; and also

ii. The Company has proper Board processes and compliance mechanisms in place to the extent, in the manner and subject to the reporting made hereinafter.

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31st March 2026, according to the provisions of:

i. The Companies Act, 2013 (the Act) and the rules made thereunder;

ii. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

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

iv. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

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

   a) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 **("Listing Regulations");**

   b) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 **("ICDR Regulations");**

c) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 **("Takeover Regulations");**

d) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 **("Buyback Regulations") - (Not applicable to the listed entity during the review period);**

e) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity), Regulations 2021 **("SBEB Regulations");**

f) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 **("NCS Regulations") - (Not applicable to the listed entity during the review period);**

g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 **("Delisting Regulations") - Not applicable as the listed entity has not made any delisting during the year under report;**

h) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

i) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 (Until December 14, 2025, the Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993), regarding the Companies Act and dealing with clients; - **Not applicable as the listed entity is not registered as Registrar to Issue and Share Transfer Agent during the financial year under review;**

j) The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 **("DP Regulations");**

vi. The following other laws, on account of the nature of the industry, are specifically applicable to the Company:

(a) The Boilers Act, 1923, to the extent applicable up to April 30, 2025, and the Boilers Act, 2025, with effect from May 1, 2025, together with the applicable rules and regulations framed thereunder;

(b) The Explosives Act, 1884;

(c) Acts and Rules prescribed under the prevention and control of pollution;

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

(i) Secretarial Standards issued by the Institute of Company Secretaries of India; and

(ii) Listing Agreement entered into by the Company with BSE Limited and National Stock Exchange of India Limited,

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

(i) We have noted a delay of 73 days in the review of audited financial statements in respect of one of its subsidiaries, Pakka Inc., for the quarter and the year ended on March 31, 2025, in terms of the provisions of Regulation 24(2) of the SEBI Listing Regulations.

(ii) We have noted that the consolidated financial results (audited) for the quarter and the year ended on 31st March, 2025, were approved with a delay of 73 days on August 13, 2025, in terms of the provisions of Regulation 33 of the SEBI Listing Regulations.

(iii) We have noted a delay of 150 days in the submission of disclosure of Related Party Transactions with NSE under Regulation 23(9) of SEBI Listing Regulations, for the year ended on March 31, 2025, due to technical reasons, while submission of the same with BSE was done well in time on May 30, 2025, for which a waiver of SOP fine has been granted by NSE.

(iv) We have noted a delay of one day in the submission of disclosure of Related Party Transactions under Regulation 23(9) of SEBI Listing Regulations, for the half year ended on September 30, 2025, due to technical reasons.

(v) We have noted a delay in reporting of the financial commitment in Form FC, Annual Performance Report (APR) filing, filings of FLA returns, and the reporting of the conversion of outstanding loans into equity in respect of the loans provided/investment made in its overseas wholly owned subsidiaries.

We further report that:

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

- Adequate notice is given to all directors to convene the Board Meetings, agenda and detailed notes to the agenda were sent at least seven days in advance (except in cases where a meeting was held at shorter notice or where members agreed to consider Agenda notes at shorter period) and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting for meaningful participation at the meeting.
- Majority decisions are carried through, while the dissenting members' views, if any, are captured and recorded as part of the minutes.

We further report that the systems and processes in the Company require further strengthening and improvements, considering the size and operations of the Company, to enable better monitoring and ensure timely compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period; there were the following material events having a bearing on the affairs of the Company:

(i) During the year under review, the time for conversion of 36,00,000 Fully Convertible Warrants to eligible Investors (Non-promoters) at an issue price of ₹272/- per warrants aggregating to ₹97.92 crores, as determined in terms of SEBI ICDR Regulations, allotted by the Company on October 14, 2024, pursuant to the approval of the Board of Directors on August 05, 2024, and the approval of the shareholders on August 29, 2024, was extended from 12 months to 18 months in terms of the approval of the members of the Company in their 45th annual general meeting held on September 30, 2025. In terms of Regulation 162(1) of the SEBI ICDR Regulations, the said warrant holders were entitled to exercise the option to convert the said warrants into equity shares upon payment of the balance consideration within a period of 18 months from the date of allotment, i.e., on or before April 13, 2026. We further report that, subsequent to the close of the financial year but before the date of this Report, since the Company has not received any application for conversion of the aforesaid warrants within the stipulated time period, the said 36,00,000 warrants have lapsed on April 13, 2026, and in terms of Regulation 169(1) of the SEBI ICDR Regulations, the upfront amount equivalent to 25% of the issue price received at the time of allotment of warrants stands forfeited by the Company upon such lapse.

(ii) The Company has made an allotment of 14,69,600 equity shares (10,89,600 on September 02, 2023, 2,51,700 on June 27, 2024 and 1,28,300 on December 27, 2024), against 14,16,600 'PAKKA TEAM STOCK OPTION PLAN – 2021' ('TSOP'/ 'Plan') granted on July 07, 2022, at an exercise price of ₹82.21 per option, 1,25,400 TSOP on September 02, 2023, at an exercise price of ₹118.13 per option, 22,500 TSOP on June 27, 2024, and 1,24,500 TSOP on December 31, 2025, at an exercise price of ₹152.31 per option, in terms of the TSOP approved by the shareholders of the Company in their extraordinary general meeting held on May 06, 2022. Further, the members of the Company in their 45th annual general meeting held on September 30, 2025, have accorded their approval for an extension of 'TSOP End Date' from December 31, 2026, to December 31, 2031, or such further period beyond December 31, 2031, as may be determined by the Nomination & Remuneration Committee from time to time.

(iii) In line with the approval of the Board of Directors of the Company in its meeting held on March 27, 2024, the Board of Directors of the Company in its meeting held on May 30, 2025, has subject to the requisite approvals/ consents have considered and approved the draft Scheme of Merger by Absorption of Pakka Impact Limited ("PIL"), a wholly owned subsidiary of the Company by Pakka Limited ("PL") and their respective shareholders ("Scheme" or "Draft Scheme") under Section 230 to 233 and applicable provisions of the Companies Act, 2013, with April 01, 2025, as the Appointed Date of the Scheme.

(iv) During the year under report Mr. Ved Krishna, Promoter and Vice Chairman of the Company, has been appointed as the Managing Director of the Company for a period of three years by the Board, on the resignation of Mr. Jagdeep Hira from the position of Managing Director of the Company with effect from August 13, 2025, and members of the Company at their 45th annual general meeting held on September 30, 2025, granted their approval.

(v) During the year under the report, the Company has made further investment of USD 20,00,000 divided into 2,00,000 equity shares of USD 10/- each. Further, the loan of USD 32,00,000 along with interest of USD 3,95,691.85 outstanding as on June 30, 2025 has been converted into 3,59,569 equity shares of USD 10/- each by Pakka Inc., a wholly owned subsidiary of the Company, with effect from June 30, 2025, raising the total equity investment of USD 80,95,700 divided into 8,09,570 equity shares of USD 10/- each.

(vi) The Board of Directors of the Company, at its meeting held on March 27, 2024, approved the closure of Pakka Pte. Ltd., its wholly owned subsidiary incorporated in Singapore, subject to completion of the applicable legal and regulatory formalities. During the period under review, the Company continued to undertake the necessary steps and regulatory formalities for the closure of Pakka Pte. Ltd. The closure process had not been completed as at March 31, 2026 and, accordingly, Pakka Pte. Ltd. continued to remain a wholly owned subsidiary of the Company as at that date. The Company had recognised the requisite impairment provision in respect of its financial exposure to Pakka Pte. Ltd. in the audited financial statements for FY 2023-24.

(vii) A case under the Environment (Protection) Act, 1986 before the Hon'ble National Green Tribunal, Principal Bench, New Delhi vide O.A. No. 116/2014 titled as Meera Shukla V. Municipal Corporation, Gorakhpur has been disposed of vide order dated September 13, 2022, however the recovery certificate of ₹40.80 lacs as an Environmental Compensation issued by Uttar Pradesh Pollution Control Board in compliance of order dated 27.09.2019 passed by the Hon'ble National Green Tribunal, Principal Bench, New Delhi in the aforesaid case, continues stayed in terms of order dated 14.01.2020 passed by the Hon'ble High Court of Judicature at Allahabad, Lucknow Bench, Lucknow in Case No. MISB 866 of 2020 titled Yash Pakka Limited Vs. U. P. Pollution Control Board & Others.

For Amit Gupta & Associates
Company Secretaries

Pragati Gupta
Managing Partner
Firm Registration No.: P2025UP103200
Membership No.: A19302
C.P. No.: 7878
PR. No.: 2601/2022
UDIN : A019302H000548325

Date: May 30, 2026
Place: Lucknow

Note: This report should be read with the letter of even date by the Secretarial Auditors.

To,
The Members,
Pakka Limited,
(CIN -L24231UP1981PLC005294)
312, Plaza Kalpana Society, 24/147, B-49, Birhana Road,
Kanpur, Uttar Pradesh - 208001, India

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

1. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the 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.
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 procedure on test basis.
6. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For Amit Gupta & Associates
Company Secretaries

Pragati Gupta
Managing Partner
Firm Registration No.: P2025UP103200
Membership No.: A19302
C.P. No.: 7878
PR. No.: 2601/2022
UDIN : A019302H000548325

Date: May 30, 2026
Place: Lucknow

Annexure - E

1. CONSERVATION OF ENERGY

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNING AND OUTGO ETC:

Information on conservation of Energy, Technology absorption, Foreign Exchange earnings and outgo required to be disclosed under Section 134 of the Companies Act, 2013 read with the Companies (Accounts) Rules, 2014 are provided hereunder:

2. CONSERVATION OF ENERGY

(A) ENERGY CONSERVATION MEASURES TAKEN

I. Downsizing of PM-1 Chest agitator No-8 motor from 9.3 KW to 7.5 KW.

II. PP-2 Feed pump 160 KW 2 Nos. motor to be replaced with 250 KW 1 No. Motor.

III. Egg tray Agitator No-1 IE2 rated motor replaced with IE3 rated motor.

IV. Miniature pressure powered condensate pump installed at PP-2 for condensate recovery.

(B) ADDITIONAL INVESTMENT AND PROPOSALS, IF ANY, BEING IMPLEMENTED FOR REDUCTION OF CONSUMPTION OF ENERGY

I. Installation of VFD and auto control with RH sensor on PM-3 Hood blower 1.2 and exhaust blower.

II. Egg Tray blower heater group trapping to be replaced with individual trapping and utilization of flash steam for heat recovery.

III. Replacement of PP-2 CWP with energy efficient pump and IE4 motor.

IV Old IE1/IE2 motors to be replaced with IE3/IE4 motors under NMRP Program.

V Implementation of energy saving ideas to save 500 KW per hour in overall plant.

(C) IMPACT OF THE MEASURES OF THE ABOVE

power saved = 52 KW per hour

(D) TOTAL ENERGY CONSUMPTION AND ENERGY CONSUMPTION PER UNIT OF PRODUCTION AS PER PRESCRIBED FORM A OF THE ANNEXURES IN RESPECT OF THE INDUSTRIES SPECIFIED IN THE SCHEDULE THERETO.

I. POWER AND FUEL CONSUMPTION

Particulars	Current Year 31.03.2026	Previous Year 31.03.2025
(a) Electricity		
(i) Purchased Unit (lakhs)	112.48	55.78
Total Amount (₹In Lakhs)	1020.17	555.05
Rate / Unit (₹)	9.07	9.95
(i) Own generation		
Through Diesel Generator		
Unit (lakhs)	0.34	1.53
Unit per liter of Diesel Oil	3.27	3.05
Cost / Unit (₹)	24.31	26.07
Through Steam Turbine		
Unit (lakhs)	551.85	616.86
Unit per MT of fuel (Paddy husk)	695	624
Cost / Unit (₹)	5.52	4.87

Notes: *Steam Turbine is extraction cum condensing type hence fuel allocation is on estimated basis.

Particulars	Current Year 31.03.2026	Previous Year 31.03.2025
(a) Coal Quantity (MT)	Nil	Nil
(b) Furnace Oil Quantity (MT)	Nil	Nil
(i) Paddy Husk Quantity (MT)	79390	83183
Total Cost (₹ In Lakhs)	3502	3939.88
Average Rate (₹ Per MT)	4410.75	4736.40
(ii) Baggase / Pith Quantity (MT)	14682.750	22669
Total Cost (₹ in lakhs)	415.71	584.22
Average Rate (₹ Per MT)	2831	2577
(iii) Firewood Quantity (MT)	Nil	1475
Total Cost (₹ In Lakhs)	Nil	59.52
Average Rate (₹ Per MT)	Nil	4035

II. CONSUMPTION PER UNIT OF PRODUCTION

a. Paper (Excluding Egg Tray & Moulded Products)

Particulars	UOM	Current Year 31.03.2026	Previous Year 31.03.2025
Electricity	Units	1232	1015
Furnace Oil	MT	Nil	Nil
Coal	MT	Nil	Nil
Paddy Husk	MT	1.77	1.37
Bagasse Pith	MT	0.33	0.37
Firewood	MT	0	0.02

* Bagasse pith is used along with the paddy husk as fuel for producing steam which is used for pulp and paper manufacturing and power generation hence consumptions are estimated.

b. Moulded (Tableware) Products

Particulars	UOM	Current Year 31.03.2026	Previous Year 31.03.2025
Electricity	Units	4408	4068

(E) STEPS TAKEN BY THE COMPANY FOR UTILIZING ALTERNATE SOURCE OF ENERGY.

Since inception the Company has been using Biomass as fuel for generating Steam. In 1995, the Company installed a 2.5 MW and in 2007, a 6 MW cogeneration power plant using biomass (rice husk and pith) as fuel. The Company has also installed a Black liquor (Pollutant generated during pulping of Agro waste raw material) fired Boiler, generating steam and thereby power.

(F) CAPITAL INVESTMENTS ON ENERGY CONSERVATION EQUIPMENTS.

Total Capital investment on energy conservation equipment during FY25-26 is approximately ₹14.32 lakhs

3. CONSERVATION OF ENERGY

EFFORTS MADE IN TECHNOLOGY ABSORPTION AS PER PRESCRIBED FORM B of Annexure.

(A) Specific areas in which R & D & Innovation is carried out by the Company

R&D

I. Successfully ran the plant trial of black liquor Viscosity reduction in recovery.

II. Trials of back water colour reduction took place at PM 2.

III. Fiber loss saving from mould MPS.

IV. Continuously monitoring fiber loss of all areas in plant,

V. Development of alternate vendor for all chemicals.

VI. Trials were performed for PFAS free OGR chemicals at tableware.

VII. Successfully analysis of Guatemala Bagasse was run.

VIII. successful commercialization for chocolate primary packaging.

IX. Successfully made ODL pulp in R&D lab.

X. Optimization of pulping & papermaking parameters & successful production of certain grades of Kraft paper without long fiber.

XI. Lab evaluation of different grades of Oil & Grease resistance chemicals for paper.

XII. Lab evaluation of Bagasse to generate seasonal trends for Strength properties.

XIII. Chemical cost reduction in overall process.

Innovation

I. Flexi pack trial using different grades of paper and biopolymers.

II. Trial for the manufacturing of cutlery and carry bags from mineral pellets.

III. Trial and validation on the water absorption reduction for delivery containers

IV. Exploration of the chemical (wet end / dry end) for PFAS free delivery containers.

(B) Benefits derived as a result of the above R & D

The above efforts have resulted in quality improvements, cost reduction, better realization, waste reduction.

High moisture barrier property for flexi pack, patent filed for flexi pack, successful pilot trials for injection molded spoon using lime sludge, reduced water absorption percentage for delivery containers.

(C) Future plan of action

R&D

- Use of pith pulp in molded products.
- Improvement in drainage at PM 1, speed increase 10m/m.
- Lab evaluation of different types of Retention Aids, Drainage aids & plant trial for optimization during new bagasse.
- Reduce fiber loss in all over the plant target fiber loss ≤ 1%
- Development of grease proof paper at plant.
- Lab evaluation & plant scale trial of color removal chemicals at Effluent Treatment plant
- Reduction in cost of flexi paper.
- 100% tracking of chemical & packing material through SAP

Innovation

I. Development and exploration of coating material for high water / oxygen barrier properties for flexi pack.

II. Development of delivery containers with a lower water absorption percentage and good retention time.

III. Validation of delivery container with reduced water absorption percentage at different places / pan India.

IV. Exploration of dried lime sludge for thermoformed articles.

V. Utilization of lime sludge for the development of heat-resistant cutlery.

VI. High strength and burst factor paper of carry or wrap

VII. Exploration of potato starch for value added applications.

VIII. Exploring home compostable options for cutlery.

(D) Expenditure on R & D

(₹ In Lakhs)

S. No.	Particulars	Current Year 31.03.2026	Previous Year 31.03.2025
1.	Capital	253.22	293.84
2.	Recurring	41.36	70.10
3.	**Total**	**294.58**	**363.94**
4.	Total R & D Expenditure as a percentage of total Turnover	0.83%	0.90%

(E) Technology absorption, adaptation and innovation

I. Imported Technology (Imported during the last five years reckoned from the beginning of the financial year)

Not Applicable

II. Efforts, in brief, made towards technology absorption, adaptation and innovation: -

a. Pope reel replacement at PM-1 with improved technology.

b. Hot air heater at PM-1.

c. Grinding & coating of MG cylinder at PM-1 & PM-2.

d. Ceramic tops for wire table at PM-3.

e. Replace Refiner disks at PM-1 & PM-2 with new design (fine Bar).

f. Usage of clarified back water in Hi pressure showers at PM-3.

III. Benefits derived as a result of the above efforts e.g. Product improvement, cost reduction, product development, import substitution etc.:-

Improvement in existing process and product quality, less qualities variations, improved productivity, cost reduction and reduction in use of imported softwood pulp, reduction in fresh water consumption

a. PM-1 reel winding improvement and wastage reduction.

b. Air temperature rises with the same energy consumption.

c. MG surface improvement resulting in Paper quality enhancement.

d. PM-3 wire table drainage and paper formation improvement.

e. Fiber strength improvement with less cutting& more fibrillation.

f. Fresh water reduction at PM-3 by using clarified machine back water for felt conditioning Hi pr showers.

4. FOREIGN EXCHANGE EARNING AND OUTGO

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

The Company has continued to thrust on exports.

Total foreign exchange used and earned (₹ In Lakhs)

S. No.	Particulars	Current Year 31.03.2026	Previous Year 31.03.2025
1	Used	8,799.79	4,922.11
2	Earned	8,381.94	9,889.19

Place: Ayodhya
Date: 14th August, 2026

Pradeep Vasant Dhobale
Chairman
DIN: 00274636

Report on Corporate Governance

1. Company's Philosophy on Code of Governance

Corporate Governance at Pakka Limited is founded on integrity, accountability, transparency, fairness and responsible stewardship. It reflects our values and our enduring commitment to conducting business ethically while pursuing sustainable growth and creating long-term value for all stakeholders.

Our governance philosophy supports our vision of "Bringing joy to people's lives" by fostering trusted partnerships and embedding sustainability, transparency, safety and accountability into our strategy, decision-making and operations. Through our Environmental, Social and Governance ("ESG") commitments, we seek to build a resilient and responsible enterprise capable of delivering enduring value to our stakeholders and contributing positively to society and the environment.

The Company is committed not only to complying with the applicable provisions of the Companies Act, 2013 and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), but also to adopting governance practices that promote effective oversight, sound risk management, ethical leadership and timely and transparent disclosures.

This Report, prepared in accordance with the applicable provisions of the Listing Regulations, sets out the Company's corporate governance framework, practices and processes for the financial year under review.

2. Board of Directors:

The Board of Directors ("Board") is the principal governing body of the Company and is responsible for providing strategic direction, exercising effective oversight and protecting the interests of the Company and all its stakeholders. The Board performs its duties in accordance with the Companies Act, 2013, the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the Company's Articles of Association and other applicable laws.

Consistent with its fiduciary duties and recognised corporate governance practices, the Board, inter alia:

a. provides strategic direction and oversees the affairs of the Company to promote sustainable growth and long-term value creation;

b. considers and approves the annual operating plans, budgets and long-term business strategies of the Company and periodically reviews their implementation;

c. monitors the operational and financial performance of the Company and provides guidance to the management;

d. oversees the integrity of the Company's accounting and financial reporting systems, including the independent audit process;

e. ensures that adequate internal financial controls, operational controls, risk-management systems and compliance mechanisms are established and operate effectively;

f. monitors the effectiveness of the Company's corporate governance framework and the adequacy, accuracy and timeliness of its disclosures;

g. oversees the appointment and remuneration of Directors, Key Managerial Personnel and Senior Management Personnel, based on the recommendations of the relevant Board Committees, wherever applicable;

h. oversees succession planning for the Board and Senior Management;

i. ensures that appropriate policies and processes are in place for ethical conduct, prevention of conflicts of interest, stakeholder grievance redressal and compliance with applicable laws; and

j. reviews the information and matters required to be placed before it under the Companies Act, 2013, the Listing Regulations and other applicable laws.

The Directors actively participate in meetings of the Board and its Committees and bring independent judgement, diverse experience and professional expertise to their deliberations. They provide guidance to the management on matters relating to strategy, performance, governance, sustainability, risk management and regulatory compliance.

The Company recognises that an appropriately constituted and diverse Board enhances the quality of decision-making and strengthens corporate governance. Accordingly, the composition of the Board is determined having regard to the requirements of the Companies Act, 2013 and Regulation 17 of the Listing Regulations, as well as an appropriate balance of skills, knowledge, professional and industry experience, independence, age, gender, regional background and diverse perspectives relevant to the Company's business.

i. Composition, category and attendance of the Board as on 31st March, 2026, is as under:

As at March 31, 2026, the Board comprised eleven Directors, including two Executive Directors, three Non-Executive Non-Independent Directors and six Non-Executive Independent Directors. The Managing Director is included among the Executive Directors.

The Chairman of the Board is a Non-Executive Independent Director and is not related to the Managing Director or the Promoters of the Company. The composition of the Board is in conformity with Section 149 of the Companies Act, 2013 ("Act") and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations").

The composition of the Board, attendance of each Director at Board meetings held during FY 2025-26 and at the last Annual General Meeting, and their other directorships and committee positions as at March 31, 2026 are set out below:

S. No.	Name of Directors and Director Identification Number (DIN)	Category	No. of Board Meetings attended	Whether attended last AGM held on 30.09.2025	No. of other Directorship and Committee Memberships / Chairmanships held in other Companies		
					Other Directorships	Other Committee Memberships	Other Committee Chairmanship
1.	Mr. Pradeep Vasant Dhobale **DIN:** 00274636	Independent	4	Yes	1	1	-
2.	Mr. Ved Krishna **DIN:** 00182260	Executive	4	Yes	1	-	-
3.	Mr. Gautam Ghosh **DIN:** 10371300	Executive	4	Yes	-	-	-
4.	Ms. Manjula Jhunjhunwala **DIN:** 00192901	Non-Executive- Non Independent	3	Yes	1	-	-
5.	Ms. Kimberly Ann McArthur **DIN:** 05206436	Non-Executive- Non Independent	4	Yes	-	-	-
6.	Mr. Basant Kumar Khaitan **DIN:** 00117129	Independent	1	Yes	3	3	-
7.	Mr. Himanshu Kapoor **DIN:** 07926807	Non-Executive- Non Independent	4	Yes	1	-	1

S. No.	Name of Directors and Director Identification Number (DIN)	Category	No. of Board Meetings attended	Whether attended last AGM held on 30.09.2025	No. of other Directorship and Committee Memberships / Chairmanships held in other Companies		
					Other Directorships	Other Committee Memberships	Other Committee Chairmanship
8.	Mr. Rahul Krantikumar Dharmadhikary **DIN:** 02116207	Independent	4	Yes	-	-	-
9.	Mr. Alok Ranjan **DIN:** 08254398	Independent	2	Yes	1	-	-
10.	Ms. Anna Kay Warrington **DIN:** 07377732	Independent	4	No	-	-	-
11.	Ms. Dinika Bhatia **DIN:** 02724172	Independent	1	No	-	-	-

For the purpose of computing other directorships, directorships in private limited companies, foreign companies and companies incorporated under Section 8 of the Act have been excluded. The directorship and committee-position figures are represented in accordance with the applicable requirements of the Act, Regulations 17A and 26 of the Listing Regulations and Schedule V thereto.

For determining committee memberships and chairpersonships under Regulation 26(1) of the Listing Regulations, only positions held in the Audit Committee and the Stakeholders' Relationship Committee of public limited companies, whether listed or unlisted, have been considered. Positions held in private limited companies, foreign companies and companies incorporated under Section 8 of the Act have been excluded.

None of the Directors exceeded the limits on directorships prescribed under Section 165 of the Act and Regulation 17A of the Listing Regulations. None of the Directors held directorships in more than seven equity-listed entities. Further, none of the Independent Directors served as an Independent Director in more than seven equity-listed entities. No Independent Director who served as a Managing Director or Whole-Time Director in another listed entity served as an Independent Director in more than three equity-listed entities.

None of the Directors was a member of more than ten committees or Chairperson of more than five committees, determined in accordance with Regulation 26(1) of the Listing Regulations. The Directors have submitted the requisite disclosures regarding their directorships and committee positions.

The Independent Directors have been appointed in accordance with Sections 149, 150 and 152 read with Schedule IV to the Act and the applicable provisions of the Listing Regulations. Based on the declarations received from the Independent Directors and the assessment undertaken by the Board, the Board is of the opinion that each Independent Director fulfils the conditions of independence specified under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations and is independent of the management of the Company.

ii. Director profile, appointment and securities held on 31st March, 2026, is as under:

The composition of the Board is in conformity with Section 149 of the Companies Act, 2013 ("Act") and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations").

The qualifications, nationality, category, designation, date of first appointment and equity shareholding of the Directors as at March 31, 2026 are set out below:

Name and DIN	Category & Designation	Education Qualification	Nationality	Date of first appointment on the Board	Shareholding with percentage in the Company
Mr. Pradeep Vasant Dhobale **DIN:** 00274636	Chairman Independent Director	B.Tech.	Indian	25/09/2017	-
Mr. Ved Krishna **DIN:** 00182260	Managing Director & Promoter	B.A. (Hons.)	Indian	30/05/1999	1,38,44,388 (30.80%)
Mr. Gautam Ghosh **DIN:** 10371300	Executive Director	M.B.A.	Indian	24/11/2023	10,000 (0.02%)
Ms. Manjula Jhunjhunwala **DIN:** 00192901	Non-Executive, Non-Independent Director	B.Ed.	Indian	17/06/1981	5,56,743 (1.24%)
Ms. Kimberly Ann McArthur **DIN:** 05206436	Non-Executive, Non-Independent Director	Master in Communication	U.S.A.	13/02/2012	-
Mr. Basant Kumar Khaitan **DIN:** 00117129	Independent Director	B.Com.	Indian	19/05/2018	-
Mr. Himanshu Kapoor **DIN:** 07926807	Non-Executive, Non-Independent Director	Chartered Accountant	Indian	29/10/2022	-
Mr. Rahul Krantikumar Dharmadhikary **DIN:** 02116207	Independent Director	Ph.D.	Indian	05/09/2023	-
Mr. Alok Ranjan **DIN:** 08254398	Independent Director	M.B.A.	Indian	13/06/2024	-
Ms. Anna Kay Warrington **DIN:** 07377732	Independent Director	M.A. in Sustainable Business	British	01/07/2024	-
Ms. Dinika Bhatia **DIN:** 02724172	Independent Director	BSc in Business Administration	Indian	30/06/2025	-

None of the Non-Executive Directors held any convertible instruments of the Company as at March 31, 2026.

iii. Meetings of the Board

During FY 2025-26, the Board met four times, on May 30, 2025, August 13, 2025, November 7, 2025 and January 30, 2026. The meeting held on November 7, 2025 was adjourned in respect of certain agenda items and reconvened and concluded on November 8, 2025. The interval between any two consecutive Board meetings did not exceed 120 days, in compliance with Section 173 of the Companies Act, 2013, Regulation 17(2) of the Listing Regulations and Secretarial Standard-1 on Meetings of the Board of Directors.

Of the four Board meetings held during the year, two were conducted through video conferencing or other audio-visual means, in accordance with the applicable provisions of the Companies Act, 2013, the Companies (Meetings of Board and its Powers) Rules, 2014 and Secretarial Standard-1.

iv. Information placed before the Board

The notice, agenda and explanatory notes for each Board meeting are circulated to the Directors within the prescribed timelines to enable informed and effective deliberations. The Board is provided with the information specified in Part A of Schedule II to the Listing Regulations, together with such additional information as may be necessary for discharging its responsibilities.

Where it is not practicable to circulate a document or information with the agenda, the same is placed before the meeting in accordance with the applicable provisions of the Act, Secretarial Standard-1 and the Listing Regulations. Urgent or supplementary matters are considered only in accordance with the prescribed procedure, including the consent or ratification requirements, wherever applicable.

Senior Management Personnel and external advisers are invited to attend Board meetings when their participation is considered necessary for providing information or clarification on matters under consideration.

v. Relationships between Directors

Mr. Ved Krishna, Managing Director, is the son of Ms. Manjula Jhunjhunwala, Non-Executive Non-Independent Director, and the spouse of Ms. Kimberly Ann McArthur, Non-Executive Non-Independent Director. Except for these relationships, none of the other Directors is related to any other Director of the Company.

vi. Other Directorship & Committee Position as on 31st March, 2026:

The other directorships and committee positions held by the Directors as at March 31, 2026, together with the names of the other equity-listed entities in which they serve as Directors and the category of such directorships, are set out below:

Name of the Director	No. of directorship in other Indian Public Companies*		No. of Board Committee positions in other Indian Public Companies**		Directorship in other equity listed companies along with category***
	Chairperson	Director	Chairperson	Member	
Mr. Pradeep Vasant Dhobale	-	1	-	1	International Travel House Limited
Mr. Ved Krishna	-	1	-	-	-
Ms. Manjula Jhunjhunwala	-	1	-	-	-
Ms. Kimberly Ann McArthur	-	-	-	-	-
Mr. Basant Kumar Khaitan	-	3	-	3	Pudumjee Paper Products Limited
Mr. Himanshu Kapoor	-	1	1	-	EMA India Limited
Mr. Rahul Krantikumar Dharmadhikary	-	-	-	-	-
Mr. Gautam Ghosh	-	-	-	-	-
Mr. Alok Ranjan	-	1	-	-	-
Ms. Anna Kay Warrington	-	-	-	-	-
Ms. Dinika Bhatia	-	-	-	-	-

For the purpose of reporting directorships in other public limited companies, directorships held in private limited companies, foreign companies and companies incorporated under Section 8 of the Companies Act, 2013 (“Act”) have been excluded.

For determining committee memberships and chairpersonships under Regulation 26(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”), only positions held in the Audit Committee and the Stakeholders’ Relationship Committee of public limited companies, whether listed or unlisted, have been considered. Committee positions held in private limited companies, foreign companies and companies incorporated under Section 8 of the Act have been excluded.

For determining compliance with Regulation 17A of the Listing Regulations, only directorships held in equity-listed entities have been considered. Directorships held in entities having only listed debt securities have not been included for this purpose.

The Directors have submitted the requisite disclosures regarding their directorships and committee positions. None of the Directors exceeded the limits prescribed under Section 165 of the Act or Regulations 17A and 26(1) of the Listing Regulations.

vii. Securities and convertible instruments held by Non-Executive Directors

The equity shares held by the Non-Executive Directors as at March 31, 2026 are disclosed in the section titled “Directors’ profile, appointment and securities held.”

As at March 31, 2026, none of the Non-Executive Directors held any convertible instruments of the Company.

Subsequent to the end of FY 2025-26, on June 9, 2026, the Company allotted 77,00,000 convertible warrants to Yash Agro Products Limited, an entity forming part of the Promoters’ Group. This post-balance-sheet allotment does not form part of the securities position as at March 31, 2026. Its terms, conversion period and potential effect on the equity share capital are disclosed separately in the appropriate section of the Annual Report.

viii. Independence of Directors

The Independent Directors of the Company satisfy the criteria of independence prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations. They have also submitted the declarations required under Section 149(7) of the Act and Regulation 25(8) of the Listing Regulations.

The Independent Directors have confirmed that they are not aware of any circumstance or situation that exists, or may reasonably be anticipated, which could impair or affect their ability to discharge their duties with objective and independent judgement.

Based on the declarations received and the assessment undertaken by the Board, the Board is of the opinion that each Independent Director fulfils the conditions of independence prescribed under the Act and the Listing Regulations and is independent of the management of the Company. In undertaking this assessment, the Board considered the integrity, expertise and experience of the Independent Directors and their freedom from relationships that could materially interfere with the exercise of independent judgement.

In accordance with Section 150 of the Act read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, the Independent Directors have registered their names in the databank of independent directors maintained by the Indian Institute of Corporate Affairs and have complied with the applicable proficiency self-assessment requirements or exemptions, as the case may be.

ix. Skills, expertise and competencies of the Board

The Board is satisfied that its composition reflects an appropriate balance of skills, knowledge, professional and industry experience, diversity and independence relevant to the nature, scale and complexity of the Company’s businesses.

The Board periodically reviews its composition and the skills required to provide effective strategic direction and oversight. It has identified the following core skills, expertise and competencies as being fundamental to the effective functioning of the Company:

Name of the Directors	Area of Skills / Expertise / Competence							
	Strategy	Finance	Leadership	Technical	HR	Governance	M&A	Government / Regulatory
Mr. Pradeep Vasant Dhobale	√	√	√	√	√	√	√	-
Mr. Ved Krishna	√	√	√	√	√	√	√	-
Mr. Gautam Ghosh	√	√	√	√	√	√	√	√
Ms. Manjula Jhunjhunwala	-	-	√	-	√	-	-	-
Ms. Kimberly Ann McArthur	√	√	√	-	√	-	-	-
Mr. Basant Kumar Khaitan	√	√	√	-	√	√	√	√
Mr. Alok Ranjan	√	√	√	√	√	√	√	√
Mr. Himanshu Kapoor	√	√	√	-	√	√	√	√
Mr. Rahul Krantikumar Dharmadhikary	√	√	√	√	√	√	√	√
Ms. Anna Kay Warrington	√	-	√	-	√	√	-	-
Ms. Dinika Bhatia	√	-	√	-	√	√	-	-

x. Changes in Board composition during the year

During FY 2025-26, the following changes took place in the composition of the Board:

a. Ms. Dinika Bhatia was appointed as an Additional Non-Executive Independent Director with effect from June 30, 2025. Her appointment was subsequently approved by the Members at the 45th Annual General Meeting held on September 30, 2025;

b. Mr. Shubham Ashok Tibrewal ceased to be a Director with effect from June 25, 2025;

c. Mr. Jagdeep Hira ceased to be the Managing Director with effect from August 13, 2025;

d. Mr. Ved Krishna, who was serving as Vice-Chairperson, was appointed as the Managing Director with effect from August 13, 2025; and

e. Ms. Manjula Jhunjhunwala, who retired by rotation, was re-appointed as a Non-Executive Director by the Members at the 45th Annual General Meeting held on September 30, 2025.

xi. Tenure and retirement policy

The Nomination and Remuneration Committee ("NRC") periodically assesses the appropriate qualifications, attributes, skills, experience, diversity and independence required on the Board as a whole and for individual Board positions.

Directors are expected to possess integrity, relevant qualifications and experience, sound judgement and the ability to devote sufficient time to the affairs of the Company.

Under the Company's internal retirement policy, the retirement age is 60 years for the Managing Director and Executive Directors and 75 years for Non-Executive Directors, including Independent Directors. This policy is subject to the Act, the Listing Regulations, the Articles of Association and shareholders' approvals, wherever applicable.

Where the appointment or continuation of a Non-Executive Director who has attained the age of 75 years is proposed, the Company shall obtain approval by special resolution and make the disclosures required under Regulation 17(1A) of the Listing Regulations.

The tenure of Independent Directors is governed by Sections 149 and 152 read with Schedule IV to the Act and Regulation 25 of the Listing Regulations. An Independent Director may hold office for up to two consecutive terms, subject to the applicable approvals and cooling-off requirements.

xii. Selection and appointment of Directors

The NRC is responsible for identifying and recommending suitably qualified persons for appointment to the Board. In evaluating a candidate, the NRC considers, among other matters:

a. integrity, ethical standards and professional reputation;

b. qualifications, knowledge, skills and relevant experience;

c. the skills and competencies required by the Board;

d. diversity of background, gender, experience and perspective;

e. the candidate's ability to devote sufficient time to the Company;

f. potential conflicts of interest and independence of judgement; and

g. compliance with the eligibility and disqualification requirements prescribed under applicable law.

For the appointment of an Independent Director, the NRC evaluates the balance of skills, knowledge and experience on the Board and prepares a description of the role and capabilities required. The proposed appointee is assessed against the independence criteria prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations.

Appointments recommended by the NRC are considered by the Board and thereafter placed before the Members for approval within the timelines and in the manner prescribed under the Act and the Listing Regulations. The appointment, re-appointment or removal of an Independent Director is subject to approval by special resolution or such other approval mechanism as may be permitted under Regulation 25(2A) of the Listing Regulations.

Where a person is appointed by the Board, the Company obtains shareholders' approval at the next general meeting or within three months from the date of appointment, whichever is earlier, in accordance with Regulation 17(1C) of the Listing Regulations, subject to applicable statutory exceptions.

xiii. Letters of appointment to Independent Directors

Each Independent Director is issued a formal letter of appointment setting out, among other matters, the term of appointment, duties and responsibilities, expected time commitment, committee responsibilities, Code of Conduct, remuneration, directors' and officers' insurance, familiarisation and development, performance evaluation, confidentiality, disclosure obligations and restrictions arising under applicable securities laws.

The terms and conditions of appointment of Independent Directors are available in the Investors section of the Company's website at https://pakka.com/investor/.

xiv. Information placed before the Board

The Board is provided with the information specified in Part A of Schedule II to the Listing Regulations, together with such additional information as is necessary to enable it to discharge its responsibilities effectively.

The notice, agenda and explanatory notes for Board meetings are circulated within the prescribed timelines. Material developments and matters requiring the Board's attention are placed before it in a timely manner. Senior Management Personnel and external advisers attend meetings by invitation when their participation is considered necessary to provide information or clarification.

xv. Separate meeting of Independent Directors

In accordance with Section 149(8) read with Schedule IV to the Act and Regulations 25(3) and 25(4) of the Listing Regulations, a separate meeting of the Independent Directors was held on March 31, 2026 without the presence of Non-Independent Directors or members of management.

The meeting was chaired by Mr. Pradeep Vasant Dhobale. At the meeting, the Independent Directors, inter alia:

a. reviewed the performance of the Non-Independent Directors and the Board as a whole;

b. reviewed the performance of the Chairperson of the Company, taking into account the views of the Executive and Non-Executive Directors; and

c. assessed the quality, quantity and timeliness of the flow of information between the management and the Board that is necessary for the Board to perform its duties effectively and reasonably.

The observations and suggestions arising from the meeting were communicated to the Board and management, as appropriate.

xvi. Familiarisation programme for Directors

The Company has established a familiarisation framework to enable its Directors, particularly Independent Directors, to understand the Company, its businesses, industry, operating environment, governance framework and regulatory obligations.

Upon appointment, Directors receive an induction covering the Company's organisational structure, strategy, operations, products, financial performance, risk profile, internal controls, sustainability priorities, policies and Codes of Conduct. Directors are also provided with periodic updates on:

a. business and industry developments;

b. financial and operational performance;

c. changes in applicable laws and regulations;

d. enterprise risks, internal controls and compliance;

e. sustainability and ESG matters;

f. technology, innovation and product development; and

g. the roles, responsibilities and liabilities of Directors

The Directors interact with Senior Management Personnel and functional heads and may participate in plant visits and sessions conducted by internal or external subject-matter experts.

Details of the familiarisation programmes imparted to Independent Directors, including the number of programmes attended and time spent during the year and on a cumulative basis, are available in the Investors section of the Company's website at https://pakka.com/investor/.

xvii. Code of Conduct for the Board and Senior Management

In accordance with Regulation 17(5) of the Listing Regulations, the Company has adopted a Code of Conduct applicable to the members of the Board and Senior Management Personnel. The Code incorporates the duties of Independent Directors prescribed under Schedule IV to the Act and sets out the standards of ethical and professional conduct expected by the Company.

The Code is available in the Investors section of the Company's website. All members of the Board and Senior Management Personnel have affirmed compliance with the Code for FY 2025-26.

A declaration signed by the Managing Director/Chief Executive Officer confirming such compliance forms part of this Report as **Annexure I**, in accordance with Schedule V(D) of the Listing Regulations.

xviii. Prevention of insider trading and fair disclosure

In accordance with the SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company has adopted:

a. a Code of Conduct to Regulate, Monitor and Report Trading by Designated Persons and their Immediate Relatives; and

b. a Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information.

The Codes provide a framework for the identification and protection of unpublished price sensitive information, regulation of trading by Designated Persons, maintenance of structured digital records, pre-clearance of trades, trading-window restrictions and reporting of violations.

Mr. Sachin Kumar Srivastava, Company Secretary, acts as the Compliance Officer for the purposes of the Code of Conduct, subject to the applicable requirements of the SEBI (Prohibition of Insider Trading) Regulations, 2015.

xix. Remuneration of Directors and Key Managerial Personnel

The remuneration of Directors is determined in accordance with the Nomination and Remuneration Policy of the Company, the Act and the Listing Regulations.

The NRC considers the responsibilities of the position, qualifications, experience, individual and Company performance, industry practices and the need to attract and retain competent leadership. Recommendations of the NRC are considered by the Board and placed before the Members for approval wherever required.

a. Remuneration of Non-Executive Directors

The remuneration paid to Non-Executive Directors during FY 2025-26 is set out below:

Name of Directors	Remuneration Paid (In Lakhs)		
	Sitting Fees	Pension and Professional Fees	Total
Mr. Pradeep Vasant Dhobale	4.10	-	**4.10**
Mr. Ved Krishna*	1.90	-	**1.90**
Ms. Manjula Jhunjhunwala**	2.70	12.00	**14.70**
Ms. Kimberly Ann McArthur	3.50	-	**3.50**
Mr. Basant Kumar Khaitan	2.60	-	**2.60**
Mr. Himanshu Kapoor	3.53	-	**3.53**
Mr. Shubham Ashok Tibrewal	0.80	-	**0.80**
Mr. Rahul Krantikumar Dharmadhikary	3.80	-	**3.80**
Mr. Alok Ranjan	2.53	-	**2.53**
Ms. Anna Kay Warrington	3.50	-	**3.50**
Ms. Dinika Bhatia	0.80	-	**0.80**

* Mr. Ved Krishna served as Vice-Chairman in the capacity of a Non-Executive Director from April 1, 2025 to August 12, 2025. He was appointed as Managing Director of the Company with effect from August 13, 2025. The amount disclosed in the above table represents sitting fees paid to him for meetings attended during his tenure as a Non-Executive Director. Remuneration paid to him in his capacity as Managing Director has been disclosed separately under "Remuneration of Executive Directors".

**Being the wife of the Late Mr. K. K. Jhunjhunwala, Founder of the Company, the amount was paid as a pension after his death.

b) Details of remuneration and perquisites paid to the Managing Director / Whole Time Director during FY 2025-26:-

(Amount in Lakhs)

Name	Salary & Allowance	Perquisites & Benefits	Total
Mr. Ved Krishna	115.53	-	**115.53**
Mr. Jagdeep Hira	53.11	-	**53.11**
Mr. Gautam Ghosh	36.40	-	**36.40**

c) Details of remuneration and perquisites paid to the Key managerial Personnel during FY 2025-26:-

(Amount in Lakhs)

Name	Designation	Salary & Allowance	Perquisites & Benefits	Total
Ms. Neetika Suryawanshi*	Chief Financial Officer	86.60	-	**86.60**
Mr. Sachin Kumar Srivastava	Company Secretary & Corporate Finance Head	30.51	-	**30.51**

*Subsequent to the close of the financial year, Ms. Neetika Suryawanshi resigned as Chief Financial Officer with effect from June 30, 2026. Pending appointment of a new Chief Financial Officer, the Board, at its meeting held on August 14, 2026, designated Mr. Manoj Kumar Maurya, Finance Head, to oversee the finance function.

vii. Board Committees

The Committees constituted by the Board focus on specific areas and take informed decisions within the framework designed by the Board and make specific recommendations to the Board on matters in their areas or purview. All decisions and recommendations of the Committees are placed before the Board for information or for approval if required. To enable better and more focused attention on the affairs of the Company, the Board has delegated particular matters to the Committees of the Board set up for the purpose. The Board has four statutory committees and two non-statutory committees as on 31st March, 2026. Details of the statutory committees are as follows:

Statutory Committees

The Board has the following statutory Committees as on 31st March, 2026:

(i) Audit Committee

(ii) Nomination and Remuneration Committee

(iii) Corporate Social Responsibility Committee

(iv) Stakeholders Relationship Committee

Non-Statutory Committees

The Board has the following non-statutory Committees as on 31st March, 2026:

(i) Banking & Finance Committee

(ii) Fund Raising Committee

3. Audit Committee

The Board has constituted a qualified and independent Audit Committee in accordance with Section 177 of the Companies Act, 2013 ("Act"), Regulation 18 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and the applicable provisions of Secretarial Standard-1.

A. Composition and attendance

As at March 31, 2026, the Audit Committee comprised five Directors, four of whom, including the Chairperson, were Non-Executive Independent Directors. All members of the Committee are financially literate, and at least one member possesses accounting or related financial-management expertise, as required under Regulation 18(1) of the Listing Regulations.

The composition of the Committee as at March 31, 2026 and the attendance of its current and former members at meetings held during their respective tenures in FY 2025-26 are set out below:

Name of the Director	No. of Meetings held during FY 2025-26	No. of Meetings Attended
Mr. Alok Ranjan	4	2
Mr. Basant Kumar Khaitan	4	3
Mr. Rahul Krantikumar Dharmadhikary	4	4
Mr. Ved Krishna*	2	2
Ms. Dinika Bhatia	3	0
Mr. Shubham Ashok Tibrewal**	1	1
Mr. Jagdeep Hira***	2	2

*Mr. Ved Krishna was appointed as Managing Director of the Company with effect from August 13, 2025.

**Mr. Shubham Ashok Tibrewal ceased to be a Director with effect from June 25, 2025.

***Mr. Jagdeep Hira ceased to be Managing Director and a member of the Committee with effect from August 13, 2025.

During FY 2025-26, four meetings of the Audit Committee were held on May 29, 2025, August 13, 2025, November 6, 2025 and January 29, 2026. The meetings were held with the requisite quorum, and the interval between two consecutive meetings did not exceed 120 days, in accordance with Regulation 18(2) of the Listing Regulations.

Mr. Alok Ranjan, Chairperson of the Audit Committee, attended the 45th Annual General Meeting held on September 30, 2025 to respond to shareholders' queries.

B. Participation in meetings

The Chief Financial Officer or the person heading the finance function, the Head of Internal Audit, representatives of the Statutory Auditors and such members of management or external advisers as the Committee considers appropriate are invited to attend its meetings. Invitees participate in discussions concerning matters relevant to their respective functions but do not have voting rights.

The Company Secretary acts as Secretary to the Committee.

The Internal Auditors and Statutory Auditors have direct access to the Committee and present their audit findings, observations and recommendations. The Committee may hold separate discussions with the Statutory Auditors and Internal Auditors, without the presence of management, whenever considered necessary.

The Committee reviews the independence and performance of the Statutory Auditors and Internal Auditors and the effectiveness of the audit process. Permissible non-audit services proposed to be provided by the Statutory Auditors are reviewed and approved in accordance with Section 144 and other applicable provisions of the Act.

C. Terms of reference

The terms of reference of the Audit Committee are governed by Section 177 of the Act, Regulation 18 read with Part C of Schedule II to the Listing Regulations and the Audit Committee Charter approved by the Board.

The principal responsibilities of the Committee include:

a. overseeing the Company's financial-reporting process and the disclosure of financial information to ensure that the financial statements are accurate, sufficient, credible and timely;

b. reviewing and examining the quarterly and annual financial statements and the auditors' reports thereon before submission to the Board, with particular reference to the matters specified in Part C of Schedule II to the Listing Regulations;

c. reviewing significant accounting policies and practices, major accounting entries, estimates involving significant judgement, audit qualifications, related-party disclosures and compliance with applicable accounting standards;

d. recommending the appointment, re-appointment, remuneration and terms of appointment of the Statutory Auditors and reviewing their independence, performance and effectiveness;

e. approving payments to the Statutory Auditors for permissible services other than statutory audit, subject to applicable law;

f. reviewing the adequacy of the internal-audit function, including its scope, structure, staffing, coverage, reporting process and the performance of the Internal Auditors;

g. reviewing the findings of internal investigations involving suspected fraud, irregularity or material failure of internal-control systems and reporting such matters to the Board, as appropriate;

h. evaluating the adequacy and operating effectiveness of internal financial controls and risk-management systems;

i. reviewing the functioning of the vigil mechanism and Whistle Blower Policy and ensuring that persons using the mechanism have direct access to the Chairperson of the Committee in appropriate or exceptional cases;

j. granting prior, omnibus or other approvals for related-party transactions and material modifications thereto, and reviewing such transactions in accordance with Section 177 of the Act and Regulation 23 of the Listing Regulations;

k. scrutinising inter-corporate loans and investments and reviewing the valuation of undertakings or assets of the Company, wherever necessary;

l. reviewing the utilisation of proceeds from public issues, rights issues, preferential issues or other fund-raising activities, including statements of deviation or variation and reports of the monitoring agency, wherever applicable;

m. reviewing the utilisation of loans or advances from, or investments by, the Company in its subsidiaries where the prescribed thresholds are exceeded;

n. evaluating the qualifications, experience and background of a proposed Chief Financial Officer and making the requisite recommendation before appointment;

o. reviewing compliance with the SEBI (Prohibition of Insider Trading) Regulations, 2015, including the adequacy and effectiveness of the systems for internal controls and maintenance of the structured digital database;

p. reviewing compliance with applicable legal and regulatory requirements, the Code of Conduct and the Company's policies on ethics and business conduct;

q. reviewing the financial statements and investments of unlisted subsidiaries and overseeing matters relating to subsidiaries to the extent required under the Listing Regulations;

r. reviewing management letters and letters concerning internal-control weaknesses issued by the Statutory Auditors, and monitoring corrective actions taken by management; and

s. carrying out such other functions as may be prescribed under the Act, the Listing Regulations or other applicable laws, or as may be delegated by the Board.

During FY 2025-26, the Board accepted all recommendations of the Audit Committee that were required to be placed before it for approval.

4. Nomination and Remuneration Committee / Compensation Committee

The Board has constituted the Nomination and Remuneration Committee ("NRC" or "Committee") in accordance with Section 178 of the Companies Act, 2013 ("Act"), Regulation 19 read with Part D of Schedule II to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and the applicable provisions of Secretarial Standard-1.

The NRC also acts as the Compensation Committee for the administration and supervision of the Pakka Team Stock Option Plan 2021 ("TSOP 2021" or "Scheme") in accordance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SBEB Regulations"), the resolutions approved by the Members and the terms of the Scheme.

A. Composition and attendance

As at March 31, 2026, the NRC comprised three Non-Executive Independent Directors. Its composition was in conformity with Section 178 of the Act and Regulation 19 of the Listing Regulations.

The composition of the Committee and attendance of its members at meetings held during FY 2025-26 are set out below:

Name of the Director	No. of Meetings held during FY 2025-26	No. of Meetings Attended
Mr. Pradeep Vasant Dhobale	3	3
Mr. Basant Kumar Khaitan	3	3
Mr. Alok Ranjan	3	3

During FY 2025-26, three meetings of the NRC were held on June 30, 2025, August 13, 2025 and December 31, 2025. All meetings were held with the requisite quorum in accordance with Regulation 19(2A) of the Listing Regulations.

Mr. Alok Ranjan, Chairperson of the NRC, attended the 45th Annual General Meeting held on September 30, 2025 to respond to shareholders' queries.

B. Terms of reference

The terms of reference of the NRC are governed by Section 178 of the Act, Regulation 19 read with Part D of Schedule II to the Listing Regulations, the SBEB Regulations and the NRC Charter approved by the Board.

The principal responsibilities of the NRC include:

a. identifying persons who are qualified to become Directors and persons who may be appointed to Senior Management in accordance with the criteria approved by the Board;

b. recommending to the Board the appointment, re-appointment, removal and terms of appointment of Directors, Key Managerial Personnel and Senior Management Personnel, as applicable;

c. formulating criteria for determining the qualifications, positive attributes and independence of Directors;

d. devising and periodically reviewing the Policy on Board Diversity;

e. periodically reviewing the size, composition and structure of the Board to ensure an appropriate balance of skills, knowledge, experience, diversity and independence;

f. evaluating the balance of skills, knowledge and experience required on the Board and, for every proposed appointment of an Independent Director, preparing a description of the role and capabilities required for the appointment;

g. formulating the criteria and process for evaluating the performance of the Board, its Committees and individual Directors, including Independent Directors;

h. specifying the manner in which performance evaluation is to be carried out, either by the Board, the NRC or an independent external agency, and reviewing the implementation and compliance with the evaluation process;

i. determining whether to extend or continue the term of appointment of an Independent Director based on the report of performance evaluation;

j. recommending to the Board a policy relating to the remuneration of Directors, Key Managerial Personnel, Senior Management Personnel and other employees;

k. ensuring that the remuneration policy is reasonable and sufficient to attract, retain and motivate Directors and employees of the quality required to manage the Company successfully;

l. ensuring an appropriate relationship between remuneration and performance and maintaining a suitable balance between fixed and incentive-based remuneration, reflecting short-term and long-term performance objectives appropriate to the Company;

m. reviewing and recommending the remuneration, incentive arrangements, employment terms and performance objectives of the Managing Director, Executive Directors, Key Managerial Personnel and Senior Management Personnel;

n. recommending to the Board all remuneration, in whatever form, payable to Senior Management Personnel;

o. reviewing succession plans for the Board, Key Managerial Personnel and Senior Management Personnel and monitoring the development of an appropriate leadership pipeline;

p. overseeing the Company's human-resource philosophy and strategy, leadership development, talent management and succession-planning framework to the extent delegated by the Board;

q. identifying a suitable independent institution or maintaining an appropriate mechanism for identifying potential candidates for appointment as Independent Directors, wherever required under the Listing Regulations;

r. administering and supervising the implementation of TSOP 2021 in accordance with the SBEB Regulations and the terms approved by the Members; and

s. performing such other functions as may be prescribed under the Act, the Listing Regulations, the SBEB Regulations or other applicable laws, or as may be delegated by the Board.

C. Nomination, remuneration and Board-diversity policies

On the recommendation of the NRC, the Board has adopted:

a. a Policy on Board Diversity and Director Attributes; and

b. Nomination and Remuneration Policy applicable to Directors, Key Managerial Personnel, Senior Management Personnel and other employees.

c. The policies set out the guiding principles relating to Board composition, appointment and re-appointment, qualifications, positive attributes, independence, diversity, performance evaluation, succession planning and remuneration.

The Nomination and Remuneration Policy is designed to ensure that:

d. the level and composition of remuneration are reasonable and sufficient to attract, retain and motivate Directors and employees of the quality required to manage the Company successfully;

e. there is a clear relationship between remuneration and performance; and

f. remuneration comprises an appropriate balance of fixed and incentive-based components aligned with the short-term and long-term objectives of the Company.

The policies are available in the Investors section of the Company's website and are included or cross-referenced in the Board's Report to the extent required under applicable law.

D. Performance evaluation

The NRC has formulated criteria for evaluating the performance of the Board, its Committees and individual Directors. The evaluation criteria include, among other matters:

a. attendance, participation and preparedness for meetings;

b. contribution to strategy, performance and long-term value creation;

c. understanding of the Company's business and operating environment;

d. oversight of financial reporting, risk management, internal controls and compliance;

e. exercise of independent judgement and constructive challenge;

f. safeguarding the interests of the Company and its stakeholders;

g. adherence to ethical standards, fiduciary duties and the Code of Conduct; and

h. effectiveness of the Board and Committee processes.

The performance evaluation of Independent Directors is carried out by the entire Board, excluding the Director being evaluated. The performance of the Board, its Committees, the Chairperson and individual Directors is evaluated in accordance with the Act, the Listing Regulations and the framework approved by the Board.

The NRC reviews the outcome of the evaluation process and recommends appropriate measures to improve the effectiveness of the Board and its Committees.

E. Pakka Team Stock Option Plan 2021

The Company has established TSOP 2021 to attract, retain, motivate and reward eligible employees and to align their interests with the long-term interests of the Company and its shareholders.

TSOP 2021 was approved by the Members and is effective until December 31, 2031, unless terminated earlier in accordance with its terms and applicable law.

The NRC, acting as the Compensation Committee, administers and supervises TSOP 2021 in accordance with the SBEB Regulations, the resolutions approved by the Members and the terms of the Scheme.

In its capacity as the Compensation Committee, the NRC, inter alia:

a. determines the employees eligible to participate in TSOP 2021 in accordance with the eligibility criteria prescribed under the Scheme and the SBEB Regulations;

b. approves the grant of options and determines the number of options to be granted to eligible employees;

c. determines the grant date, vesting conditions, vesting schedule, exercise price, exercise period and other terms of options within the authority conferred under the Scheme;

d. monitors compliance with the minimum vesting period and other requirements prescribed under the SBEB Regulations;

e. determines the treatment of options in cases of resignation, retirement, termination, death, permanent incapacity or other cessation of employment;

f. determines the procedure for making a fair and reasonable adjustment to the number of options and exercise price in the event of corporate actions, in accordance with the Scheme and applicable law;

g. ensures that no employee is granted options in excess of the limits prescribed under the Scheme or applicable law without obtaining the requisite approval of the Members;

h. determines whether and to what extent vested options may be exercised in the event of termination of employment or other circumstances specified under the Scheme;

i. reviews and monitors options granted, vested, exercised, lapsed, cancelled or outstanding;

j. ensures compliance with applicable accounting standards, disclosure requirements and statutory filings;

k. oversees the operation of the trust route, secondary acquisition or fresh issue of equity shares, wherever applicable under TSOP 2021;

l. establishes and monitors appropriate systems and controls for preventing misuse of unpublished price sensitive information in connection with the exercise or sale of securities under the Scheme; and

m. performs such other functions as may be prescribed under the SBEB Regulations or the terms of TSOP 2021.

The disclosures prescribed under the SBEB Regulations, including details of options granted, vested, exercised, lapsed, cancelled and outstanding during FY 2025-26, are available in the Investors section of the Company's website, and a web link thereto is provided in the Board's Report.

A certificate from the Secretarial Auditor confirming that TSOP 2021 has been implemented in accordance with the SBEB Regulations and the resolutions passed by the Members shall be placed before the Members at the ensuing Annual General Meeting and made available for inspection in the manner prescribed under applicable law.

During FY 2025-26, the Board accepted all recommendations of the NRC that were required to be placed before it for approval.

5. Corporate Social Responsibility Committee

The Board has constituted the Corporate Social Responsibility Committee ("CSR Committee" or "Committee") in accordance with Section 135 of the Companies Act, 2013 ("Act"), the Companies (Corporate Social Responsibility Policy) Rules, 2014 ("CSR Rules") and other applicable provisions.

The Committee assists the Board in formulating, implementing and monitoring the Corporate Social Responsibility Policy ("CSR Policy") and the annual action plan of the Company.

A. Composition and attendance

As at March 31, 2026, the CSR Committee comprised five Directors, including two Independent Directors. The composition of the Committee was in conformity with Section 135 of the Act.

The composition of the Committee and attendance of its members at meetings held during FY 2025-26 are set out below:

Name of the Director	No. of Meetings held during FY 2025-26	No. of Meetings Attended
Ms. Manjula Jhunjhunwala	3	2
Ms. Kimberly Ann McArthur	3	3
Mr. Ved Krishna	3	3
Mr. Basant Kumar Khaitan	3	1
Ms. Anna Kay Warrington	2	2

During FY 2025-26, three meetings of the CSR Committee were held on May 10, 2025, November 7, 2025 and January 29, 2026. All meetings were held with the requisite quorum.

Ms. Kimberly Ann McArthur, Chairperson of the CSR Committee, attended the 45th Annual General Meeting held on September 30, 2025.

B. CSR Policy and annual action plan

The Company has adopted a CSR Policy setting out its approach to corporate social responsibility and the guiding principles for the selection, implementation and monitoring of CSR programmes and projects.

The CSR Policy covers activities falling within Schedule VII to the Act and is available in the Investors section of the Company's website at https://pakka.com/investor/.

On the recommendation of the CSR Committee, the Board approves an annual action plan for each financial year. The annual action plan includes, among other matters:

a. the list of approved CSR projects and programmes;

b. the manner of execution of such projects and programmes;

c. implementation schedules;

d. modalities for utilisation of funds;

e. monitoring and reporting mechanisms; and

f. details of need and impact assessments, wherever applicable.

The Board may alter the annual action plan during the financial year on the recommendation of the CSR Committee and based on reasonable justification.

C. Terms of reference

The terms of reference of the CSR Committee are governed by Section 135 of the Act, the CSR Rules, the CSR Policy and the CSR Committee Charter approved by the Board.

The principal responsibilities of the Committee include:

a. formulating and recommending to the Board the CSR Policy and any amendments thereto;

b. identifying and recommending CSR projects and programmes falling within the areas specified in Schedule VII to the Act;

c. formulating and recommending the annual action plan to the Board;

d. recommending the amount of CSR expenditure to be incurred during each financial year;

e. recommending the manner of execution of CSR projects, whether undertaken directly by the Company or through eligible implementing agencies;

f. ensuring that implementing agencies engaged by the Company satisfy the eligibility and registration requirements prescribed under the CSR Rules;

g. monitoring the implementation and progress of approved CSR projects and programmes;

h. reviewing the utilisation of CSR funds and ensuring that disbursements are made for the purposes and in the manner approved by the Board;

i. reviewing utilisation certificates and other reports submitted by the Chief Financial Officer or the person responsible for financial management and by implementing agencies;

j. monitoring ongoing CSR projects separately and recommending modifications to their implementation schedules, budgets or execution modalities, wherever necessary;

k. ensuring that any surplus arising from CSR activities is dealt with in accordance with Section 135 of the Act and the CSR Rules and does not form part of the business profits of the Company;

l. monitoring the transfer and utilisation of any unspent CSR amount in accordance with the statutory requirements applicable to ongoing and other CSR projects;

m. recommending the treatment or set-off of excess CSR expenditure, subject to the conditions prescribed under the CSR Rules;

n. determining whether an impact assessment is required for any CSR project and, where applicable, recommending the appointment of an independent agency and reviewing the impact-assessment report;

o. reviewing the disclosures required in the Board's Report and on the Company's website relating to the CSR Policy, composition of the Committee, approved projects, CSR expenditure, unspent amounts and impact assessments;

p. periodically assessing the effectiveness, outcomes and impact of the Company's CSR initiatives; and

q. performing such other functions as may be prescribed under the Act or the CSR Rules, or as may be delegated by the Board.

D. Monitoring and governance

The CSR Committee periodically reviews the progress of approved projects, expenditure incurred, utilisation of funds and outcomes achieved. The Committee places its observations and recommendations before the Board.

The Board satisfies itself that the CSR funds disbursed have been utilised for the purposes and in the manner approved. The Chief Financial Officer or the person responsible for financial management certifies such utilisation in accordance with the CSR Rules.

The annual report on CSR activities, containing the particulars prescribed under the CSR Rules, forms part of the Board's Report.

During FY 2025-26, the Board accepted all recommendations of the CSR Committee that were required to be placed before it for approval.

6. Stakeholder Relationship Committee

The Board has constituted the Stakeholders' Relationship Committee ("SRC" or "Committee") in accordance with Section 178(5) of the Companies Act, 2013 ("Act"), Regulation 20 read with Part D of Schedule II to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and the applicable provisions of Secretarial Standard-1.

The Committee oversees the redressal of grievances of shareholders and other security holders and monitors the services provided to them by the Company and its Registrar and Share Transfer Agent ("RTA").

A. Composition and attendance

As at March 31, 2026, the SRC comprised three Directors, including one Non-Executive Independent Director, who acts as its Chairperson. Its composition was in conformity with Regulation 20 of the Listing Regulations.

The composition of the Committee and attendance of its members at the meeting held during FY 2025-26 are set out below:

Name of the Director	No. of Meetings held during FY 2025-26	No. of Meetings Attended
Mr. Alok Ranjan	1	1
Mr. Ved Krishna	1	1
Mr. Gautam Ghosh	1	1

During FY 2025-26, one meeting of the SRC was held on February 21, 2026. The meeting was held with the requisite quorum in accordance with Regulation 20(2A) of the Listing Regulations.

Mr. Alok Ranjan, Chairperson of the SRC, attended the 45th Annual General Meeting held on September 30, 2025 to respond to shareholders' queries.

B. Terms of reference

The terms of reference of the SRC are governed by Section 178(5) of the Act, Regulation 20 read with Part D of Schedule II to the Listing Regulations and the SRC Charter approved by the Board.

The principal responsibilities of the Committee include:

a. considering and resolving grievances of shareholders and other security holders of the Company;

b. reviewing complaints relating to transfer or transmission of securities, transposition, dematerialisation or rematerialisation, issue of duplicate securities certificates or letters of confirmation, non-receipt of annual reports, non-receipt of declared dividends, general meetings and other investor services;

c. monitoring complaints received through the SEBI Complaints Redress System ("SCORES"), the Online Dispute Resolution mechanism, stock exchanges, depositories, the RTA and other channels;

d. reviewing the measures taken by the Company and the RTA for timely and effective redressal of investor grievances;

e. reviewing adherence to the service standards adopted by the Company in respect of services rendered by the RTA;

f. reviewing measures taken for the effective exercise of voting rights by shareholders;

g. reviewing the arrangements made for electronic voting, remote e-voting and participation by shareholders in general meetings;

h. reviewing the measures and initiatives taken by the Company to reduce unclaimed dividends and ensuring the timely receipt of dividend payments, annual reports and statutory notices by shareholders;

i. monitoring compliance with the requirements relating to the Investor Education and Protection Fund, including transfer of unclaimed dividends and underlying shares and processing of claims received from shareholders;

j. reviewing the reconciliation of share capital, dematerialisation and rematerialisation requests and reports received from the RTA, depositories and practising professionals;

k. reviewing requests for transmission or transposition of securities and other service requests received from holders of securities;

l. approving or noting the issue of duplicate securities certificates, letters of confirmation and related service requests in accordance with applicable SEBI requirements and the authority delegated by the Board;

m. reviewing requests for updation of PAN, KYC particulars, bank-account details, nomination, signature and other investor records;

n. reviewing the effectiveness of communication with shareholders and the adequacy of investor-related disclosures on the Company's website;

o. monitoring compliance with applicable provisions of the Act, the Listing Regulations, SEBI circulars and other requirements relating to shareholder and investor services; and

p. performing such other functions as may be prescribed under applicable law or delegated by the Board.

C. Compliance Officer

The details of the Compliance Officer are set out below:
Mr. Sachin Kumar Srivastava,
Company Secretary & Corporate Finance Head
Pakka Limited,
Pakka Nagar, Ayodhya, Uttar Pradesh - 224135
Tel: +91 78000 18989
Email id: investor@pakka.com

In accordance with Regulation 6 of the Listing Regulations, Mr. Sachin Kumar Srivastava, Company Secretary, acts as the Compliance Officer of the Company.

The Compliance Officer coordinates with the RTA, depositories, stock exchanges and other intermediaries for the timely processing of investor grievances and service requests. Matters that are not resolved at the operational level or require policy guidance are placed before the SRC for consideration.

Any authority delegated to the Compliance Officer or the RTA in relation to transmission, transposition, dematerialisation, rematerialisation, issue of duplicate securities certificates or letters of confirmation and other service requests is exercised in accordance with applicable law and the authority approved by the Board.

D. Investor grievances

The status of investor complaints during FY 2025-26 is set out below:

Opening Balance	Received during the year 2025-26	Resolved during the year	Closing Balance
0	1	1	0

The Company maintains a dedicated email address, investor@pakka.com, for investor grievances and service requests. The relevant contact details and investor-service information are displayed in the Investors section of the Company's website.

During FY 2025-26, the Board accepted all recommendations of the SRC that were required to be placed before it for approval.

7. General Body Meetings

A. The details of the last three Annual General Meetings of the Company:

The details of the Annual General Meetings ("AGMs") held during the three preceding financial years are set out below:

Financial Year	Date & Day	Time	Venue	Special Resolution Passed
2022-23	29/09/2023	10:00 A.M.	Held through video conference / other audio-visual means	1. Re-appointment of Mr. Jagdeep Hira (DIN: 07639849) as Managing Director of the Company for a term of 5 years starting from 21st July, 2023 to 20th July, 2028.
2023-24	28/09/2024	9:00 A.M.	Held through video conference / other audio-visual means	-
2024-25	30/09/2025	5:00 P.M.	Held through video conference / other audio-visual means	1. Regularize the appointment of Ms. Dinika Bhatia (**DIN:** 02724172), Additional Director (Independent) as an Independent Director of the Company. 2. Appointment of Mr. Ved Krishna (**DIN:** 00182260) as the Managing Director (Key Managerial Personnel) of the Company. 3. Revise the Terms & Conditions of the appointment of Mr. Gautam Ghosh (**DIN:** 10371300) as a Director (Executive & Non-Independent) of the Company. 4. Prior approval regarding raising of funds through Secured / Unsecured Loan with an option to conversion into equity shares. 5. To extend the date of validity of warrants from the existing 12 months to 18 months. 6. To extend the date of validity of Pakka Team Stock Option Plan - 2021.

B. Extraordinary General Meeting:

No Extraordinary General Meeting of the Members of the Company was held during the financial year ended 31 March 2026.

C. Details of the meeting convened in pursuance of the order passed by the National Company Law Tribunal (NCLT):

No meeting of the Members was convened during the financial year ended 31 March 2026 pursuant to any order of the National Company Law Tribunal or any other competent authority.

D. Postal Ballot

(i) Resolutions passed through postal ballot during the year

No ordinary or special resolution was passed by the Company through postal ballot during the financial year ended 31 March 2026. Accordingly, disclosure of the voting pattern and the name of the scrutiniser in relation to a postal ballot is not applicable.

(ii) Person who conducted the postal ballot exercise

Since no postal ballot was conducted during the financial year ended 31 March 2026, this disclosure is not applicable.

(iii) Special resolution proposed to be conducted through postal ballot

As on the date of this Report, no special resolution is proposed to be passed through postal ballot. If any resolution is required to be passed through postal ballot subsequently, the same will be undertaken in accordance with the applicable provisions of the Act, the Companies (Management and Administration) Rules, 2014, the Listing Regulations, SS-2 and other applicable laws.

(iv) Procedure for postal ballot

Whenever the approval of Members is sought through postal ballot, the Company follows the procedure prescribed under Sections 108 and 110 and other applicable provisions of the Act, Rules 20 and 22 of the Companies (Management and Administration) Rules, 2014, Regulation 44 of the Listing Regulations and SS-2.

The notice of postal ballot, together with the explanatory statement and instructions for remote e-voting, is sent electronically to Members whose email addresses are registered with the Company, its Registrar and Share Transfer Agent or the Depositories. The Company provides remote e-voting facilities through an authorised electronic voting service provider and appoints an independent scrutiniser to conduct the process in a fair and transparent manner.

Upon completion of the scrutiny, the scrutiniser submits a report to the Chairperson or another person duly authorised by the Chairperson. The results are declared within the prescribed period and communicated to the stock exchange(s), the depositories and the electronic voting service provider and are also displayed on the Company's website and, where applicable, at its Registered Office.

8. Means of Communication

The Company recognises the importance of timely, accurate, adequate and equitable dissemination of material information to shareholders, investors and other stakeholders. Financial and other material information is disseminated through the recognised stock exchanges and the Company's website in accordance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations").

A. Financial results

The quarterly, half-yearly and annual financial results of the Company are submitted to BSE Limited and the National Stock Exchange of India Limited within the timelines prescribed under Regulation 33 of the Listing Regulations.

The results are also made available in the Investors section of the Company's website at https://pakka.com/investor/.

In accordance with Regulation 47 of the Listing Regulations, the Company publishes the prescribed newspaper advertisement within 48 hours of the conclusion of the Board meeting at which the financial results are approved. The advertisement contains the Quick Response code and details of the webpage where the complete financial results, together with the modified opinion or reservation of the auditors, if any, may be accessed.

The advertisements are published in:

Category	Newspaper
English-language national daily	Business Standard – English edition
Regional-language daily circulating in the State where the Registered Office is situated	Business Standard – Hindi edition

The Company may also publish the complete financial results in the newspapers in the format prescribed by SEBI.

B. Earnings calls and investor interactions

Following the announcement of financial results, the Company conducts earnings calls or investor interactions to discuss its financial and operational performance. Analysts, institutional investors and other participants are provided an opportunity to raise questions and seek clarifications from the management.

The schedule of analyst or institutional investor meetings is disclosed to the stock exchanges and made available on the Company's website in accordance with Regulation 46 of the Listing Regulations.

Audio or video recordings and transcripts of earnings calls are submitted to the stock exchanges and hosted on the Company's website within the timelines prescribed under the Listing Regulations. The recordings and transcripts are retained on the website for the prescribed period and thereafter in accordance with the Company's document-preservation policy.

C. Company's website

The Company maintains a functional website at https://www.pakka.com. The Investors section contains, among other matters:

a. financial results;

b. annual reports;

c. shareholding patterns;

d. notices and outcomes of general meetings;

e. investor presentations;

f. schedules, recordings and transcripts of analyst and institutional investor interactions;

g. corporate-governance policies and Codes of Conduct;

h. composition of the Board and its Committees;

i. contact details for investor grievances;

j. disclosures of material events and information;

k. credit ratings and revisions thereto;

l. secretarial compliance reports;

m. statements of deviation or variation in the utilisation of issue proceeds;

n. the annual return;

o. employee benefit scheme documents required under the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021; and

p. such other information as is required under Regulation 46 of the Listing Regulations.

The Company endeavours to ensure that the contents of its website are accurate and that changes in the disclosed information are updated within the timelines prescribed under Regulation 46(3) of the Listing Regulations.

D. Official news releases

Official news releases, media releases and other public communications issued by the Company are made available on its website, wherever applicable. Material information contained in such releases is first disclosed to the recognised stock exchanges in accordance with the Listing Regulations.

E. Disclosures to stock exchanges

The Company promptly discloses to the recognised stock exchanges all events and information that are material under Regulation 30 read with Schedule III to the Listing Regulations and the Company's Policy for Determination of Materiality of Events or Information.

The Company also provides continuing updates on disclosed events until such events are resolved or closed, wherever required. Material information is disclosed to the stock exchanges before being communicated to the media or any other third party, subject to applicable law.

The disclosures submitted to the stock exchanges are also hosted on the Company's website for the period prescribed under the Listing Regulations and the Company's document-preservation policy.

F. Presentations to institutional investors and analysts

Presentations made to institutional investors or analysts are submitted to BSE Limited and the National Stock Exchange of India Limited and are simultaneously made available in the Investors section of the Company's website.

The Company ensures that presentations and investor interactions do not result in selective disclosure of unpublished price sensitive information. Any material information shared during an interaction is disseminated to the stock exchanges in accordance with applicable law.

G. Dedicated investor grievance email

The Company maintains a dedicated email address for investor grievances and service requests:

investor@pakka.com

The email address and the contact details of the Company Secretary and Compliance Officer are prominently displayed in the Investors section of the Company's website.

H. Annual Report

The Annual Report is submitted to the recognised stock exchanges and circulated to the Members in accordance with Sections 134 and 136 of the Companies Act, 2013 and Regulations 34 and 36 of the Listing Regulations.

The Annual Report includes, among other matters:

a. the audited standalone and consolidated financial statements;

b. the reports of the Statutory Auditors;

c. the Board's Report and its annexures;

d. the Management Discussion and Analysis Report;

e. the Corporate Governance Report and the certificate on compliance with the conditions of corporate governance;

f. the Business Responsibility and Sustainability Report, where applicable; and

g. other statutory and voluntary disclosures relevant to shareholders and stakeholders.

The Annual Report is also made available in the Investors section of the Company's website.

I. Management Discussion and Analysis

The Management Discussion and Analysis Report, prepared in accordance with Schedule V(B) to the Listing Regulations, forms part of the Annual Report.

J. Code of Conduct

The Code of Conduct applicable to the members of the Board and Senior Management Personnel is available on the Company's website at:

Code of Conduct for Board Members and Senior Management Personnel

All members of the Board and Senior Management Personnel have affirmed compliance with the Code for FY 2025-26. The declaration signed by the Managing Director/Chief Executive Officer in accordance with Schedule V(D) to the Listing Regulations forms part of this Corporate Governance Report.

K. Tentative Financial Calendar for FY 2026-27

The tentative schedule for consideration and publication of the financial results for FY 2026-27 is set out below:

Financial Reporting for the quarter / three months ending 30th June, 2026	14th August, 2026
Financial Reporting for the quarter / half year ending 30th September, 2026	31st October, 2026
Financial Reporting for the quarter / nine months ending 31st December, 2026	30th January, 2027
Financial Reporting for the annual audited accounts for the financial year ending 31st March, 2027	Fourth week of May, 2027

The above dates are indicative and may be changed subject to the meeting schedule of the Board, completion of the limited review or statutory audit and the timelines prescribed under the Listing Regulations. The final dates of the relevant Board meetings will be intimated to the stock exchanges in accordance with applicable law.

9. Disclosures

A. Related Party Transactions

The Company has formulated a Policy on Materiality of Related Party Transactions and on Dealing with Related Party Transactions in accordance with Section 188 of the Companies Act, 2013 ("Act") and Regulation 23 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"). The Policy is available on the Company's website at www.pakka.com.

All related party transactions entered into during the financial year ended 31 March 2026 were placed before the Audit Committee for its prior approval or omnibus approval, as applicable. Periodic statements containing details of related party transactions entered into pursuant to omnibus approvals were placed before the Audit Committee for review.

The related party transactions entered into during the year were in the ordinary course of business and on an arm's-length basis, except to the extent otherwise disclosed in the financial statements or approved in accordance with the applicable provisions of the Act and the Listing Regulations.

There were no materially significant related party transactions that had a potential conflict with the interests of the Company at large.

Details of related party transactions have been disclosed in the notes to the standalone and consolidated financial statements in accordance with the applicable Indian Accounting Standards, including Ind AS 24 - Related Party Disclosures.

The Company submitted the disclosures of related party transactions to the stock exchanges in the prescribed format under Regulation 23(9) of the Listing Regulations. The delays in certain submissions and the consequential action taken by the stock exchanges are disclosed separately under "Details of Non-compliance, Penalties and Strictures" below.

B. Disclosure of Accounting Treatment

In the preparation of the financial statements for the financial year ended 31 March 2026, the Company followed the applicable Indian Accounting Standards notified under Section 133 of the Act, read with the Companies (Indian Accounting Standards) Rules, 2015, and the other generally accepted accounting principles in India.

The Company has not adopted any accounting treatment different from that prescribed under the applicable Indian Accounting Standards, except as specifically disclosed in the notes to the financial statements.

C. Risk Management

The Company has established a risk-management framework for the identification, assessment, monitoring, mitigation and reporting of strategic, operational, financial, regulatory, environmental and other material risks affecting the Company.

The Board and the Audit Committee periodically review the principal risks faced by the Company, the effectiveness of the risk-management framework and the adequacy of the mitigation measures implemented by the management.

The provisions of Regulation 21 of the Listing Regulations relating to the constitution of a Risk Management Committee are not applicable to the Company. Accordingly, the Company has not constituted a Risk Management Committee. The Board, with the assistance of the Audit Committee and the management, oversees the implementation and effectiveness of the Company's risk-management framework in accordance with the applicable provisions of law.

D. Preferential Issue Completed after the Close of the Financial Year

Subsequent to the close of the financial year, the Fund Raising Committee of the Board of Directors, at its meeting held on 9 June 2026, allotted the following securities on a preferential basis:

Security	Category of allottees	Issue price	Number of securities	Aggregate issue value	Amount received on allotment
Equity shares of face value ₹10 each	Non-promoter category	₹110 per equity share, including securities premium of ₹100 per share	27,20,000	₹29.92 crore	₹29.92 crore
Convertible warrants, each convertible into one equity share of face value ₹10	Promoter and Promoter Group category	₹110 per warrant	77,00,000	₹84.70 crore	₹21.175 crore, representing 25% of the issue price
Total			**1,04,20,000**	**₹114.62 crore**	**₹51.095 crore**

The balance amount of ₹63.525 crore, representing 75% of the warrant issue price, will become payable upon exercise and conversion of all the warrants in accordance with the terms of issue and the applicable provisions of the SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018.

Accordingly, ₹114.62 crore represents the aggregate issue value and not the amount received by the Company on 9 June 2026. The aggregate proceeds received on allotment were ₹51.095 crore.

The utilisation of the proceeds of the aforesaid preferential issue will be monitored and disclosed in accordance with Regulation 32 of the Listing Regulations and other applicable requirements.

E. Lapse of 36,00,000 Convertible Warrants allotted on Preferential basis on October 14, 2024 after the Close of the Financial Year

The Company has not received any application for conversion of the aforesaid warrants within the stipulated time period. Consequently, the 36,00,000 warrants lapsed on April 13, 2026, and the upfront amount of ₹24.48 crore, representing 25% of the issue price received at the time of allotment, was forfeited by the Company in accordance with Regulation 169(1) of the SEBI ICDR Regulations and the terms of the issue.

F. Vigil Mechanism and Whistle-Blower Policy

Pursuant to Section 177(9) and (10) of the Act and Regulation 22 of the Listing Regulations, the Company has established a vigil mechanism and adopted a Whistle-Blower Policy for its Directors and employees.

The mechanism enables Directors and employees to report genuine concerns, including suspected fraud, unethical conduct, actual or suspected violations of law, the Company's Code of Conduct or other policies, without fear of retaliation, victimisation or discrimination.

The mechanism provides for:

- confidential reporting and appropriate investigation of concerns;
- adequate safeguards against victimisation of persons using the mechanism;
- timely and consistent institutional response;
- protection of the identity of the whistle-blower, subject to applicable law; and
- direct access to the Chairperson of the Audit Committee in appropriate or exceptional cases.

During the financial year ended 31 March 2026, no person was denied access to the Audit Committee under the vigil mechanism.

The Whistle-Blower Policy is available on the Company's website at www.pakka.com.

G. Shareholder Information

The quarterly, half-yearly and annual financial results of the Company are submitted to the stock exchanges and made available in the Investors section of the Company's website at www.pakka.com.

Mr. Himanshu Kapoor (DIN: 07926807) and Mr. Gautam Ghosh (DIN: 10371300) retire by rotation at the ensuing Annual General Meeting and, being eligible, have offered themselves for reappointment.

The requisite particulars of the Directors seeking reappointment, as required under Regulation 36(3) of the Listing Regulations and Secretarial Standard on General Meetings, are provided in the Notice convening the Annual General Meeting.

H. Details of Non-compliance, Penalties and Strictures

Except for the matters disclosed below, no penalty or stricture was imposed on the Company by SEBI, the stock exchanges or any other statutory authority in relation to capital-market matters during the last three financial years.

The Annual Secretarial Compliance Report for the financial year ended 31 March 2026 identified the following deviations and actions:

Regulation/ requirement	Nature of non-compliance	Action taken/fine	Status and management response
Regulation 24(2) of the Listing Regulations	The Audit Committee reviewed the audited financial statements of Pakka Inc., a subsidiary, for the quarter and year ended 31 March 2025 with a delay of 73 days. The review was undertaken at the Audit Committee meeting held on 13 August 2025.	No monetary penalty was imposed.	The delay was attributed to the non-finalisation and audit of the financial statements of Pakka Inc. The financial statements were subsequently reviewed by the Audit Committee.
Regulation 33(3)(b) of the Listing Regulations	The audited consolidated financial results for the quarter and year ended 31 March 2025 were approved and submitted with a delay of 73 days. The Annual Secretarial Compliance Report also records delays in the corresponding XBRL filings.	Standard Operating Procedure fine of ₹4,30,700 each was levied by BSE Limited and the National Stock Exchange of India Limited, aggregating to ₹8,61,400.	The Company paid the fines levied by both stock exchanges. The delay was attributed to the non-finalisation and audit of the financial statements of Pakka Inc.
Regulation 23(9) of the Listing Regulations	The related party transaction disclosure for the half year ended 30 September 2025 was submitted with a delay of one day.	Standard Operating Procedure fine of ₹5,900 each was levied by BSE Limited and the National Stock Exchange of India Limited, aggregating to ₹11,800.	The Company paid the fines. The delay was attributed to technical issues encountered while filing the disclosure in XBRL format on the stock-exchange portals.

Regulation/ requirement	Nature of non-compliance	Action taken/fine	Status and management response
Regulation 23(9) of the Listing Regulations	The related party transaction disclosure for the year ended 31 March 2025 was filed with the National Stock Exchange of India Limited with a delay of 150 days. The disclosure had been filed with BSE Limited on 30 May 2025.	A Standard Operating Procedure fine of ₹8,85,000 was recorded as having been levied by NSE.	According to the management response recorded in the Annual Secretarial Compliance Report, the delay arose from technical issues on the NEAPS portal and the fine was subsequently waived by the stock exchange vide Letter Ref. NSE/LIST/CD/2026/0006 dated March 11, 2026.

The aggregate amount of fines paid in respect of the non-compliances reported during the financial year was ₹8,73,200, comprising ₹8,61,400 in relation to the delayed financial results and ₹11,800 in relation to the delayed related party transaction disclosure for the half year ended 30 September 2025.

The amount of ₹8,85,000 relating to the delayed related party transaction filing for the year ended 31 March 2025 has not been included in the aggregate amount paid, since the Annual Secretarial Compliance Report records the management's statement that the fine was waived by the stock exchange.

The Annual Secretarial Compliance Report for the preceding financial year had also reported an 11-day delay in filing the application for listing of securities allotted pursuant to a preferential allotment. The Standard Operating Procedure fine imposed in respect of the said delay was paid to the respective stock exchanges.

The Company has strengthened its compliance-monitoring and filing processes to minimise the risk of recurrence, including closer coordination among the finance, secretarial, subsidiary-management and audit functions and enhanced monitoring of statutory filing timelines.

I. Utilisation of Funds Raised through Preferential Allotment

Pursuant to Regulation 32(7A) of the Listing Regulations, the details of utilisation of funds raised through the preferential issue allotted on 14 October 2024 are set out below:

Particulars	Details
Name of the listed entity	Pakka Limited
Mode of fund raising	Preferential issue
Date of allotment	14 October 2024
Aggregate issue size	₹244.80 crore
Equity shares issued	54,00,000 equity shares at ₹272 per share, aggregating to ₹146.88 crore
Convertible warrants issued	36,00,000 warrants at ₹272 per warrant, aggregating to ₹97.92 crore
Monitoring agency	CARE Ratings Limited
Whether any deviation or variation was reported	No
Comments of the Audit Committee	No adverse comments
Comments of the statutory auditors	No adverse comments

The issue comprised:

- 54,00,000 equity shares of face value ₹10 each issued to persons belonging to the non-promoter category at ₹272 per share, including a securities premium of ₹262 per share, aggregating to ₹146.88 crore; and
- 36,00,000 fully convertible warrants issued to persons belonging to the non-promoter category at ₹272 per warrant, including a securities premium of ₹262 per warrant, aggregating to ₹97.92 crore.

An amount of ₹24.48 crore, representing 25% of the warrant issue price, was received upfront upon allotment of the warrants. The balance amount was receivable upon exercise of the warrants within the applicable exercise period, as extended with the approval of the Members at the Annual General Meeting held on 30 September 2025.

The objects of the issue and utilisation position are set out below:

Object	Original allocation (₹ crore)	Amount utilised up to 31 March 2026 (₹ crore)	Unutilised amount (₹ crore)	Deviation/variation
Investment in plant and machinery under the Jagriti Project	190.00	129.56	0.00	Nil
Investment in subsidiary	30.00	17.00	0.00	Nil
General corporate purposes	24.80	24.80	0.00	Nil
Total	**244.80**	**171.36**	**0.00**	**Nil**

The Monitoring Agency did not report any deviation or variation in the utilisation of the issue proceeds from the objects stated in the offer documents.

The Company had received aggregate proceeds of ₹171.36 crore from the preferential issue up to 31 December 2025, and the entire amount so received had been utilised for the stated objects on or before that date. No further proceeds were received between 1 January 2026 and 31 March 2026. Accordingly, as at 31 March 2026, there were no unutilised proceeds out of the amount received by the Company. The balance amount against the aggregate issue size was not received by the Company and, therefore, should not be presented as unutilised issue proceeds.

J. Fees Paid to the Statutory Auditors

The total fees paid by the Company and its subsidiaries, on a consolidated basis, to the Statutory Auditors and all entities in the network firm/network entity of which the Statutory Auditors are a part during the financial year ended 31 March 2026 are disclosed in Note 34(a) to the consolidated financial statements.

Particulars	Amount (₹ in lakhs)
Statutory audit and limited review	12.50
Tax audit and taxation services	7.50
Certification and other permitted services	1.50
Reimbursement of expenses	8.53
Total	**30.03**

K. Disclosures under the Sexual Harassment of Women at Workplace Act

The disclosures required under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, for the financial year ended 31 March 2026 are as follows:

Particulars	Number
Complaints pending at the beginning of the financial year	Nil
Complaints received during the financial year	Nil
Complaints disposed of during the financial year	Nil
Complaints pending at the end of the financial year	Nil
Complaints pending for more than 90 days	Nil

The Company has constituted Internal Committee(s), as applicable, and has adopted appropriate measures for prevention, prohibition and redressal of sexual harassment at the workplace in accordance with the applicable law.

10. CEO & CFO Certification

Pursuant to Regulation 17(8), read with Part B of Schedule II to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, Mr. Ved Krishna, Managing Director, and Mr. Manoj Kumar Maurya, Finance Head and the person heading and discharging the finance function of the Company, furnished the prescribed compliance certificate to the Board in respect of the standalone and consolidated financial statements and cash-flow statements for the financial year ended March 31, 2026.

Ms. Neetika Suryawanshi, who was the Chief Financial Officer of the Company at the relevant time, signed the standalone financial results approved by the Board on May 30, 2026. She subsequently resigned from the office of Chief Financial Officer with effect from June 30, 2026.

Pending appointment of a new Chief Financial Officer, the Board of Directors, at its meeting held on August 14, 2026, designated Mr. Manoj Kumar Maurya, Finance Head, as the person responsible for heading and discharging the finance function of the Company. His designation was duly disclosed to the recognised stock exchanges in accordance with the Listing Regulations.

The compliance certificate forms part of this Annual Report as **Annexure II** to the Corporate Governance Report.

11. Compliance on Corporate Governance

The Company has complied with the applicable corporate governance requirements prescribed under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations").

The quarterly reports on corporate governance were submitted to BSE Limited and the National Stock Exchange of India Limited within the prescribed timelines and in the format specified under Regulation 27 of the Listing Regulations. The reports were duly signed by the Compliance Officer or the Chief Executive Officer, as applicable.

A certificate issued by the Practising Company Secretary confirming compliance with the conditions of corporate governance, as required under Schedule V to the Listing Regulations, forms part of this Annual Report as **Annexure III** to the Corporate Governance Report.

12. General Shareholder Information

(A)	**Corporate Identification Number**	-	L24231UP1981PLC005294
(B)	**ISIN for Depositories**	-	INE551D01018
(C)	**Registered Office**	-	312, Plaza Kalpana Society, 24/147, B-49, Birhana Road, Kanpur, Uttar Pradesh – 208001, India

(D) Annual General Meeting

Date & Day	Tuesday, 29th September, 2026
Time	10:30 AM
Mode	Video Conferencing ("VC") / Other Audio Visual Means ("OAVM")
Financial Year	1st April to 31st March

The AGM will be convened in accordance with the applicable provisions of the Companies Act, 2013 ("Act"), the Companies (Management and Administration) Rules, 2014, the Listing Regulations, Secretarial Standard on General Meetings and the applicable circulars issued by the Ministry of Corporate Affairs and SEBI.

E. Dividend

The Board of Directors, at its meeting held on 30 May 2026, did not recommend any dividend for the financial year ended 31 March 2026. The

Board considered it prudent to conserve the Company's financial resources for its proposed capacity expansion i.e. 'Jagriti Project' and other business requirements in India and overseas.

F. Unpaid and Unclaimed Dividend

Pursuant to Sections 124 and 125 of the Act, read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, dividends remaining unpaid or unclaimed for seven consecutive years from the date of transfer to the unpaid dividend account are required to be transferred to the Investor Education and Protection Fund ("IEPF").

All unpaid or unclaimed dividend amounts that had become due for transfer to the IEPF up to the applicable date have been transferred by the Company.

The Company declared dividends for the financial years 2018-19, 2019-20, 2020-21, 2021-22, 2022-23 and 2023-24. The unpaid or unclaimed dividend relating to the financial year 2018-19 will become due for transfer to the IEPF during the financial year 2026-27.

Members who have not encashed or claimed their dividends are requested to submit their claims to the Company or its Registrar and Share Transfer Agent before the respective due dates. The year-wise details of unpaid or unclaimed dividends and the corresponding dates of transfer to the IEPF are available on the Company's website.

G. Listing on Stock Exchanges

The Company's 4,49,48,100 equity shares of face value ₹10 each were listed as at 31 March 2026 on the following stock exchanges:

Name and Address of the Stock Exchange	Stock Code / Trading Symbol
BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 023	516030
National Stock Exchange of India Limited Exchange Plaza, C-1, Block G Bandra Kurla Complex, Bandra (E) Mumbai – 400 051	PAKKA

The Company confirms that the annual listing fees for the financial year 2026-27 have been paid to both stock exchanges within the prescribed timelines.

The annual custody/issuer fees payable to National Securities Depository Limited ("NSDL") and Central Depository Services (India) Limited ("CDSL") for the financial year 2026-27 have also been paid.

H. Shareholding as on 31st March, 2026

I. Distribution of Equity Shareholding as on 31st March, 2026

SHARE HOLDINGS OF NOMINAL VALUE OF ₹	SHARE HOLDERS		SHARE AMOUNT	
	Number	% to Total	In ₹	% to Total
(1)	(2)	(3)	(4)	(5)
Upto - 5,000	32640	85.65	3765991	8.38
5,001 - 10,000	2626	6.89	2065533	4.60
10,001 - 20,000	1391	3.65	21072020	4.69
20,001 - 30,000	534	1.40	13864170	3.08
30,001 - 40,000	217	0.57	7745820	1.72
40,001 - 50,000	153	0.40	7235360	1.61
50,001 - 1,00,000	294	0.77	21065750	4.69
1,00,001 and Above	253	0.66	320182640	71.23
TOTAL	**38108**	**100.00**	**449481000**	**100**

J. Shareholding Pattern of Equity Shares as on 31st March, 2026

Sl. No.	Categories of Shareholders	As on 31-03-2026	
		No. of Shares	% to Shares
	Promoters	18720271	41.65
	Mutual Funds and UTI	3601454	8.01
	Banks, Financial Institutions	0	0.00
	Central/ State Government	0	0.00
	Corporate Bodies	2357349	5.24
	Individuals/ HUF / Trusts/ Clearing Members	19307958	42.96
	Directors' Relatives	0	0.00
	Foreign Nationals / NRIs	961068	2.14
	Total	**44948100**	**100.00**

K. Promoters' Group Shareholding as on 31st March, 2026

S. No.	Name of Promoters	No. of Shares held	Shareholding as a % of total no. of shares	No. of Pledged Shares*	Encumbered shares as a % of the respective shareholder's shareholding
1.	Mr. Ved Krishna	1,38,44,388	30.80	11,32,710	8.18
2.	Yash Agro Products Limited	9,68,640	2.16	0	0.00
3.	Satori Global Limited	33,34,500	7.42	0	0.00
4.	Ms. Manjula Jhunjhunwala	5,56,743	1.24	5,41,104	97.19
5.	Ms. Kimberly Ann McArthur	0	0.00	0	0.00
6.	Krishna Kumar Jhunjhunwala H.U.F. – Karta - Ved Krishna	16,000	0.04	0	0.00
	Total	**1,87,20,271**	**41.65**	**16,73,814**	**8.94**

Status of release of historical pledge

The erstwhile consortium of lenders comprising State Bank of India, as Lead Bank, Punjab National Bank, Union Bank of India and UCO Bank was constituted in connection with certain credit facilities previously availed by the Company. The consortium arrangement has since ceased to be operational.

The erstwhile consortium lenders, vide Letter No. COMM/AMT/2022-23/25 dated May 27, 2022, accorded their consent for the release of the pledge over 1,59,10,156 equity shares held by members of the Promoter and Promoter Group. The Company intimated the said approval to BSE Limited and the National Stock Exchange of India Limited on May 28, 2022. State Bank of India, acting in its capacity as the then Lead Bank, subsequently communicated the consortium lenders' approval for release of the pledged shares vide Letter No. COMM/AMT/2023-24/46 dated January 30, 2024.

Pursuant to the aforesaid approvals, the pledge over 1,42,36,342 equity shares has been released by the respective lenders. The release of the pledge over the remaining 16,73,814 equity shares is under process with the concerned lender or lenders. The Company is pursuing completion of the requisite formalities and will make the necessary disclosures to the stock exchanges upon completion of the release, in accordance with applicable law.

The aforesaid encumbrances were created as security for the credit facilities availed by the Company pursuant to the relevant financing and security documents. The Company confirms that the pending release is procedural in nature and does not arise from any default or enforcement action against the Company or its Promoters.

Subsequent developments relating to encumbrance of Promoter shareholding

Subsequent to the close of FY 2025-26, certain equity shares held by members of the Promoter and Promoter Group were pledged in favour of Catalyst Trusteeship Limited, acting in its capacity as Debenture Trustee, as security for the Non-Convertible Debentures issued by the Company. The details are set out below:

Mr. Ved Krishna

Mr. Ved Krishna, Managing Director and Promoter of the Company, holds 1,38,44,388 equity shares. Following the allotment of 27,20,000 equity shares by the Company on June 9, 2026, his shareholding represents approximately 29.04% of the Company's post-allotment paid-up equity share capital comprising 4,76,68,100 equity shares.

Out of his aforesaid shareholding, 1,27,11,678 equity shares, representing approximately 26.67% of the post-allotment paid-up equity share capital and 91.82% of his individual shareholding, are pledged in favour of Catalyst Trusteeship Limited, acting as Debenture Trustee, as security for the Non-Convertible Debentures issued by the Company. The pledge was created over 1,26,81,678 equity shares on June 4, 2026 and over a further 30,000 equity shares on June 17, 2026, pursuant to the Debenture Trust Deed and the related financing, security and transaction documents.

Ms. Manjula Jhunjhunwala

Ms. Manjula Jhunjhunwala, Non-Executive Non-Independent Director and a member of the Promoter Group, holds 5,56,743 equity shares, representing approximately 1.17% of the Company's post-allotment paid-up equity share capital comprising 4,76,68,100 equity shares.

Out of her aforesaid shareholding, 12,939 equity shares, representing approximately 0.03% of the post-allotment paid-up equity share capital and 2.32% of her individual shareholding, were pledged on June 17, 2026 in favour of Catalyst Trusteeship Limited, acting as Debenture Trustee, as security for the Non-Convertible Debentures issued by the Company, pursuant to the Debenture Trust Deed and the related financing, security and transaction documents.

L. Capital of the Company

As at 31 March 2026, the authorised share capital of the Company was ₹60.05 crore and the issued, subscribed and paid-up equity share capital was ₹44.95 crore, comprising 4,49,48,100 equity shares of face value ₹10 each.

Subsequent changes in share capital

On 9 June 2026, the Company allotted 27,20,000 equity shares of face value ₹10 each at an issue price of ₹110 per share, including a securities premium of ₹100 per share, on a preferential basis to persons belonging to the non-promoter category. Consequent to the allotment, the paid-up equity share capital increased to ₹47.67 crore, comprising 4,76,68,100 equity shares of face value ₹10 each.

On the same date, the Company allotted 77,00,000 convertible warrants on a preferential basis to persons belonging to the Promoter and Promoter Group at an issue price of ₹110 per warrant. Each warrant is convertible into one equity share of face value ₹10, subject to receipt of the balance consideration and compliance with the applicable terms of issue and SEBI regulations.

If all the warrants are converted, the paid-up equity share capital will increase by ₹7.70 crore through the issue of 77,00,000 additional equity shares. The actual post-conversion shareholding will depend on the number of warrants converted and any other intervening changes in share capital.

M. Ten Largest Public Shareholders as at 31 March 2026

The ten largest shareholders, excluding members of the Promoter and Promoter Group, were as follows:

Sl. No.	Name of Shareholders	No. of Equity Shares held	% of Total Equity Shares held
1.	SBI Magnum Children's Benefit Fund-Investment Plan	33,45,454	7.44
2.	Sangeetha S	8,98,000	2.00
3.	Vandana Sehgal	5,46,208	1.21
4.	Rishabh Pant	4,08,355	0.91
5.	Ravi Shankar Sanbhag	3,00,100	0.67
6.	Akshat Greentech Pvt. Ltd.	3,66,147	0.82
7.	SBI Optimal Equity Fund – Long Term	2,54,546	0.57
8.	Dhiraj Kumar Sonthalia (HUF)	1,57,700	0.35
9.	Chirayush Pravin Vakil	1,48,099	0.33
10.	Jyotsna Rasik Gala	1,26,509	0.28
	TOTAL	**65,51,118**	**14.58**

N. Dematerialisation of Shares and Liquidity

The equity shares of the Company are traded compulsorily in dematerialised form and are available for trading through both NSDL and CDSL under ISIN INE551D01018.

As at 31 March 2026, 4,45,11,825 equity shares, representing 99.03% of the Company's paid-up equity share capital, were held in dematerialised form. The balance 4,36,275 equity shares, representing 0.97%, were held in physical form.

Dematerialisation requests are processed by the Registrar and Share Transfer Agent and confirmations are furnished to the depositories within the prescribed timelines.

O. Outstanding Global Depository Receipts, American Depository Receipts, Warrants or Other Convertible Instruments

As at 31 March 2026, the Company had no outstanding Global Depository Receipts, American Depository Receipts, warrants or other instruments convertible into equity shares.

Subsequent to the close of the financial year, the Company allotted 77,00,000 convertible warrants on 9 June 2026. Each warrant is convertible into one equity share of face value ₹10, subject to payment of the balance consideration and compliance with the terms of issue and applicable law.

Upon conversion of all the warrants, 77,00,000 additional equity shares will be issued, resulting in a corresponding increase of ₹7.70 crore in the paid-up equity share capital of the Company.

(A) Reconciliation of Share Capital Audit Report

Amit Gupta & Associates, a Practising Company Secretaries conducts a quarterly Reconciliation of Share Capital Audit in accordance with Regulation 76 of the SEBI (Depositories and Participants) Regulations, 2018.

The audit reconciles the total issued and listed capital of the Company with the aggregate capital held in physical form and in dematerialised form with NSDL and CDSL. The reports for the quarters falling within the financial year ended 31 March 2026 were submitted to the stock exchanges within the prescribed timelines.

(B) Voting Rights:

All equity shares issued by the Company carry equal voting rights. The Company has not issued any equity shares carrying differential voting rights.

(C) Registrar and Share Transfer Agents

Members may correspond with the Registrar and Share Transfer Agent, quoting their folio number or DP ID and Client ID, at the following address:

Skyline Financial Services Pvt. Ltd.
D-153/A, 1st Floor,
Okhla Industrial Area, Phase – 1,
New Delhi – 110 020
Tel No.: (011) 40450193 - 197
Email: info@skylinerta.com

(D) Registered Office

Pakka Limited
312, Plaza Kalpana Society,
24/147, B-49, Birhana Road,
Kanpur,
Uttar Pradesh – 208001
India
E-mail: connect@pakka.com

(E) Plant Locations

Pakka Limited
Pakka Nagar,
Ayodhya – 224 135
Ph. +91 78000 18989;
E-mail: connect@pakka.com

(F) Address for correspondence

Please contact the Compliance Officer of the Company at the following address regarding any questions or concerns:

The Company Secretary
Pakka Limited
Pakka Nagar,
Ayodhya – 224 135
Ph. +91 78000 18989;
E-mail: investor@pakka.com

(G) Share Transfer and Investor Service System

The securities of the Company are traded compulsorily in dematerialised form. Requests for transfer of securities are not processed in physical form except in cases permitted under applicable SEBI regulations and circulars, including transmission and transposition.

Transfers of securities held in dematerialised form are effected electronically through the depositories and the respective Depository Participants.

Requests relating to transmission, transposition, issuance of duplicate securities, consolidation, subdivision, renewal, exchange, endorsement or other investor services are processed by the Registrar and Share Transfer Agent in accordance with the prevailing SEBI requirements.

Securities arising from such investor service requests are issued or credited in dematerialised form in the manner prescribed by SEBI.

A Practising Company Secretary conducts the prescribed audit of share-transfer and investor-service records, and the relevant certificates are submitted to the stock exchanges within the applicable timelines.

(H) PAN, KYC, Bank Details and Nomination

Holders of securities in physical form are requested to keep their PAN, postal address, email address, mobile number, bank-account particulars, specimen signature and nomination details updated with the Registrar and Share Transfer Agent in accordance with the prevailing SEBI requirements.

The prescribed forms, including Forms ISR-1, ISR-2, ISR-3, ISR-4, SH-13, SH-14 and other applicable forms, are available on the Company's website and the website of the Registrar and Share Transfer Agent.

Members holding securities in dematerialised form should submit requests for updating their PAN, KYC particulars, bank details and nomination directly to their respective Depository Participants.

Non-submission of a choice of nomination by itself does not result in the freezing of a physical folio or withholding of corporate benefits. Members are nevertheless encouraged to register or update their nomination and other KYC particulars to facilitate timely investor services and electronic payment of corporate benefits.

(I) Credit Ratings

The credit ratings assigned to the Company's bank facilities and the revisions thereto are set out below:

Rating Agencies	Facilities	Rated Amount (₹ In Crores)	Rating immediately before revision	Revised Rating	Rating action
Care Ratings Limited	Long-term bank facilities	618.42	CARE BBB-; Negative	CARE BB+; Stable; Issuer Not Cooperating	Downgraded and moved to the "Issuer Not Cooperating" category
Care Ratings Limited	Short-term bank facilities	12.52	CARE A3	CARE A4+; Issuer Not Cooperating	Downgraded and moved to the "Issuer Not Cooperating" category
Total		**630.94**			

The rated long-term bank facilities comprised term loans aggregating to ₹483.57 crore and fund-based working-capital facilities aggregating to ₹134.85 crore. The rated short-term bank facilities comprised non-fund-based limits aggregating to ₹12.52 crore.

Subsequent to the close of the financial year, CARE Ratings Limited, vide its letter dated 9 June 2026, revised the ratings assigned to the Company's bank facilities. The rating agency stated that the revision and placement of the ratings in the "Issuer Not Cooperating" category were consequent to the absence of adequate cooperation and the non-availability of information required for its surveillance/review exercise. Accordingly, the ratings were based on the best information available to the rating agency.

The Company is taking appropriate steps to provide the requisite information and clarifications to the rating agency and to facilitate a comprehensive review of the ratings.

The details of the facilities covered by the revised ratings are as follows:

Long-term bank facilities

Nature of facility	Rated amount (₹ in crore)
Term loans	483.57
Fund-based working-capital limits	134.85
Total long-term bank facilities	**618.42**

Short-term bank facilities

Nature of facility	Rated amount (₹ in crore)
Non-fund-based limits	12.52
Total short-term bank facilities	**12.52**

The aforesaid rating action occurred after 31 March 2026 but before the date of this Annual Report and has therefore been disclosed as a material subsequent development. The Company made the requisite disclosure of the rating action to the stock exchanges in accordance with the applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

13. Commodity Price Risk, Foreign Exchange Risk and Hedging Activities

The Company is exposed to fluctuations in the prices of raw materials, fuel and other commodities used in its operations, as well as fluctuations in foreign exchange rates arising from its import, export, borrowing or other foreign-currency transactions, as applicable.

The Company monitors these exposures in accordance with its risk-management framework and undertakes commercial or financial hedging measures wherever considered necessary and permissible. The Audit Committee and the Board periodically review the Company's material financial and commodity risks and the measures adopted to manage them.

14. Secretarial Audit:

Pursuant to Section 204 of the Act, read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company appointed Amit Gupta & Associates, Practising Company Secretaries, to conduct the Secretarial Audit for the financial year ended 31 March 2026.

The Secretarial Audit Report in Form MR-3 forms part of the Board's Report as **Annexure D**.

Where applicable, the Company has also obtained the Annual Secretarial Compliance Report under Regulation 24A of the Listing Regulations and submitted it to the stock exchanges within the prescribed timeline.

15. Certificate Regarding Non-Debarment and Non-Disqualification of Directors

The Company has obtained a certificate from a Practising Company Secretary confirming that none of the Directors on the Board of the Company has been debarred or disqualified from being appointed or continuing as a director of a company by SEBI, the Ministry of Corporate Affairs or any other statutory authority.

The certificate forms part of this Annual Report as **Annexure IV** to the Corporate Governance Report.

Adoption of the Corporate Governance Report

This Corporate Governance Report was approved by the Board of Directors of the Company at its meeting held on 14 August 2026.

On Behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260

Place: Ayodhya
Date: 14th August, 2026

Annexure - I

Declaration

As required by the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, I affirm that Board Members and the Senior Management Personnel have confirmed compliance with the Codes of Conduct, as applicable to them, for the year ended 31st March, 2026.

On Behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260

Place: Ayodhya
Date: 14th August, 2026

Annexure - II

Chief Executive Officer (CEO) & Chief Financial Officer (CFO) Certification

To,
The Board of Directors
Pakka Limited
312, Plaza Kalpana Society,
24/147, B-49, Birhana Road,
Kanpur, Uttar Pradesh - 208001

We, the undersigned, in our respective capacities as Managing Director and as Finance Head and the person heading and discharging the finance function of Pakka Limited ("Company"), pursuant to Regulation 17(8) read with Part B of Schedule II to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, to the best of our knowledge and belief, certify that:

(a) We have reviewed financial statements and the cash flow statement for the financial year ended 31st March, 2026 and to the best of our knowledge and belief, we state that:

(i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;

(ii) these statements together present a true and fair view of the listed entity's affairs and are in compliance with existing accounting standards, applicable laws and regulations.

(b) There are no transactions entered into by the Company during the financial year, which are fraudulent, illegal or violative of the Company's code of conduct.

(c) We are responsible for establishing and maintaining internal controls and for evaluating the effectiveness of the same over the financial reporting of the Company and have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.

(d) We have indicated, based on our most recent evaluation, wherever applicable, to the Auditors and the Audit Committee:

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

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

(iii) instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

for Pakka Limited

Ved Krishna
Managing Director
DIN: 00182260
Date: 14th August, 2026
Place: Ayodhya

for Pakka Limited

Manoj Kumar Maurya
Finance Head

Annexure - III

Corporate Governance Compliance Certificate

To
The Members,
Pakka Limited

We have examined the compliance of conditions of Corporate Governance by **Pakka Limited** ("the Company"), for the financial year ended on March 31, 2026, as stipulated in Regulation 17 to 27 and Clauses (b) to (i) and (t) of the sub-regulation (2) of Regulation 46 and Para C, D and E of Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The Compliance with the conditions of Corporate Governance is the responsibility of the management. Our examination was limited to procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and explanations given to us, and representations made by the management, we certify that the Company, to the extent applicable, has complied with the conditions of Corporate Governance as stipulated in Regulations 17 to 27, clauses (b) to (i) and (t) of sub-regulation (2) of Regulation 46 and Para C, D and E of Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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 Amit Gupta & Associates
Company Secretaries

Pragati Gupta
Managing Partner
Firm Registration No.: P2025UP103200
Membership No.: A19302
C.P. No.: 7878
PR. No.: 2601/2022
UDIN : A019302H000548303

Date: May 30, 2026
Place: Lucknow

Annexure - IV

Certificate of Non-Disqualification of Directors

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

To
The Members,
Pakka Limited

We have examined the relevant disclosures provided by the Directors (as enlisted in Table A) to **Pakka Limited** having CIN L24231UP1981PLC005294 and having registered office at 312 Plaza Kalpana Society, 24/147, B-49 Birhana Road, Kanpur Uttar Pradesh - 208001 (hereinafter referred to as 'the Company') for the purpose of issuing this Certificate, in accordance with Regulation 34 (3) read with Schedule V Para C clause 10 (i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information, based on (i) Documents available on the website of the Ministry of Corporate Affairs (MCA) (ii) Verification of Director Identification Number (DIN) status on the website of the MCA, and (iii) disclosures provided by the Directors (as enlisted in Table A) to the Company, we hereby certify that none of the Directors on the Board of the Company (as enlisted in Table A) have been debarred or disqualified from being appointed or continuing as directors of the companies by the Securities and Exchange Board of India, under Section 164 of Companies Act, 2013 for MCA or such other statutory authority as on March 31, 2026.

Table A

Sr. No.	Name of Directors	Director Identification Number	Date of Appointment in the Company
1.	Mr. Pradeep Vasant Dhobale	00274636	25/09/2017
2.	Mr. Ved Krishna	00182260	30/05/1999
3.	Mr. Jagdeep Hira	07639849	22/10/2016
4.	Ms. Manjula Jhunjhunwala	00192901	17/06/1981
5.	Ms. Kimberly Ann McArthur	05206436	13/02/2012
6.	Mr. Basant Kumar Khaitan	00117129	19/05/2018
7.	Mr. Himanshu Kapoor	07926807	29/10/2022
8.	Mr. Shubham Ashok Tibrewal	10274024	12/08/2023
9.	Mr. Rahul Krantikumar Dharmadhikary	02116207	05/09/2023
10.	Mr. Gautam Ghosh	10371300	24/11/2023
11.	Mr. Alok Ranjan	08254398	13/06/2024
12.	Ms. Anna Kay Warrington	07377732	01/07/2024
13.	Ms. Dinika Bhatia	02724172	30/06/2025

[1] Resigned with effect from August 13, 2025

[2] Resigned with effect from June 25, 2025

For Amit Gupta & Associates
Company Secretaries

Pragati Gupta
Managing Partner
Firm Registration No.: P2025UP103200
Membership No.: A19302
C.P. No.: 7878
PR. No.: 2601/2022
UDIN : A019302H000548314

Date: May 30, 2026
Place: Lucknow

Independent Auditor's Report

To
The Members of
Pakka Limited

Report on the audit of Standalone Financial Statements

Opinion

We have audited the Standalone Financial Statements of Pakka Limited ("the Company"), which comprise the Standalone Balance Sheet as at March 31, 2026, the Standalone Statement of Profit and Loss (including Other Comprehensive Income), the Standalone Statement of Changes in Equity and the Standalone Statement of Cash Flows for the year then ended and notes to the Standalone Financial Statements, including a summary of material accounting policies and other explanatory information (hereinafter referred to as "Standalone Financial Statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Standalone Financial Statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended ("Ind AS") and accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, its profit and other 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 Standalone Financial Statements in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('ICAI') together with the ethical requirements that are relevant to our audit of the Standalone Financial Statements under the provisions of the Act and the Rules 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 opinion on the Standalone Financial Statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Standalone Financial Statements of the current period. These matters were addressed in the context of our audit of the Standalone Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

<table>
<tr><th>Sr. No</th><th>Key Audit Matter</th><th>Auditor's Response</th></tr>
<tr><td>1.</td><td>Capitalization and useful life of Property Plant and Equipment (PPE) and Capital work in progress
▪ During the year, the Company has incurred significant capital expenditure towards Property, Plant and Equipment (PPE) and Capital Work in Progress (CWIP), including capitalization of assets from ongoing projects, purchase / installation of new machineries and execution of capital projects. Since these projects take a substantial period of time to get ready for their intended use and involve significant management judgement regarding capitalization of costs, timing of capitalization, classification between capital and revenue expenditure, useful life assessment, depreciation, project progress, and impairment indicators, this area was considered significant in the context of the Standalone Financial Statements.
▪ Further, due to the materiality of PPE and CWIP balances and the risk that costs eligible for capitalization may not be appropriately recognized and capitalized in accordance with the recognition criteria prescribed under Indian Accounting Standards (Ind AS) 16 – Property, Plant and Equipment, this has been determined to be a Key Audit Matter.
(Refer Note 2 to the Standalone Financial Statements)
Existence and Valuation of Inventories
▪ Inventories are material to the Standalone Financial Statements of the Company and comprise raw materials, work-in-progress, finished goods, stores & spares, traded goods and scrap. Considering the significance of inventory balances and the volume of transactions, there is a risk relating to physical existence, completeness, valuation, appropriateness of cost allocation, and assessment of net realizable value (NRV), including identification of obsolete and slow-moving inventory.
▪ Further, inventory valuation involves significant management judgement in determining cost allocation, provisioning for slow-moving and obsolete stock, and compliance with the requirements of Indian Accounting Standards (Ind AS) 2 - Inventories. Accordingly, this has been determined to be a Key Audit Matter.</td><td>Audit Approach:
We performed the following procedures:
▪ Obtained an understanding of the system of internal control process relating to capitalization of projects, PPE and CWIP, including identification and testing of key controls;
▪ Assessed the progress of ongoing projects and evaluated management's intention and ability to complete projects and bring assets to their intended state of use;
▪ Understood, evaluated and tested the design and operating effectiveness of key controls relating to capitalization of various direct and indirect costs incurred;
▪ Tested, on a sample basis, additions to PPE and costs capitalized to CWIP with underlying supporting documents to ascertain the nature of expenditure and basis for allocation, where applicable, and evaluated whether such costs meet the recognition criteria under Ind AS 16 – Property, Plant and Equipment;
▪ Reviewed capitalization timelines, CWIP ageing, project status reports and management assumptions regarding suspended / delayed projects and indicators of impairment;
▪ Reperformed depreciation calculations on a sample basis and assessed the appropriateness of useful lives and classification of assets
▪ Reviewed title deeds and supporting documents relating to immovable properties held by the Company, where applicable;
▪ Evaluated the adequacy of disclosures in the Standalone Financial Statements relating to PPE and CWIP.
We performed the following procedures:
▪ Obtained an understanding of the internal control process relating to inventory management, recording, valuation and physical verification, and tested key controls;
▪ Participated in / reviewed the management's physical verification of inventories at selected locations and reconciled physical counts with inventory records;</td></tr>
</table>

Sr. No	Key Audit Matter	Auditor's Response
		▪ Tested inventory valuation on a sample basis to assess whether inventories were valued at cost or net realizable value, whichever is lower, in accordance with Ind AS 2; ▪ Evaluated the basis of cost allocation between raw materials, work-in-progress, finished goods, stores & spares, and imported / indigenous inventory, where applicable; ▪ Reviewed ageing analysis of inventory and assessed management's evaluation of provisioning for obsolete, damaged and slow-moving inventory; ▪ Performed cut-off procedures for inventory transactions and tested inventory adjustments / write-offs on a sample basis; ▪ Evaluated the adequacy of disclosures in the Standalone Financial Statements relating to inventories.

Emphasis of Matter

The Company holds shares in a wholly owned overseas subsidiary. In the preceding years, the Company had commenced construction of a manufacturing facility in Guatemala. During the year, the said activity of construction of manufacturing facility has been temporarily paused. In the opinion of the Company, considering that the pause is temporary, no impairment is warranted at this stage. The Company will continue to monitor the situation and review the impairment from time to time.

Our opinion is not modified in respect of this matter

Information other than the Standalone Financial Statements and Auditor's Report thereon

The Company's Management and Board of Directors are responsible for the Other Information. The Other Information comprises the information included in the Management Discussion and Analysis, Board's Report including its annexures and Corporate Governance and Shareholders information but does not include the Standalone Financial Statements and our Auditor's Report thereon. The Management Discussion and Analysis, Board's Report including its annexures and Corporate Governance and Shareholders information is expected to be made available to us after the date of our Auditor's Report.

Our opinion on the Standalone 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 Standalone Financial Statements, our responsibility is to read the Other Information identified above when it becomes available and, in doing so, consider whether the Other Information is materially inconsistent with the Standalone Financial Statements or our knowledge obtained in the course of our audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this Other Information; we are required to report that fact. When we read the Other Information, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Standalone Financial Statements

The Company's Management and the Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these Standalone Financial Statements that give a true and fair view of the financial position, financial performance, total comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including Ind AS prescribed under section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Standalone Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the Standalone Financial Statements, Management and the Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Management and the Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the Standalone Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Standalone Financial Statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Standalone Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls system with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management and Board of Directors.

- Conclude on the appropriateness of Management and Board of Directors' use of the going concern basis of accounting in preparation of Standalone Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Standalone Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the Standalone Financial Statements, including the disclosures, and whether the Standalone Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Standalone Financial Statements may be influenced. We consider quantitative materiality and qualitative factors (i) in planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the Standalone Financial Statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal 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 Standalone Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosures about the matters or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2. As required by Section 143(3) of the Act, based on our audit, 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 Standalone Balance Sheet, the Standalone Statement of Profit and Loss (including Other Comprehensive Income), the Standalone Statement of Changes in Equity and the Standalone Cash Flow Statement dealt with by this Report are in agreement with the books of account.

   (d) In our opinion, the aforesaid Standalone Financial Statements comply with the Indian Accounting Standards prescribed under Section 133 of the Act, read with the relevant rules issued thereunder.

   (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 with reference to the Standalone Financial Statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to Standalone Financial Statements.

   (g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended:

   In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with requisite approvals mandated by the provisions of section 197 read with Schedule V of the Act.

   (h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014 as amended, in our opinion and to the best of our information and according to the explanations given to us:

   i. The Company has disclosed the impact of pending litigations as on March 31, 2026, on its financial position in its Standalone Financial Statements – Refer Note 46 to the Standalone Financial Statements.

   ii. The Company did not have any long-term contracts including derivative contracts for which there were material foreseeable losses.

   iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.

   iv. a. The Management has represented that, to the best of its knowledge and belief, as disclosed in note 50 to the Standalone Financial Statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

   b. The Management has represented, that, to the best of its knowledge and belief, as disclosed in note 50 to the Standalone Financial Statements no funds have been received by the

Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c. Based on such audit procedures that we have considered reasonable and appropriate in the circumstances; nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

v. The Company has neither declared nor paid any dividend during the year. Accordingly, clause (f) of Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, is not applicable to the Company for the year under audit

vi. Based on such audit procedures that we have considered reasonable and appropriate in the circumstances, the Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit, we did not come across any instance of audit trail feature being tampered with, in respect of accounting software for which the audit trail feature was operating, and the same has been preserved as per statutory requirements of record retention.

For C N K & Associates LLP
Chartered Accountants
Firm Registration No: 101961W / W – 100036

Diwakar Sapre
Partner
Membership No: 040740
UDIN: 26040740ATQTMR4768

Place: Mumbai
Date: May 30, 2026.

Annexure "A" to the Independent Auditor's Report

(Referred to in paragraph 1 under "Report on other Legal and Regulatory requirements" in the Independent Auditor's Report of even date to the members of Pakka Limited (Formerly known as Yash Pakka Limited) ("the Company") on the Standalone 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 normal course of audit, we state that:

(i) In respect of the Company's Property, Plant and Equipment and Intangible assets:

(a) A. The Company has maintained proper records showing full particulars, including quantitative details and situation of Property Plant and Equipment.

B. The Company is maintaining proper records showing full particulars of intangible assets.

(b) The Company has a programme of physical verification of its Property Plant and Equipment, Right of Use assets such that all the items are verified in a phased manner over a period of three years. However, the Company has not carried out verification of any items of Property Plant and Equipment during the year in terms of the said programme. In the absence of physical verifications, the question of discrepancies noticed on such verification and whether the same have been properly dealt with in the books of account does not arise.

(c) As mentioned in Note 2 to the Standalone Financial Statements and according to the information and explanations given to us, the records examined by us and based on the examination of the latest title search report and the confirmation received from banks, as provided to us, we report that, the title deeds, comprising all the immovable properties of land and buildings which are freehold, are held in the name of the Company.

(d) The Company has not revalued any of its Property Plant and Equipment (including Right of Use Assets) or Intangible Assets or both during the year. Accordingly reporting under paragraph 3 (i) (d) of the Order, is not applicable to the Company for the year under audit.

(e) As stated in Note 2(V)(e), the Company does not have any proceedings initiated or pending for holding any Benami property under the Benami Transactions (Prohibition) Act, 1988 and rules made thereunder.

(ii) (a) The Company has verified its inventory at reasonable intervals during the year / at year end. In our opinion the coverage and procedures of such verification by the management are appropriate. There were no discrepancies of 10% or more in aggregate for each class of inventory which were noticed on such verification.

(b) The Company has been sanctioned working capital limits in excess of ₹5 crores in aggregate during the year from Banks and financial institutions on the basis of security of current assets. The discrepancies along with reasons for variations in the quarterly returns or statements filed with the banks and the books of account are mentioned in Note 17.1 to the Standalone Financial Statements.

(iii) (a) As disclosed in note 12A and 12B of the Standalone Financial Statements, the Company has granted loans to its subsidiaries and employees during the year as given below. The Company has not given loans, stood guarantee or provided any security to any other entities during the year:

(₹ in Lakhs)

Particulars	Loans	Security	Guarantee	Advances in the nature of loans
Aggregate amount granted/ provided during the year				
Related Parties*	92.21	-	-	-
Employees	-	-	-	147.63
Amount outstanding as at the Balance sheet date				
Related Parties*	1,012.60			-
Employees	105.78			104.61

*Including accrued interest thereon

(b) In our opinion, the investments made and the terms and conditions of the loans given by the Company during the year, are not, prima facie prejudicial to the Company's interest.

(c) The repayment of principal and payment of interest has been stipulated and receipt and repayment of the same are regular.

(d) In respect of the loans granted, there is no amount overdue for a period of more than 90 days.

(e) There are no loans that have fallen due during the year which have been renewed or extended or fresh loans granted to settle the overdue of existing loans.

(f) During the year the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment to any promoters, related parties as defined in clause (76) of section 2 of Companies Act, 2013. Accordingly, reporting under paragraph 3(iii)(f) of the Order is not applicable to the Company for the year under audit.

(iv) The Company has complied with the provisions of sections 185 and 186 of the Companies Act, 2013 in respect of the loans granted and investments made during the year. The Company has not stood guarantee or provided security to any party during the year.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits within the provisions of sections 73 to 76 or any other relevant provisions of the Companies Act, 2013 and the rules framed thereunder. We are informed by the Management that 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 in this regard.

(vi) The Company is not required to maintain cost records pursuant to the Companies (Cost Records and Audit) Amendment Rules, 2016, and prescribed by the Central Government under sub-section (1) of section 148 of the Companies Act 2013.

(vii) (a) The Company has generally been regular in depositing undisputed statutory dues, including provident fund, employees' state insurance, income tax, goods and services tax, customs duty, cess and other material statutory dues with the appropriate authorities. However, as at March 31, 2026, undisputed dues outstanding for a period of more than six months from the date they became payable included Provident Fund of ₹63,467.97 and Employees' State Insurance (ESIC) of ₹3,715. Except for the above, there were no undisputed statutory dues outstanding for more than six months from the date they became payable.

(b) Details of statutory dues referred to above which have not been deposited as at March 31, 2026, on account of dispute are given below:

(₹ in Lakhs)

Name of statute	Nature of dues	Amount (Net of amount paid under protest)*	Period to which the amount relates	Forum where the matter is pending
46UP VAT Act, 2008	VAT on purchase of paddy from unregistered parties	196.99	2008-2009	High Court Allahabad, Lucknow Bench
		72.44	2012-2013	
Central Excise Act, 1944	Lapse of balance available in account (Input and Service Tax) Demand on assessment	238.98	2009-2010	High Court Allahabad

(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 Income Tax Act, 1961.

(ix) (a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.

(b) The Company has not been a declared wilful defaulter by any bank or financial institution or other lenders during the year.

(c) On an examination of the records of the Company, we report that during the year, the term loans were applied for the purpose for which they were obtained.

(d) On an overall examination of the Standalone Financial Statements, we report that the Company has not used the funds raised on short term basis for long term purposes.

(e) The Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries. The Company does not have any associates or joint ventures.

(f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries. The Company does not have any associates or joint ventures.

(x) (a) No moneys were raised by way of initial public offer or further public offer (including debt instruments) during the year. Hence reporting under paragraph 3(x)(a) is not applicable to Company for the year under audit.

(b) The Company has not made any preferential allotment or private placement of shares or convertible debentures (fully, partially, optionally convertible) during the year.

(xi) (a) No fraud by the Company and no fraud on the Company has been noticed or reported during the year.

(b) No report under section 143(12) of the Companies Act, 2013 has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors Rules), 2014 with the Central government during the year and up to the date of this report.

(c) As represented by the Management, there are no whistle blower complaints received by the Company during the year.

(xii) The Company is not a Nidhi Company. Accordingly reporting under paragraph 3(xii) of the Order is not applicable to the Company for the year under audit.

(xiii) The Company is in compliance with sections 177 and 188 of Companies Act, 2013, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the financial statements as required by the applicable Indian Accounting Standards.

(xiv) (a) In our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the reports of the internal auditors for the period under audit, issued to the Company during the year, in determining the nature, timing and extent of our audit procedures.

(xv) The Company has not entered into non-cash transactions with directors or persons connected with him. Hence the provisions of section 192 of the Act, are not applicable.

(xvi) (a) The Company is not required to be registered under sections 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934). Accordingly reporting under paragraph 3(xvi)(a) of the Order is not applicable to the Company for the year under audit.

(b) The Company has not conducted any Non-Banking Financial or Housing Finance activities without a valid Certificate of Registration (CoR) from the Reserve Bank of India as per the Reserve Bank of India Act, 1934. Accordingly, reporting under paragraph 3 (xvi)(b) of the Order is not applicable to the Company for the year under audit.

(c) The Company is not a Core Investment Company as defined in the Regulations made by the Reserve Bank of India.

(d) There is no Core investment Company within the group (as defined in the Core Investment Companies (Reserve Bank) Directions, 2016) and accordingly reporting under paragraph 3 (xvi)(d) of the Order is not applicable to the Company for the year under audit.

(xvii) The Company has not incurred any cash losses during the financial year under audit and in 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 Standalone financial statements, and on our knowledge of the Board of the 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 there exists any material uncertainty as on the date of the audit report indicating that the Company is not capable of meeting its liabilities existing as at the date of the balance sheet as and when they fall due within a period of one year from the balance sheet date. We however state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on facts up to the date of the audit report and we neither give any guarantee nor assurance that all liabilities falling due within a period of one year from the Balance sheet date will get discharged by the Company as and when they fall due.

(xx) The Company has fully spent the required amount towards Corporate Social Responsibility (CSR) and there is no unspent CSR amount as at year end, whether relating to ongoing project or otherwise. Accordingly, reporting under paragraph 3(xx) of the Order is not applicable to the Company for the year under audit.

For C N K & Associates LLP
Chartered Accountants
Firm Registration No: 101961W / W - 100036

Diwakar Sapre
Partner
Membership No: 040740
UDIN: 26040740ATQTMR4768

Place: Mumbai
Date: May 30, 2026.

Annexure "B" to the Independent Auditor's Report

Report on the Internal Financial Controls with reference to the aforesaid Standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to Standalone Financial Statements of Pakka Limited ("the Company") as of March 31, 2026, in conjunction with our audit of the Standalone Financial Statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's management and the Board of Directors are responsible for establishing and maintaining internal financial controls with reference to Standalone Financial Statements based on the internal control with reference to Standalone Financial Statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India ('ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls with reference to Standalone Financial Statements 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 Companies Act, 2013.

Auditors' Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to Standalone Financial Statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls over Financial Reporting (the "Guidance Note") and the Standards on Auditing, issued by ICAI and deemed to be prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both applicable to an audit of Internal Financial Controls with reference to Financial statements, both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to Standalone Financial Statements were established and maintained and whether such controls operated effectively in all material respects;

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to the Standalone Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Standalone Financial Statements included obtaining an understanding of such 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 judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error;

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the Company's internal financial control system over financial reporting.

Meaning of Internal Financial Controls over Financial Reporting

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 authorizations of Management and Directors of the Company; and

(3) provide reasonable assurance regarding prevention or timely detection of unauthorized 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

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

In our opinion, to the best of our information and according to the explanations given to us, the Company, except for strengthening of process of financial closure at every period end, has, in all material respects adequate internal financial controls with reference to Standalone Financial Statements and such internal financial controls over financial reporting were operating effectively as at March 31, 2026, based on the criteria for internal financial control with reference to Standalone Financial Statements established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

For C N K & Associates LLP
Chartered Accountants
Firm Registration No: 101961W / W - 100036

Diwakar Sapre
Partner
Membership No: 040740
UDIN: 26040740ATQTMR4768

Place: Mumbai
Date: May 30, 2026.

PAKKA
Packaging with a Soul

Standalone Balance Sheet as at 31st March, 2026

(₹ in Lakhs)

Particulars	Note No.	As at 31st March, 2026	As at 31st March, 2025
I. ASSETS			
Non-current assets			
(a) Property, plant and equipment	2	20,493.99	20,601.35
(b) Capital work-in-progress	3	55,470.97	14,015.74
(c) Right of Use Assets	4(A)	106.57	153.92
(d) Goodwill	4(B)	-	-
(e) Other intangible assets	4(B)	13.46	30.59
(f) Intangible assets under development	5	547.06	308.09
(g) Financial assets			
(i) Investments in Subsidiaries	6(A)	7,055.16	2,263.26
(ii) Investments	6(B)	0.20	0.27
(iii) Loans	12(A)	1,179.81	4,086.66
(iv) Other Financial Assets	11(A)	10.45	0.75
(h) Income tax assets (net)	26(A)	70.07	-
(i) Other non current assets	7	3,588.37	6,788.49
Total non current assets		**88,536.11**	**48,249.12**
Current Assets			
(a) Inventories	8	14,560.85	13,196.23
(b) Financial assets			
(i) Investments	6(C)	-	-
(ii) Trade receivables	9	4,890.83	4,487.85
(iii) Cash and cash equivalents	10	1,787.27	6,515.20
(iv) Bank balances other than (iii) above	11(B)	416.22	686.07
(v) Loans	12(B)	43.18	153.41
(vi) Other financial assets	13	168.18	270.05
(c) Other current assets	14	4,805.70	3,231.81
Total current assets		**26,672.23**	**28,540.62**
TOTAL ASSETS		**1,15,208.34**	**76,789.74**
II. EQUITY AND LIABILITIES			
(1) Equity			
(a) Equity share capital	15	4,494.81	4,494.81
(b) Money received against share warrant		2,448.00	2,448.00
(c) Other equity	16	43,696.22	41,849.25
Total Equity		**50,639.03**	**48,792.06**
Liabilities			
(2) Non current liabilities			
(a) Financial liabilities			
(i) Borrowings	17(A)	30,786.79	9,041.19
(ii) Lease liabilities	18(A)	79.85	114.38

Standalone Balance Sheet as at 31st March, 2026

(₹ in Lakhs)

Particulars	Note No.	As at 31st March, 2026	As at 31st March, 2025
(iii) Other financial liabilities	19	5,982.49	1,884.05
(b) Deferred tax liabilities (net)	20	1,944.14	2,070.61
(c) Other non current liabilities	21	5,158.17	220.03
(d) Provisions	25(A)	169.81	146.15
Total non current liabilities		**44,121.25**	**13,476.41**
(3) Current liabilities			
(a) Financial liabilities			
(i) Borrowings	17(B)	14,923.05	11,169.42
(ii) Lease liabilities	18(B)	34.53	38.43
(iii) Trade payables	22		
(A) Total outstanding dues of Micro enterprises and Small Enterprises		717.72	358.41
(B) Total outstanding dues of creditors other than micro enterprises and small enterprises		3,248.67	1,025.79
(iv) Other financial liabilities	23	32.05	44.37
(b) Other current liabilities	24	1,435.78	1,633.77
(c) Provisions	25(B)	56.26	57.56
(d) Current Tax liabilities (Net)	26(B)	-	193.52
Total current liabilities		**20,448.06**	**14,521.27**
Total liabilities		**64,569.31**	**27,997.68**
TOTAL EQUITY AND LIABILITIES		**1,15,208.34**	**76,789.74**
Material Accounting Policy information	1		

The accompanying notes are an integral part of the financial statements

As per our attached report of even date

For C N K & Associates LLP
Chartered Accountants
Firm Registration No.: 101961W/W-100036

Diwakar P. Sapre
Partner
Membership No.: 040740
Place: Mumbai

Date: 30th May, 2026
UDIN : 26040740ATQTMR4768

For and on behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260
Place: Ayodhya
Date: 30th May, 2026

Gautam Ghosh
Executive Director
DIN: 10371300
Place: Ayodhya
Date: 30th May, 2026

Neetika Suryawanshi
Chief Financial Officer
Place: Ayodhya
Date: 30th May, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: 30th May, 2026

Standalone Statement of Profit and Loss for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	Note No.	For the year ended 31st March, 2026	For the year ended 31st March, 2025
I. Revenue from operations	27	35,579.54	40,604.09
II. Other income	28	1,098.31	1,713.37
III. Total Income		**36,677.85**	**42,317.46**
IV. Expenses			
Cost of materials consumed	29	14,311.20	16,268.01
Cost of traded goods sold		1,588.70	1,018.17
Changes in inventories of finished goods and work-in-progress	30	186.11	(547.53)
Employee benefits expenses	31	3,841.77	4,523.45
Finance costs	32	1,140.01	1,030.49
Depreciation and amortisation expenses	33	1,652.67	1,590.27
Other expenses	34	11,436.91	11,719.49
Total Expenses (IV)		**34,157.37**	**35,602.35**
V. Profit before Tax (III - IV)		**2,520.48**	**6,715.11**
VI. Tax expense:	35		
1. Current tax		806.25	1,754.42
2. Deferred tax		(138.37)	(357.69)
3. Tax adjustments relating to earlier years		37.72	(351.41)
		1,814.88	**5,669.79**

Standalone Statement of Profit and Loss for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	Note No.	For the year ended 31st March, 2026	For the year ended 31st March, 2025
VIII. Other comprehensive income			-
(i) Items that will not be reclassified to profit or loss Remeasurements of the defined benefit plans		47.25	(43.39)
(ii) Income tax related to items that will not be reclassified to profit or loss		(11.89)	10.92
Total Other Comprehensive Income		**35.36**	**(32.47)**
IX. Total comprehensive income for the period (VII + VIII)		1,850.24	5,637.32
X. Earnings per equity share	36		
1. Basic		4.04	13.53
2. Diluted		4.04	13.53
Material Accounting Policy information	1		

The accompanying notes are an integral part of the financial statements

As per our attached report of even date

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Neetika Suryawanshi
Chief Financial Officer
Place: Ayodhya
Date: 30th May, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: 30th May, 2026

Standalone Statement of Cash Flows for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
A. CASH FLOW FROM OPERATING ACTIVITIES		
Net Profit before tax	2,520.48	6,715.11
Adjustments for:		
Depreciation and amortization	1,652.67	1,590.27
Loss/ (profit) on sale of property, plant and equipment	81.16	106.49
Interest income	(272.48)	(670.84)
Finance cost	976.83	884.52
Remeasurement of net defined benefit plans	47.25	(43.39)
Provision for Impairment of Investment	-	-
Provision for Impairment of Goodwill	-	-
Net (gain)/ loss on investments measured at Fair Value through Profit and Loss	0.07	(0.08)
Employees Share-Based Payment Reserved - ESOP	(3.27)	(127.04)
Profit on redemption of Mutual Fund	-	(4.01)
Operating profit before working capital changes	**5,002.71**	**8,451.03**
Changes in working capital:		
Adjustment for (increase)/decrease in operating assets		
(Increase)/ decrease in trade receivables	(402.98)	(486.59)
(Increase)/ decrease in inventories	(1,364.62)	(2,082.18)
(Increase)/ decrease in other financial assets	101.87	(116.60)
(Increase)/ decrease in other assets	(2,149.91)	(1,921.36)
Adjustment for increase/(decrease) in operating liabilities		
Increase/ (decrease) in trade payables	2,582.19	144.79
Increase/ (decrease) in other financial liabilities	(12.32)	24.89
Increase/ (decrease) in other liabilities	4,701.72	6.97
Increase/ (decrease) in provisions	22.36	36.94
Cash generated from / (Used in) operations	**8,481.02**	**4,057.89**
Income taxes refunded / (paid), net	(1,107.56)	(1,730.21)
Net cash generated from / (used in) operating activities	**7,373.46**	**2,327.68**

Standalone Statement of Cash Flows for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
B. CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment, intangible assets (including capital work in progress and Capital advance)	(35,481.31)	(7,776.90)
Proceeds from sale of property, plant and equipment	99.71	17.44
(Increase)/ decrease in Loans including accrued interest	3,145.20	(1,040.73)
Interest received	144.36	414.88
Investments in subsidiary companies	(4,791.90)	(1,687.24)
Proceeds from redemption of Mutual Fund	-	121.91
Other bank balances (margin money)	260.15	810.83
Net cash (used in) / generated from investing activities	**(36,623.79)**	**(19,139.81)**
C. CASH FLOW FROM FINANCING ACTIVITIES		
Increase/ (decrease) in long-term borrowings	21,745.60	(1,917.38)
Increase/ (decrease) in short-term borrowings	3,753.63	3,962.11
Proceeds from Issue of equity shares	-	578.00
Proceeds from money received against share warrant	-	2,448.00
Security Premium on issue of Equity shares	-	13,786.99
Finance costs paid	(976.83)	(884.52)
Dividend Paid	-	-
Net cash used in financing activities	**24,522.40**	**17,973.20**
INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS (A+B+C)	**(4,727.93)**	**1,161.07**
Cash and cash equivalents at the beginning of the year	6,515.20	5,354.13
Cash and cash equivalents at the end of the year	**1,787.27**	**6,515.20**

Standalone Statement of Cash Flows for the year ended 31st March, 2026

Note: Reconciliation between cash and cash equivalents and cash and bank balances: (₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Cash and cash equivalents as per cash flow statement	1,787.27	6,515.20
Add: Margin money deposits not considered as cash and cash equivalents	426.67	686.82
Cash and bank balances	**2,213.94**	**7,202.02**

Notes to the statement of cash flows and disclosure of non cash transactions

The above Statement of Cash Flows has been prepared under the 'Indirect Method' as set out in Ind AS 7, 'Statement of Cash Flows'.

In Part-A of the Cash Flow Statement, figures in brackets indicate deductions made from the Net Profit for deriving the net cash flow from operating activities. In Part-B and Part-C, figures in brackets indicate cash outflows.

Material Accounting Policy information (Refer note 1)

The accompanying notes are an integral part of the financial statements

The accompanying notes are an integral part of the financial statements

As per our attached report of even date

For C N K & Associates LLP
Chartered Accountants
Firm Registration No.: 101961W/W-100036

Diwakar P. Sapre
Partner
Membership No.: 040740
Place: Mumbai

Date: 30th May, 2026
UDIN : 26040740ATQTMR4768

For and on behalf of the Board

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Managing Director
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Chief Financial Officer
Place: Ayodhya
Date: 30th May, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: 30th May, 2026

Standalone Statement of Changes in Equity for the year ended 31st March, 2026

A. Equity share capital

(₹ in Lakhs)

Particulars	Amount
Balance as on 1st April, 2024	**3,916.81**
Additions during the year	578.00
Balance as on 31st March, 2025	**4,494.81**
Additions during the year	-
Balance as on 31st March, 2026	**4,494.81**

B. Other equity

(₹ in Lakhs)

Particulars	Other Equity						Total equity
	Reserves and Surplus					Other Comprehensive Income	
	Capital Reserve	Securities Premium	Employees Share Base payment Reserve	General reserve	Retained Earnings	Other items of other comprehensive income	
Balance as on 1st April, 2025	**37.32**	**16,161.52**	**13.20**	**550.00**	**25,289.10**	**(201.89)**	**41,849.25**
Additions during the year	-	-	-	-	-	35.36	35.36
Transfer during the year		-	(3.27)	-	-	-	(3.27)
Less:Share Issue Expenses		-	-	-	-	-	-
Profit for the year	-	-	-	-	1,814.88	-	1,814.88
Balance as on 31st March, 2026	37.32	16,161.52	9.93	550.00	27,103.98	(166.53)	43,696.22

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Standalone Statement of Changes in Equity for the year ended 31st March, 2026

B. Other equity

(₹ in Lakhs)

Particulars	Other Equity						Total equity
	Reserves and Surplus					Other Comprehensive Income	
	Capital Reserve	Securities Premium	Employees Share Base payment Reserve	General reserve	Retained Earnings	Other items of other comprehensive income	
Balance as on 1st April, 2024	**37.32**	**2,374.53**	**140.24**	**550.00**	**19,619.31**	**(169.42)**	**22,551.98**
Additions during the year	-	14,466.33	68.32	-	-	(32.47)	14,502.18
Transfer during the year	-	195.36	(195.36)		-		-
Less:Share Issue Expenses		(874.70)	-				(874.70)
Profit for the year	-	-	-	-	5,669.79	-	5,669.79
Balance as on 31st March, 2025	37.32	16,161.52	13.20	550.00	25,289.10	(201.89)	41,849.25

Refer Note 16.2 for nature and purpose of reserves

Material Accounting Policy information (Refer note 1)

The accompanying notes are an integral part of the financial statements

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Chartered Accountants
Firm Registration No.: 101961W/W-100036

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Chief Financial Officer
Place: Ayodhya
Date: 30th May, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: 30th May, 2026

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

Corporate Information

Pakka Limited ("Pakka" or "the Company") is a public limited Company, incorporated and domiciled in India. The equity shares of the Company are listed on the National Stock Exchange and the BSE Limited. The registered office of the company is located at 312, Plaza Kalpana Society, 24/147, B-49, Birhana Road, Kanpur - 208001, Uttar Pradesh, India. The principal place of business of the Company is in Ayodhya, Uttar Pradesh, India.

The Company is mainly engaged in the business of manufacture and dealing in Paper and Moulded products

1. Statement of Compliance

These Standalone financial statements of the Company comprises, the standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including a summary of the material accounting policies and other explanatory information (herein referred to as "Standalone financial statements"). These standalone financial statements have been prepared in accordance with Indian Accounting Standards ('Ind AS') as per the Companies (Indian Accounting Standards) Rules, 2015 (as amended) prescribed under Section 133 of Companies Act, 2013, (the 'Act') and guidelines issued by the Securities and Exchange Board of India (SEBI).

The standalone financial statements provide comparative information in respect of the previous period.

2. Basis of preparation and presentation

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.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between the market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2, or 3 based on degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;

Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and

Level 3 inputs are unobservable inputs for the asset or liability.

3. Functional and presentation currency

The company's presentation and functional currency is Indian rupees. All amounts in these standalone financial statements, except per share amounts and unless as stated otherwise, have been rounded off to two decimal places and have been presented in lakhs.

Authorization of Standalone Financial Statements:

The standalone financial statements were authorized for issue in accordance with a resolution of the Board of Directors in its meeting held on 30th May, 2026

1.1. Use of Judgment and Estimates

The preparation of financial statements in conformity with Ind AS requires the Company's Management to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities recognised in the financial statements that are not readily apparent from other sources.

The judgements, estimates and associated assumptions are based on historical experience and other factors including estimation of effects of uncertain future events that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates (accounted on a prospective basis) are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods of the revision affects both current and future periods.

The following are the critical judgements and estimations that have been made by the Management in the process of applying the Company's accounting policies and that have the most significant effect on the amounts recognised in the financial statements and/or key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Judgments

Information about judgments made in applying accounting policies that have the most significant effects on the amounts recognised in the standalone financial statements is included in the following notes:

- Note 6A- Determining the amount of Impairment loss.
- Note 39- Determining the amount of expected credit loss on financial assets (including trade receivables)
- Note 27 - Identification of performance obligation in revenue recognition

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment is included in the following notes:

- Note 2-5 :Estimate of useful life used for the purposes of depreciation and amortisation on property plant and equipment, investment properties and intangible assets.
- Note 8 : Valuation of inventories;
- Note 27 & 41 : Revenue recognition based on percentage of completion and provision for onerous contracts.
- Note 35 : recognition of deferred tax assets: availability of future taxable profit against which tax losses carried forward can be used;
- Note 37 : Measurement of defined benefit obligations; key actuarial assumptions;
- Note 39 : Impairment of financial and non-financial assets.
- Note 43 : Fair valuation of Employee Stock Option Plans (ESOP's);
- Note 46 : Recognition and measurement of provisions and contingencies; key assumptions about the likelihood and magnitude of an outflow of resources;
- Note 4(A) and 42: Ind AS 116 – Leases requires lessee 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 assessment on the expected lease term on 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 lease and the importance of the underlying to the Company's operations taking into account the location of the underlying asset and the availability of the suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

Operating cycle

Based on the nature of products and the time between the acquisition of assets for processing and their realisation in cash and cash equivalent, the

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

Company has considered the operating cycle as the life of the project for project related assets and liabilities and for rest of the assets and liabilities it has been considered to be 12 months

1.2. Statement of material accounting policies

Accounting policy information is material, if when considered together with other information included in entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.

Accounting policy information may be material because of the nature of the related transactions, other events, or conditions, even if the amounts are immaterial. However, not all accounting policy information relating to material transactions, other events or conditions is itself material.

1.2.1. Property, Plant and Equipment

Recognition and Measurement:

Freehold land is carried at historical cost. Items of property, plant and equipment are measured at cost, which includes capitalised borrowing costs, less accumulated depreciation and accumulated impairment losses, if any.

Cost of an item of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any directly attributable cost of bringing the item to its working condition for its intended use. The cost of a self-constructed item of property, plant and equipment comprises the cost of materials and direct labour, any other costs directly attributable to bringing the item to working condition for its intended use.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in statement of profit and loss.

Subsequent measurement

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to the Statement of Profit and Loss during the reporting period in which they are incurred.

Depreciation:

Depreciation is provided on a straight-line basis so as to expense the cost less residual value over their estimated useful lives as prescribed in Schedule II of the Companies Act, 2013 except in case of assets in moulded products division where useful life is determined based on technical evaluation. The estimated useful lives and residual values are reviewed at the end of each reporting period, with the effect of any change in estimate accounted for on a prospective basis.

The estimated useful lives are as mentioned below:

Type of Asset	Useful Life
Factory Buildings	30 Years
Non Factory Buildings	3-60 Years
Plant and equipments	5-25 Years
Furniture and fixtures	10 Years
Office equipments	5 Years
Computers	3 Years
Electrical Installation & fittings	10 Years
Vehicles	8 Years

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

Derecognition

The carrying amount of an item of property, plant and equipment is derecognized on disposal or when no future economic benefits are expected from its use or disposal. The consequential gain or loss is measured as the difference between the net disposal proceeds and the carrying amount of the item and is recognized in the statement of profit and loss.

Capital Work-In-Progress/ Intangible Asset under development

Cost of assets not ready for intended use are carried at cost, comprising of direct costs, related incidental expenses and attributable interest if any.

Advances given towards acquisition of assets and outstanding at each balance sheet date are disclosed as “Other Non-Current Assets”.

1.2.2. Intangible Assets

Recognition

Intangible assets are recognized, only if it is probable that the future economic benefits that are attributable to the assets will flow to the enterprise and the cost of the assets can be measured reliably. The intangible assets are recorded at cost and are carried at cost less accumulated amortisation and accumulated impairment losses, if any.

Expenditure on research activities is recognised in statement of profit and loss as incurred.

Development expenditure is capitalised as part of the cost of the resulting intangible asset only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Company intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in the statement of profit and loss as incurred.

Amortization

Intangible assets are Amortised over their estimated useful lives (5 years) using the straight-line method. Amortisation method, useful lives and residual values are reviewed at the end of each reporting date and adjusted if appropriate.

Goodwill

Goodwill is initially recognized based on accounting policy for business combinations and tested for impairment annually or when events or circumstances indicate that the implied fair value of goodwill is less than its carrying amount.

CGUs to which goodwill has been allocated are tested for impairment annually, or more frequently when there is indication for impairment. The financial projections basis which the future cash flows have been estimated consider economic uncertainties, reassessment of the discount rates, revisiting the growth rates factored while arriving at terminal value and subjecting these variables to sensitivity analysis. If the recoverable amount of a CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit.

1.2.3. Business Combination

Business Combinations are accounted for using the acquisition method as prescribed in Ind AS 103 Business Combinations of accounting, except for common control transactions which are accounted using the pooling of interest method that is accounted at carrying values.

The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued, and liabilities assumed at their acquisition date i.e. the date on which control is acquired. Contingent consideration to be transferred is recognized at fair value and included as part of cost of acquisition. Transaction-related costs are expensed in the period in which the costs are incurred.

Goodwill arising on business combination is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests, and any previous interest held, over the fair value of net identifiable assets acquired and liabilities assumed.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

1.2.4. Impairment of Non-Financial Assets

Non-financial assets other than inventories and deferred tax assets are reviewed at each Balance Sheet date to determine whether there is any indication of impairment. If any such indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. The recoverable amount is higher of the assets or Cash-Generating Units (CGU's) fair value less costs of disposal and its value in use. Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

1.2.5. Leases

The Company evaluates each contract or arrangement, whether it qualifies as lease as defined under Ind AS 116.

As a lessee

The Company assesses, whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract involves –

- the use of an identified asset,
- the right to obtain substantially all the economic benefits from use of the identified asset, and
- the right to direct the use of the identified asset.

The Company at the inception of the lease contract recognizes a Right-of-Use (RoU) asset at cost and a corresponding lease liability, for all lease arrangements in which it is a lessee, except for leases with term of less than twelve months (short term) or low-value assets.

(A) Lease Liability

At the commencement date, the Company measures the lease liability at the present value of the lease payments that are not paid at that date. The lease payments shall be discounted using incremental borrowing rate.

(B) Right-of-use assets

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.

Subsequent measurement

(A) Lease Liability

Company measure the lease liability by (a) increasing the carrying amount to reflect interest on the lease liability; (b) reducing the carrying amount to reflect the lease payments made; and (c) remeasuring the carrying amount to reflect any reassessment or lease modifications.

(B) Right-of-use assets

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 under lying asset.

Short term lease:

Short term lease is that, at the commencement date, has a lease term of 12 months or less. A lease that contains a purchase option is not a short-term lease. If the company elected to apply short term lease, the lessee shall recognize the lease payments associated with those leases as an expense on either a straight-line basis over the lease term or another systematic basis. The lessee shall apply another systematic basis if that basis is more representative of the pattern of the lessee's benefit.

As a lessor

Leases for which the company is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Lease income is recognized in the statement of profit and loss on straight line basis over the lease term.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

1.2.6. Investment in subsidiaries

The Company has elected to recognize its investments in Subsidiary Company at Cost in accordance with the option available in Ind AS 27 'Separate Financial Statements'.

1.2.7. Inventories

- Inventories are measured at the lower of cost and net realisable value. The cost of inventories is determined on weighted average basis and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their present location and condition.
- In the case of raw materials and stock-in-trade, cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. In the case of finished goods and work in progress,
- cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity but excluding borrowing costs. Cost is determined on weighted Average Cost basis.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products.

The comparison of cost and net realisable value is made on an item-by-item basis.

1.2.8. Revenue Recognition

Sale of goods and services

Revenue from the sale of goods is recognised when the goods are delivered and titles have passed, at which time all the following conditions are satisfied:

- the Company has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the Company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the Company; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue from the sale of goods is recognised at the point in time when control is transferred to the customer, which generally coincides with the delivery of goods to customers, based on contracts with the customers. Export sales are recognized on the issuance of Bill of Lading/ Airway bill by the carrier.

Revenue is measured based on the transaction price, which is the consideration, adjusted for volume discounts, price concessions, incentives, and returns, if any, as specified in the contracts with the customers.

Revenue excludes taxes collected from customers on behalf of the government. Accruals for discounts/incentives and returns are estimated (using the most likely method) based on accumulated experience and underlying schemes and agreements with customers.

Dividend income

Dividend income is accounted for when the right to receive the same is established, which is generally when shareholders approve the dividend.

Interest income

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

Insurance Claims

Insurance claims are accounted for on the basis of claims admitted / expected to be admitted and to the extent that the amount recoverable can be measured reliably and it is reasonable to expect ultimate collection.

Other Income

Other income is accounted for on accrual basis except where the receipt of income is uncertain in which case it is accounted for on receipt basis.

1.2.9. Employee benefits

i. Short term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid e.g., under short-term cash bonus, if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the amount of obligation can be estimated reliably.

ii. Long term employee benefits

Defined-benefit plans

For defined benefit retirement plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuation being carried out at each balance sheet date. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the balance sheet with a charge or credit recognized in other comprehensive income in the period in which they occur. Remeasurement recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to statement of profit and loss. Past service cost is recognized as an expense when the plan amendment or curtailment occurs or when any related restructuring costs or termination benefits are recognized, whichever is earlier. The service cost, net interest on the net defined benefit liability/ (asset) is treated as a net expense within employment cost. The retirement benefit obligation recognized in the balance sheet represents the present value of the defined-benefit obligation as reduced by the fair value plan assets.

Defined Contribution Plans and Other long-term employee benefits

Compensated absences which accrue to employees, and which can be carried to future periods but are expected to be encashed or availed in twelve months immediately following the year end are reported as expenses during the year in which the employees perform the services that the benefit covers and the liabilities are reported at the undiscounted amount of the benefits after deducting amounts already paid. Where there are restrictions on availment of encashment of such accrued benefit or where the availment or encashment is otherwise not expected to wholly occur in the next twelve months, the liability on account of the benefit is actuarially determined using the projected unit credit method.

1.2.10. Share-based payments

Employees of the Company receive remuneration in the form of share-based payments in consideration of the services rendered. Under the equity settled share based payment, the fair valuation on the grant date of the awards given to employees is recognized as 'Employee benefit expenses' with a corresponding increase in equity over the vesting period. The fair value of the options at the grant date is calculated by an independent valuer based on the Black-Scholes model. At the end of each reporting period, apart from the non-market vesting condition, the expense is reviewed and adjusted to reflect changes to the level of options expected to vest. When the options are exercised, the Company issues fresh equity shares.

1.2.11. Foreign Currency Transactions

Monetary Items

Transactions in foreign currencies are initially recorded at their respective exchange rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at exchange rates prevailing on the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognized in Statement of Profit and Loss either as profit or loss on foreign currency transaction and translation or as borrowing costs to the extent regarded as an adjustment to borrowing costs.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

Non-Monetary items

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions.

1.2.12 Government Grants

Government grants are recognized where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. Government grants received in relation to assets are presented as a reduction to the carrying amount of the related assets.

The loan or assistance is initially recognised and measured at fair value and the government grant is measured as the difference between initial carrying value of the loan and proceeds received. The loan is subsequently measured at amortised cost.

When the grant relates to an expense item, it is recognized in Statement of Profit and Loss on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

Government grants relating to PPE are presented as deferred income and are credited to the Statement of Profit and Loss on a systematic and rational basis over the useful life of the asset.

The export incentives received by the Company such as duty draw back,, Remission of Duties and Taxes on Exported Products (RoDTEP) Scheme and Export Promotions on Capital Goods (EPCG) scheme are also treated as government grants.

1.2.13 Provisions, Contingent Liabilities and Contingent Assets

The Company estimates the provisions that have present obligations as a result of past events and it is probable that outflow of resources will be required to settle the obligations. These provisions are reviewed at the end of each reporting period and are adjusted to reflect the current best estimates.

The Company uses significant judgements to assess contingent liabilities. Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made. Contingent assets are neither recognised nor disclosed in the standalone financial statements.

1.2.14 Fair Value measurement

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 which can be accessed by the Company for the asset or liability.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their 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, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the Standalone Financial Statements are categorized 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

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

- Level 3 Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the Standalone Financial Statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

1.2.15 Financial Assets

Initial recognition and measurement

All financial assets are recognized initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset.

Subsequent measurement

Subsequent measurement is determined with reference to the classification of the respective financial assets. Based on the business model for managing the financial assets and the contractual cash flow characteristics of the financial asset, the Company classifies financial assets as subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit and loss.

Debt instruments at amortised cost

Debt instruments such as trade and other receivables, security deposits and loans given are measured at the amortised cost if both the following conditions are met:

- The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently 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 amortization is included in finance income in the profit or loss. The losses arising from impairment are recognized in the profit or loss.

Debt instruments at Fair value through Other Comprehensive Income (FVOCI)

A 'debt instrument' is classified as at the FVTOCI if both of the following criteria are met:

- The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets, and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognized in the other comprehensive income (OCI).

Debt instruments at Fair value through Profit or Loss (FVTPL)

FVTPL is a residual category for debt instruments excluding investments in subsidiary companies. Any debt instrument, which does not meet the criteria for categorization as at amortised cost or as FVTOCI, is classified as at FVTPL.

After initial measurement, any fair value changes including any interest income, foreign exchange gain and losses, impairment losses and other net gains and losses are recognized in the Statement of Profit and Loss.

Equity investments

All equity investments in scope of Ind-AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at FVTPL. For all other equity instruments, the company decides to classify the same either as at FVTOCI or FVTPL. The company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the Profit or loss.

De-recognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e. removed from the Company's Balance Sheet) when

- The rights to receive cash flows from the asset have expired, or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:
- The Company has transferred substantially all the risks and rewards of the asset, or
- The Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

On de-recognition, any gains or losses on all debt instruments (other than debt instruments measured at FVTOCI) and equity instruments (measured at FVTPL) are recognized in the Statement of Profit and Loss. Gains and losses in respect of debt instruments measured at FVTOCI and that are accumulated in OCI are reclassified to profit or loss on de-recognition. Gains or losses on equity instruments measured at FVTOCI that are recognized and accumulated in OCI are not reclassified to profit or loss on de-recognition.

1.2.16 Impairment of financial assets

The Company applies expected credit loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

a) Financial assets that are debt instruments, and are measured at amortised cost e.g., loans, debt securities, deposits, trade receivables and bank balance.

b) Financial assets measured at fair value through other comprehensive income.

In case of other assets (listed as a) above), the company determines if there has been a significant increase in credit risk of the financial asset since initial recognition. If the credit risk of such assets has not increased significantly, an amount equal to 12-month ECL is measured and recognized as loss allowance. However, if credit risk has increased significantly, an amount equal to lifetime ECL is measured and recognized as loss allowance.

1.1.17 Financial Liabilities

Initial recognition and measurement

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.

The Company's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial Liabilities at Fair Value through Profit or Loss (FVTPL)

Financial liabilities at fair value through profit or loss include financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in Ind-AS 109 are satisfied. For liabilities designated as FVTPL, fair value gains/ losses attributable to changes in own credit risk is recognized in OCI. These gains/ losses are not subsequently transferred to profit or loss. However, the company may transfer the cumulative gain or loss within equity. All other changes in fair value of such liability are recognized in the statement of profit or loss.

Financial Liabilities at amortised cost

Financial liabilities classified and measured at amortised cost such as loans and borrowings are initially recognized at fair value, net of transaction cost incurred. After initial recognition, financial liabilities are subsequently measured at amortised cost using the Effective interest rate (EIR) method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

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 amortization is included as finance costs in the statement of profit and loss.

Derecognition

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the statement of profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the standalone balance sheet if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the company, or the counterparty.

Borrowings

Borrowings are initially recognized at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any differences between the proceeds (net of transaction costs) and the redemption amount is recognized in Profit or loss over the period of the borrowing using the effective interest method. Fees paid on the establishment of loan facilities are recognized as transaction costs of the loan to the extent that it is probable that some or all of the facilities will be drawn down. In this case, the fee is deferred until the drawdown occurs.

The borrowings are removed from the Balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of the financial liability that has been extinguished or transferred to another party and the consideration paid including any noncash asset transferred or liabilities assumed, is recognized in profit or loss as other gains/(losses).

Borrowings are classified as current liabilities unless the group has an unconditional right to defer settlement of the liability of at least 12 months after the reporting period. Where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the entity does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the Standalone Financial Statement for issue, not to demand payment as a consequence of the breach.

1.2.18 Borrowing Cost

Borrowing costs directly attributable to the construction or production of a qualifying asset are capitalized during the period of time that is required for the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs (including exchange differences relating to foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs) that an entity incurs in connection with the borrowing of funds.

1.2.19 Taxes on Income

Current and Deferred Tax

Current tax is the amount of tax payable determined in accordance with the applicable tax rates and provisions of the Income Tax Act, 1961 and other applicable tax laws.

Deferred tax is recognized on differences between the carrying amounts of assets and liabilities in the Balance sheet and the corresponding tax bases used in the computation of taxable profit and are accounted for using the liability method. Deferred tax liabilities are generally recognized for all taxable temporary differences, and deferred tax assets are generally recognized for all deductible temporary differences, carry forward tax losses and allowances to the extent that it is probable that future taxable profits will be available

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

against which those deductible temporary differences, carry forward tax losses and allowances can be utilized. Deferred tax assets and liabilities are measured at the applicable tax rates. Deferred tax assets and deferred tax liabilities are off set, and presented as net.

Current and deferred taxes relating to items directly recognized in reserves are recognized in reserves and not in the Statement of Profit and Loss.

Unused tax credit

Minimum Alternate Tax (MAT) paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as an asset if there is convincing evidence that the Company will pay normal income tax. Accordingly, MAT is recognized as a deferred tax asset in the Balance Sheet when it is probable that future economic benefit associated with it will flow to the Company.

1.2.20 Earnings per share

Basic earnings per share is computed by dividing the profit / (loss) after tax (including the post-tax effect of extraordinary items, if any) by the weighted average number of equity shares outstanding during the year. Diluted earnings per share is computed by dividing the profit / (loss) after tax (including the post-tax effect of extraordinary items, if any) as adjusted for dividend, interest and other charges to expense or income (net of any attributable taxes) relating to the dilutive potential equity shares, by the weighted average number of equity shares considered for deriving basic earnings per share and the weighted average number of equity shares which could have been issued on the conversion of all dilutive potential equity shares.

1.2.21 Cash and Cash equivalents

For the purpose of presentation in statement of cash flows, cash and cash equivalents includes cash on hand, deposit held at call with financial institution, other short term, highly liquid investments with original maturities of 3 months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank Overdrafts are shown within borrowings in current liabilities in Balance sheet.

1.2.22 Cash Flows

Cash flows are reported using the indirect method, whereby profit / (loss) before extraordinary items and tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments. The cash flows from operating, investing and financing activities of the Company are segregated based on the available information.

1.2.23 Segment Reporting

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Company's other components, and for which discrete financial information is available. Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker.

The chief operating decision maker is responsible for allocating resources and assessing performance of the operating segments and has been identified as the Managing Director of the Company.

1.2.24 Dividend

Final dividend on shares is recorded as a liability on the date of approval by the shareholders and Interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors.

1.2.25 Recent Pronouncements:

Ministry of Corporate Affairs ("MCA") notifies new amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended March 31, 2026, MCA has notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, Ind AS 1 - Presentation of Financial Statements, Ind AS 7 - Statement of Cash Flows, Ind AS 107 - Financial Instruments: Disclosures and Ind AS 12, International Tax Reform – Pillar Two Model Rules. The company has reviewed the new pronouncements and based on its evaluation given necessary impact (including additional disclosures) as applicable.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

2. Property, Plant and Equipment

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Freehold land	Leasehold land	Factory buildings	Roads & Bridges	Non-Factory buildings	Plant and equipments	Furniture and fixtures	Vehicles	Office equipments	Electrical installation and fittings	Total
Gross carrying value											
As at 1st April, 2025	732.40	181.25	2,951.37	357.89	440.22	21,747.63	36.93	284.96	277.33	1,713.15	28,723.13
Additions	225.61		29.85	-	-	723.92	3.72	85.46	51.78	540.89	1,661.23
Deletions			1.17	-	-	379.48	-	36.69	13.31	51.41	482.06
As at 31st March, 2026	**958.01**	**181.25**	**2,980.05**	**357.89**	**440.22**	**22,092.07**	**40.65**	**333.73**	**315.80**	**2,202.63**	**29,902.30**
Accumulated Depreciation											-
As at 1st April, 2025	-	25.76	894.63	42.40	42.77	6,215.82	16.56	117.40	156.54	609.90	8,121.78
Additions		2.32	114.99	33.21	9.78	1,172.89	5.22	38.49	53.86	156.96	1,587.72
Deletions		-	1.04	-	-	243.18	-	32.55	12.61	11.81	301.19
As at 31st March, 2026	**-**	**28.08**	**1,008.58**	**75.61**	**52.55**	**7,145.53**	**21.78**	**123.34**	**197.79**	**755.05**	**9,408.31**
Net Carrying amount											
As at 1st April, 2025	732.40	155.49	2,056.74	315.49	397.45	15,531.81	20.37	167.56	120.79	1,103.25	20,601.35
As at 31st March, 2026	**958.01**	**153.17**	**1,971.47**	**282.28**	**387.67**	**14,946.54**	**18.87**	**210.39**	**118.01**	**1,447.58**	**20,493.99**

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Freehold land	Leasehold land	Factory buildings	Roads & Bridges	Non-Factory buildings	Plant and equipments	Furniture and fixtures	Vehicles	Office equipments	Electrical installation and fittings	Total
Gross carrying value											
As at 1st April, 2024	380.30	181.25	2,994.19	321.34	440.22	19,884.80	32.58	258.72	190.22	1,619.67	26,303.29
Additions	352.10	-	14.00	36.55	-	1,962.97	4.35	31.17	87.11	103.58	2,591.83
Deletions	-	-	56.82	-	-	100.14	-	4.93	-	10.10	171.99
As at 31st March, 2025	**732.40**	**181.25**	**2,951.37**	**357.89**	**440.22**	**21,747.63**	**36.93**	**284.96**	**277.33**	**1,713.15**	**28,723.13**
Accumulated Depreciation											-
As at 1st April, 2024	-	23.44	789.94	10.16	32.99	5,105.41	9.53	88.80	112.94	471.68	6,644.89
Additions	-	2.32	115.93	32.24	9.78	1,132.96	7.03	33.28	43.60	147.81	1,524.95
Deletions	-	-	11.24	-	-	22.55	-	4.68	-	9.59	48.06
As at 31st March, 2025	**-**	**25.76**	**894.63**	**42.40**	**42.77**	**6,215.82**	**16.56**	**117.40**	**156.54**	**609.90**	**8,121.78**
Net Carrying amount											
As at 1st April, 2024	380.30	157.81	2,204.25	311.18	407.23	14,779.39	23.05	169.92	77.28	1,147.99	19,658.40
As at 31st March, 2025	**732.40**	**155.49**	**2,056.74**	**315.49**	**397.45**	**15,531.81**	**20.37**	**167.56**	**120.79**	**1,103.25**	**20,601.35**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

2. Property, Plant and Equipment (Contd.)

(i) Leased Assets

The lease term in respect of assets acquired under finance leases expires within 56-72 years.

(ii) Assets given as security for borrowings

All the items of property, plant and equipment of the Company have been given to lenders as security for various borrowing facilities. (Refer Note 17)

(iii) Other Notes:

a) Property, Plant and Equipment are carried in the Standalone Financial Statements on their historic value (Cost of Acquisition less accumulated depreciation).

b) Title deeds of all immovable properties of land and buildings which are freehold are in the name of the Company.

c) For capital commitments, Refer Note 47

d) The Company has not revalued any of its Property, plant and equipment and intangible assets during the year.

e) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property

3. Capital work in progress (CWIP)

As at 31st March, 2026 (₹ in Lakhs)

Particulars	Total
Gross carrying value	
As at 1st April, 2025	14,015.74
Additions	42,067.40
Transfer	(612.17)
As at 31st March, 2026	**55,470.97**

As at 31st March, 2025 (₹ in Lakhs)

Particulars	Total
Gross carrying value	
As at 1st April, 2024	3,467.33
Additions	12,278.19
Transfer	(1,729.78)
As at 31st March, 2025	**14,015.74**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

3. Capital work in progress (CWIP) (Contd.)

CWIP Ageing Schedule as on 31st March, 2026

(₹ in Lakhs)

Particulars	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	41,673.21	11,913.37	1,610.90	273.49	55,470.97
Projects temporarily suspended	-	-	-	-	-

CWIP Ageing Schedule as on 31st March, 2025

(₹ in Lakhs)

Particulars	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	12,131.35	1,610.90	273.49	-	14,015.74
Projects temporarily suspended	-	-	-	-	-

Note 3(a): As at the reporting date, except for Project Jagriti ("the Project"), there are no capital projects for which completion is overdue or where the actual or estimated cost has exceeded the originally approved budgeted cost. The Project, which was originally expected to be completed and commissioned with effect from 1 April 2026, has encountered delays in execution resulting in a time overrun and a consequential cost overrun. Based on the latest estimates approved by the management, the total estimated project cost is approximately ₹750 crores, and the Project is presently expected to be completed and commissioned by 1 January 2027. These estimates are based on information available as at the reporting date and are subject to revision based on future developments.

Note 3(b): The amount of expenditures recognised in the carrying amount of capital work in progress in the course of its construction during the year is ₹794.23 lakh (Previous year ₹664.57 lakh.)

Note 3(c) : Additions to capital work-in-progress include borrowing cost capitalised during the year of ₹2046.08 Lakh (Previous year ₹690.02 Lakh)

Note 3(d) :In light of the cost / time overrun, the Company has undertaken a study of the Techno Economic Viability of Jagriti Project through an external agency who have opined the project to be economically viable. Basis the study, no impairment of the Project is considered necessary at this stage. The Company will continue the monitoring of the progress of the Project and reassess the impairment provisioning from time to time.

4(A). Right of use Assets

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Amount
Gross carrying value	
As at 1st April, 2025	258.35
Additions	-

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

4(A). Right of use Assets (Contd.)

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Amount
Deletions	-
As at 31st March, 2026	258.35
Amortisation	
As at 1st April, 2025	104.43
Additions	47.35
Deletions	-
As at 31st March, 2026	**151.78**
Net Carrying amount	
As at 1st April, 2025	**153.92**
As at 31st March, 2026	**106.57**

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Amount
Gross carrying value	
As at 1st April, 2024	93.74
Additions	164.61
Deletions	
As at 31st March, 2025	258.35
Amortisation	
As at 1st April, 2024	57.29
Additions	47.14
Deletions	
As at 31st March, 2025	104.43
Net Carrying amount	
As at 1st April, 2024	36.45
As at 31st March, 2025	153.92

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

4(B). Goodwill and other Intangible assets

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Goodwill	Computer software
Gross carrying value		
As at 1st April, 2025	408.80	200.22
Additions	-	0.45
As at 31st March, 2026	**408.80**	**200.67**
Impairment		
As at 1st April, 2025	408.80	
Impairment during the year		
As at 31st March, 2026	408.80	
Amortisation		
As at 1st April, 2025	-	169.63
Additions	-	17.58
Deletions	-	-
As at 31st March, 2026	-	187.21
Net Carrying amount		
As at 1st April, 2025	-	30.59
As at 31st March, 2026	-	13.46

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Goodwill	Computer software
Gross carrying value		
As at 1st April, 2024	408.80	197.70
Additions	-	2.52
As at 31st March, 2025	408.80	200.22
Impairment		
As at 1st April, 2024	408.80	
Impairment during the year		
As at 31st March, 2025	408.80	

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

4(B). Goodwill and other Intangible assets (Contd.)

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Goodwill	Computer software
Amortisation		
As at 1st April, 2024	-	151.45
Additions	-	18.18
Deletions	-	-
As at 31st March, 2025	**-**	**169.63**
Net Carrying amount		
As at 1st April, 2024	-	46.25
As at 31st March, 2025	**-**	**30.59**

5. Intangible assets under Development

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Computer software
Gross carrying value	
As at 1st April, 2025	308.09
Additions	253.22
Deletions	14.25
As at 31st March, 2026	**547.06**

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Computer software
Gross carrying value	
As at 1st April, 2024	14.25
Additions (Refer Note 5.1)	293.84
Deletions	-
As at 31st March, 2025	**308.09**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

5. Intangible assets under Development (Contd.)

Note 5.1

Additions to intangible assets denotes expenditure incurred by the Company during the year relating to intangible assets developed by Pakka Impact Limited, a subsidiary of the Company, Expenses incurred on these assets prior to FY 24-25 are reflected in the books of Pakka Impact Limited, which is proposed to be merged with the Company. The expenditure on intangible assets lying in the books of Pakka Impact Limited amounting to ₹379.34 lakhs will vest in the Company on merger.

Intangible Asset under Development Ageing Schedule as on 31st March,2026

(₹ in Lakhs)

Particulars	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	253.22	293.84	-	-	547.06
Projects temporarily suspended	-	-	-	-	-

Intangible Asset under Development Ageing Schedule as on 31st March,2025

(₹ in Lakhs)

Particulars	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	293.84	-	-	-	293.84
Projects temporarily suspended	-	-	14.25	-	14.25

Note 5(a): There are no Intangible assets under development whose completion is overdue or has exceeded its cost.

Note 5(b): The amount of expenditures recognised in the carrying amount of Intangible asset under development in the course of its construction during the year is ₹113.47 lakh (Previous year ₹140.80)

6(A) Non - Current Investment in Subsidiaries

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Investment in subsidiary companies (at cost) - Unquoted		
8,09,569 (P.Y.: 2,50,000) Equity shares of $ 10 each of Pakka Inc., USA (Fully paid up)	6855.16	2,063.26
20,00,000 shares (PY :20,00,000) shares of ₹10 each of Pakka Impact Limited (Fully paid up)	200.00	200.00
3,00,000 (PY: 3,00,000) shares of SGD 1 each of Pakka Pte Limited, Singapore (Fully paid up)	172.74	172.74
Less: Provision for Impairment of investment in Pakka Pte Limited	(172.74)	(172.74)
Total	**7,055.16**	**2,263.26**
Aggregate amount of quoted investments and market value thereof	-	-
Aggregate amount of unquoted investments	7,227.90	2,436.00
Aggregate amount of impairment in value of investments	172.74	172.74

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

6(A) Non - Current Investment in Subsidiaries (Contd.)

Name of the subsidiaries	Number of shares	Face value (₹ Unless stated)	Total (₹ In Lakh)	Proportion of ownership interest held	Principal activities
Pakka Inc., USA	8,09,569	$ 10	6855.16	100%	The company provides comprehensive global consultancy, advisory, and data analysis services, with a specific focus on the compostable packaging industry and the preparation and trading of various reports and documents.
Pakka Impact Limited	20,00,000	₹10	200.00	100%	Consolidating Sustainability driven enterprises together on a common platform
Pakka Pte limited., Singapore	3,00,000	SGD 1	172.74	100%	Consolidating Sustainability driven enterprises together on a common platform and Research and development in the field of sustainable products
		Total	7227.90		

Note 6.1

Pakka INC

In the preceding years, Pakka INC had commenced construction of a manufacturing facility in Guatemala through its wholly owned stepdown subsidiary. During the year, the said activity of construction of manufacturing facility has been temporarily paused. In the opinion of the Company, considering that the pause is temporary, no impairment is warranted at this stage. The Company will continue to monitor the situation and review the impairment from time to time.

Pakka Impact Ltd

The Second Motion Application for the merger of Pakka Impact Limited into Pakka Limited was listed before the Hon'ble NCLT, Allahabad Bench on 27 January 2026. Notices have been issued to statutory authorities, and the matter is posted for final hearing and orders on 04th June 2026 In view of the above, no impairment is considered necessary at this stage.

Pakka Pte Ltd

Pakka Pte Ltd. has incurred significant losses in the recent past and there is no anticipated improvement in the foreseeable future. Accordingly, the entire investment was fully impaired in earlier years.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

6(B). Non - Current Investments in Equity Shares

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Investments at fair value through profit and loss (FVTPL)		
Investment in equity shares (quoted, fully-paid up)		
500 (P.Y.: 500) equity shares of ₹2/- each of AMJ Land Holdings Limited	0.16	0.23
100 (P.Y.: 100) equity shares of ₹10/- each of Rana Mohendra Papers Limited [₹380 (P.Y. ₹380)]	-	-
100 (P.Y.: 100) equity shares of ₹10/- each of Mukerian Papers Limited	0.01	0.01
100 (P.Y.: 100) equity shares of ₹10/- each of Shree Rama Newsprint & Papers Limited	0.03	0.03
Total	**0.20**	**0.27**
Aggregate amount of quoted investments and market value thereof	0.20	0.27
Aggregate amount of unquoted investments	-	-
Aggregate amount of impairment in value of investments	-	-

7. Other non current assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Capital Advance (Refer Note 47 for Commitments)	2,952.35	6,728.49
Less: Provision on above	(13.62)	(13.62)
Deferred Revenue from EPCG licenses	-	-
Prepaid Expenses	12.25	34.27
Indirect Taxes recoverable	619.08	22.04
Others*	18.31	17.31
Total	**3,588.37**	**6,788.49**

*Includes amounts due from related party refer note 38

8. Inventories

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
At lower of cost and net realizable value		

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

8. Inventories (Contd.)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Raw Materials	8,378.53	6,006.14
Work in Progress	178.15	218.20
Finished Goods	2,157.80	2,306.63
Traded goods	397.14	165.10
Pulp	4.26	1.49
Store and Spares	3,413.80	4,487.82
Scrap	31.17	10.85
Total	**14,560.85**	**13,196.23**

(i) The method of valuation of inventory has been stated in Note 1.2.7

(ii) Inventories have been given to Lenders as security for borrowings (Refer Note 17)

9. Trade receivables

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Considered good - secured	-	-
Considered good - unsecured*	4,555.89	4,147.35
With significant increase in credit risk	451.03	451.03
Credit impaired	-	-
Less: Provision for Expected Credit Loss	(116.09)	(110.53)
Total	**4,890.83**	**4,487.85**

*Includes amounts due from related party refer note 38

As at 31st March 2026

(₹ in Lakhs)

Particulars	Not Due	less than 6 Months	6 Months to 1 years	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Undisputed Trade Receivables- Considered Good	2,180.08	1,954.32	372.58	5.37	2.66	40.88	4,555.89
Undisputed Trade Receivables- Which Have Significant Risk	0.00	-	-	-	-	-	0.00
Undisputed Trade Receivables- Credit Impaired	0.00	-	-	-	-	-	0.00

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

9. Trade receivables (Contd.)

As at 31st March 2026

(₹ in Lakhs)

Particulars	Not Due	less than 6 Months	6 Months to 1 years	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Disputed Trade Receivables- Considered Good	0.00	-	0.00	234.09	100.28	116.66	451.03
Disputed Trade Receivables- Which Have Significant Risk	0.00	-	-	-	-	-	0.00
Disputed Trade Receivables- Credit Impaired	0.00	-	-	-	-	-	0.00
Total	**2180.08**	**1954.32**	**372.58**	**239.46**	**102.94**	**157.54**	**5006.92**
Less: Provision for Expected Credit Loss	0.00	0.00	0.00	(11.98)	(10.29)	(93.82)	(116.09)
Total (Net)	**2180.08**	**1954.32**	**372.58**	**227.48**	**92.65**	**63.72**	**4890.83**

As at 31st March 2025

(₹ in Lakhs)

Particulars	Not Due	less than 6 Months	6 Months to 1 years	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Undisputed Trade Receivables- Considered Good	1,812.80	2,243.38	46.99	3.55	-	40.63	4,147.35
Undisputed Trade Receivables- Which Have Significant Risk		-	-	-	-	-	-
Undisputed Trade Receivables- Credit Impaired		-	-	-	-	-	-
Disputed Trade Receivables- Considered Good		1.67	232.42	100.28	-	116.66	451.03
Disputed Trade Receivables- Which Have Significant Risk		-	-	-	-	-	-
Disputed Trade Receivables- Credit Impaired		-	-	-	-	-	-
Total	**1,812.80**	**2,245.05**	**279.41**	**103.83**	**-**	**157.29**	**4,598.38**
Less: Provision for Expected Credit Loss	-	(0.08)	(11.63)	(5.19)	-	(93.63)	(110.53)
Total (Net)	**1,812.80**	**2,244.97**	**267.78**	**98.64**	**-**	**63.66**	**4,487.85**

9.1 Following are the details for the trade receivables whose credit risk has been assessed individually

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Assessed credit risk on an individual basis	451.03	451.03
Less: Loss allowance on above	(63.16)	(79.88)
Total	**387.87**	**371.15**

9.2 The agreed divisional payment terms are : (i) Paper & Pulp - Domestic Sale 20 days, Export Sale 30-90 days. (ii) Moulded - 30 days.

Refer Note 39 (a) & (b) for information about credit risk and market risk of trade receivables.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

10. Cash and cash equivalents

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Balances with banks in current accounts	1,780.42	659.86
Fixed Deposit Accounts (Refer Note 10.1)	-	5,853.00
Cash in hand	6.85	2.34
Total	**1,787.27**	**6,515.20**

Note 10.1

Includes Fixed Deposits with maturity of more than 3 months. Principal amount of these Fixed Deposits can be withdrawn by the Company at any point of time,

11A. Other Financial Assets

Non Current Assets- Financial Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Deposits with maturity over 3 months but less than 12 months	-	-
In Earmarked accounts:		
- Margin money deposits (restricted, held as lien against bank guarantees)	10.45	0.75
Total	**10.45**	**0.75**

11B. Bank balances other than cash and cash equivalents

Current Assets- Financial Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Unpaid dividend account	45.81	45.81
Margin money deposits (restricted, held as lien against bank guarantees)	370.41	640.26
Total	**416.22**	**686.07**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

12A.Loans

Non Current Assets- Financial Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Considered good - secured		
Considered good - unsecured		
Loans to Subsidiaries	1,012.60	3,950.72
Loans to Employees	167.21	135.94
With significant increase in credit risk		
Total	**1,179.81**	**4,086.66**

Repayment Term -

1) During the preceding year, loan of ₹3,075.42 Lakhs outstanding and due from Pakka Inc has been converted into 3,59,569 Equity shares of USD 10 each at face value on the basis of valuation report obtained.

(2) Refer note 38 for related parties

(3) Loans to employees are repayable in 36 monthly instalments as per Company policy

12A. (I). Loans or advances in nature of loans to Related Parties

(₹ in Lakhs)

Particulars	For the year ending 31st March 2026		For the year ending 31st March 2025	
	Amount of loan or advance in the nature of loan outstanding	% to the total loans and advances in the nature of loans	Amount of loan or advance in the nature of loan outstanding	% to the total loans and advances in the nature of loans
Promoters	-	-	-	-
Directors	-	-	-	-
Key Managerial Personnel	24.00	2%	-	-
Related Parties - Subsidiaries (including accrued interest thereon)	1,012.60	86%	3,950.72	97%

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

12B. Loans

Current Assets- Financial Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Considered good - secured		
Considered good - unsecured		
Loans to Subsidiaries	-	-
Loans to Employees	43.18	153.41
With significant increase in credit risk		
Credit impaired		
Less: Loss allowance		
Total	**43.18**	**153.41**

12B (I). Loans or advances in nature of loans to Related Parties

(₹ in Lakhs)

Particulars	For the year ending 31st March 2026		For the year ending 31st March 2025	
	Amount of loan or advance in the nature of loan outstanding	% to the total loans and advances in the nature of loans	Amount of loan or advance in the nature of loan outstanding	% to the total loans and advances in the nature of loans
Promoters	-	-	-	-
Directors	-	-	-	-
Key Managerial Personnel	9.00	21%	-	
Related Parties - Subsidiaries (including accrued interest thereon)	-		-	-

13. Other financial assets - current

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Interest accrued but not due	10.36	113.57
Export incentives receivable	144.79	145.13
Less: Provision on above	(62.62)	(63.16)
Security Deposits	75.65	74.51
Total	**168.18**	**270.05**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

14. Other current assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Advances to vendors	570.86	868.30
Less: Provision for above	(2.35)	(2.35)
Indirect Taxes recoverable	4,000.00	2,140.39
Prepaid Expenses	152.47	118.05
Others	84.72	107.42
Total	**4,805.70**	**3,231.81**

15. Equity share capital

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Authorised equity share capital		
Equity shares		
5,60,50,000 (P.Y. : 5,60,50,000) Equity shares of ₹10/- each	5,605.00	5,605.00
Preference shares		
4,00,000 (P.Y. : 4,00,000) Preference shares of ₹100/- each	400.00	400.00
Total	**6,005.00**	**6,005.00**
Issued, subscribed and fully paid up		
Equity shares		
4,49,48,100 (P.Y. : 4,49,48,100) Equity shares of ₹10/- each	4,494.81	4,494.81
Total	**4,494.81**	**4,494.81**

(i) Movements in equity share capital

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Opening Balance	4,49,48,100	3,91,68,100
Issued during the year	-	57,80,000
Closing Balance	**4,49,48,100**	**4,49,48,100**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

15. Equity share capital (Contd.)

(ii) Terms and rights attached to equity shares

The Company has only one class of equity shares having a par value of ₹10 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividend in Indian Rupees.

In the event of liquidation of the company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

(iii) Details of shareholders holding more than 5% shares in the company

(₹ in Lakhs) (₹ in Lakhs)

Particulars	Number of Shares	As at 31st March, 2026	As at 31st March, 2025
Ved Krishna		1,38,44,388	1,38,44,388
	% of Shareholding	30.80%	30.80%
Satori Global Limited		33,34,500	33,34,500
	% of Shareholding	7.42%	7.42%
SBI Long term advantage fund - Series VI			36,00,454
	% of Shareholding		8.01%
SBI Magnum Children's benefit fund - Investment fund		33,45,454	
	% of Shareholding	7.44%	

(iv) For the period of 5 years immediately preceding the date as at which the Balance sheet is prepared:

(a) No shares have been allotted as fully paid up pursuant to the contracts without payments being received in cash

(b) No bonus shares have been allotted

(c) No shares have been bought back

(v) Number of shares held by Promoters

(₹ in Lakhs)

Name of Promoters	No of shares held at the end of the year 31st March 2026		No of shares held at the end of the year 31st March 2025	
	No of shares	% of total shares	No of shares	% of total shares
Mr. Ved Krishna	1,38,44,388	30.80%	1,38,44,388	30.80%
M/s Satori Global Limited	33,34,500	7.42%	33,34,500	7.42%
M/s Yash Agro Products Limited	9,68,640	2.16%	9,68,640	2.16%
Mrs. Manjula Jhunjhunwala	5,56,743	1.24%	5,56,743	1.24%
Krishna kumar Jhunjhunwala (HUF)	16,000	0.04%	16,000	0.04%

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

15. Equity share capital (Contd.)

(vi) During the preceding year the Company has allotted 2,57,700 (P.Y. 10,89,600) equity shares at ₹82.21 of Tranche I and 1,22,300 equity shares at ₹118.31 of Tranche II per equity share upon exercise of share options vested in terms of TSOP -2021 plan.

(vii) During the preceding year the Company allotted 54,00,000 equity shares of ₹10 each at a premium of ₹262 per share by way of Preferential allotment. The total premium amounting to ₹14,148 lakh has been credited to the Share Premium Account. The Board of Directors approved the allotment of these shares on October 14, 2024.

(viii) During the preceding year, the Company issued 36,00,000 warrants and received ₹2,448 lakhs, disclosed under "Money Received Against Share Warrants". During the current year, the exercise period of the warrants has been extended from 12 months to 18 months from the date of allotment i.e 14th October 2024 , pursuant to the requisite approvals.

16. Other equity

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Capital Reserve	37.32	37.32
Securities Premium	16,161.52	16,161.52
Employees Share Base payment Reserve	9.93	13.20
General Reserve	550.00	550.00
Retained Earnings	27,103.98	25,289.10
Other Comprehensive Income	(166.53)	(201.89)
Total	**43,696.22**	**41,849.25**

16.1 The movement in other equity

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Capital Reserve		
Balance at the beginning of the year	37.32	37.32
Add: transferred during the year	-	-
Balance at the end of the year	**37.32**	**37.32**
Securities Premium		
Balance at the beginning of the year	16,161.52	2,374.53
Add: Received during the year (on issue of preferential allotment)	-	14,148.00

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

16. Other equity (Contd.)

16.1 The movement in other equity

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Add: Received during the year (on issue of shares upon exercise of share options vested in terms of TSOP- 2021 Plan)	-	318.33
Add: Transferred during the year	-	195.36
Less: Share Issue Expenses	-	(874.70)
Balance at the end of the year	**16,161.52**	**16,161.52**
Employees Share Base payment Reserve		
Balance at the beginning of the year	13.20	140.24
Add: Addition during the year	-	68.32
Less: transferred during the year	(3.27)	(195.36)
Balance at the end of the year	**9.93**	**13.20**
General Reserve		
Balance at the beginning of the year	550.00	550.00
Add: transferred during the year	-	-
Balance at the end of the year	**550.00**	**550.00**
Retained Earnings		
Balance at the beginning of the year	25,289.10	19,619.31
Add: Profit for the year	1,814.88	5,669.79
Less: Dividend paid	-	-
Balance at the end of the year	**27,103.98**	**25,289.10**
Other Comprehensive Income		
Balance at the beginning of the year	(201.89)	(169.42)
Add: Profit for the year	35.36	(32.47)
Balance at the end of the year	**(166.53)**	**(201.89)**

16.2 Nature and Purpose of Reserves

Capital Reserve: Capital reserve includes the amount retained towards the forfeiture of equity shares and preferential warrants. This reserve will be utilized in accordance with the provisions of the Act.

Securities Premium: Securities premium is used to record premium received on issue of shares. This reserve will be utilized in accordance with the provisions of the Act.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

16. Other equity (Contd.)

Employees Share Base payment Reserve : Represents fair value of the options granted which is to be expensed out over the life of the vesting period as employee compensation costs reflecting period of receipt of service.

General Reserve: General reserve represents free reserves of the Company created through transfer of profits from retained earnings.

Retained Earnings: Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

Other Comprehensive Income: This includes actuarial gains/ (losses) on employee benefit obligations.

17A. Borrowings

Long term borrowings

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Secured		
Term loans from banks (Refer note a)	27,790.41	-
Loans from Non banking Finance Companies (Refer note b)	2,440.03	8,349.94
Loan from Government Financial Institution (PIC UP) (Refer note c)	556.35	516.25
Unsecured		
From related parties (Refer note 38)	-	175.00
Total	**30,786.79**	**9,041.19**

Refer Note 17.1 for security details

(a) Term Loan from Banks

i) **Loan from Export Import Bank of India -** The loan from Export Import Bank of India is repayable in 28 quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date. Tenor of the term loan is approx 8 years including construction, moratorium & repayment period. Interest Rate: EXIM Bank's MCLR (1Y)+150bps ie. present effective rate of 9.35% p.a. payable monthly

The loan is secured by -

a) First pari passu charge over the entire project asset both present and future

b) First pari passu charge over the entire movable Fixed Assets of the borrower,both present and future

c) First pari passu charge over the entire immovable Fixed Assets of the borrower,both present and future

d) Second pari passu charge over entire current asset of the borrower,,both present and future

e) Unconditional and irrevocable personal guarantee of Mr. Ved Krishna

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

16. Other equity (Contd.)

f) Unconditional and irrevocable corporate guarantee of Yash Agro Products Limited

ii) **Axis Bank Limited -** The loan from Axis Bank Limited Term Loan is repayable in 28 structured quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date. Tenor of the term loan is approx 8 years. Rate Of Interest: 1 Year MCLR+0.10% i.e., presently at 9.00% p.a. payable at monthly intervals The loan is secured by-

a) Primary - First pari passu charge on all the project assets of the company

b) Collateral - 1- First pari passU charge on entire plant and machinery of the company along with term loan lenders.

2- Charge on Land & Building as applicable for WC Facilities

3- Guarantee - Personal Guarantee of Ved Krishna & Corporate guarantee of Yash Agro Products Ltd"

iii) **Axis Bank Term Loan:-** The loan from Axis Bank Term Loan-6175 is repayable in 25 quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date. ROI is 9.40%

The loan is secured by:

a) Primary- First pari passu charge on entire fixed assets (including land & building, plant and machinery, both present & future) of the company

b) Collateral- Second pari passu charge by way of hypothecation over the current assets of the Borrower. present and future. Land & building, personal and corporate guarantee as applicable for WC facilities"

iv) **Canara Bank -Term Loan -** The loan from Canara Bank Term Loan is repayable in 28 structured quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date Tenor of the term loan is 111 months Rate of Interest ranges from 9.35% to 11.35%

This loan is secured by-

a) Primary- Pari pasu charges on all the project assets

b) Collateral- 1. Plant & machinery - pari passu charges with proposed term lenders

2. Industrial Land & building in village Rampur Halwara Haveli, ayodhya admeasuring 28.55 hectare- Pari pasu charges with existing bankers and lenders of proposed term loans

3. Personal Guarantee of Ved Krishna

4. Corporate Guarantee of Yash Agro Products Ltd"

(b) Loans from Non Banking Finance Company

i) Loan from Axis Finance Limited - The loan is repaid during the year

ii) Loan from Aditya Birla Finance Limited - The loan from Aditya Birla Finance Limited is repayable in 20 quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date. The Applicable interest shall be 10.50 % p.a. payable monthly in arrears.

This loan is secured by -

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

16. Other equity (Contd.)

1. First Pari Passu charge by way of hypothecation and mortgage over the fixed movable and immovable assets of the Borrower respectively, both present and future
2. Second Pari Passu charge by way of hypothecation over the current assets of the Borrower, both present and future
3. Irrevocable and Unconditional Personal Guarantee of Promoter"

c) Loan from Government Financial Institution (PIC UP)

i) Loan from Pradeshiya Industrial & Investment Corporation of UP Limited (PICUP) -

The above loan is interest free, repayable in the FY 2027-28 and is secured by bank guarantee.

During FY 23-24, the tenure of two loans out of total of four loan availed from Pic UP due for repayment in FY 2024-25 was extended and the said loans are now repayable in FY 2027-28

d) Loan from Related Parties

i) Loans from Related parties - The loan is repaid during the year

17B. Borrowings

Short term borrowings

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Secured		
Working capital loans from banks	12,222.59	9,906.11
Current Maturities of long term borrowings	2,332.76	1,263.31
Unsecured		
Suppliers Finance Arrangement	367.70	-
Total	**14,923.05**	**11,169.42**

(a) Working capital loans from banks

(i) HDFC Bank Ltd -WCDL & HDFC Bank Ltd -CC

The company has availed WCDL of ₹65 crores during the year.

Rate of interest i) Cash Credit: 9.25% p.a. (Linked to Repo 3 M) ii) Working Capital Demand Loan: 8.75% p.a. to be decided at the time of WCDL disbursal time to time.. Interest shall be payable at monthly rests. Interest shall be payable on the first day of the subsequent month.

Tenor-i) Cash Credit: Repayable on Demand ii)Working Capital Demand Loan: Maximum up to 6 Months

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

17B. Borrowings (Contd.)

This is secured by -

Current Assets : First Pari Passu charge with other WC lenders over entire current assets of the company consists of RM, Stock in Process, FG, Stores and spares and receivables.

Movable Fixed Assets : Second Pari Passu charge on entire current and future Movable fixed assets of the Company.

Factory Land and Building : Second Pari Passu charge with other lenders on Company Plant, Property Land and Building of the Company.

Personal Guarantee: Personal Guarantee of Shri. Ved Krishna and Mrs. Manjula Jhunjhunwala

Corporate Guarantee : Corporate Guarantee of M/s Yash Agro Products Ltd and M/s Satori Global Ltd

(ii) Axis Bank Ltd- WCDL & CC

Cash Credit availed during the year amounted to ₹40 crores.

This is secured by -

- Primary: First pari passu charge by way of hypothecation over the current assets of the Borrower, present and future.
- Collateral: Second pari passu charge by way of mortgage over the fixed movable and immovable assets of the Borrower, present and future.
    1. Land Building at Yash Nagar parakhan Faizabad Uttar Pradesh224135, Village -Rampur, Halwara,
    2. Parakaha and khata Mauja Rampur Halwara & Parakhan, Pargana Haweli Awadh Distt-(Faizabad Now Ayodhya). Total (2761 Hec).

Personal guarantor/s :1. Mr. Ved Krishna 2. Mrs Manjula Jhunjhunwala

Corporate guarantor/s: 1. Satori Global Limited, 2. Yash Agro Products Limited (shareholders and property owners)

(iii) Bank of Baroda -CC-The company has availed Credit facilities of ₹25 crores during the year.

Rate of Interest- 0.25% p.a. above -1-Yr. MCLR(8.90)+S.P i.e. 9.40% p.a. at present

This is secured by:

- Primary Security: First Pari-Passu charge by way of hypothecation on all current assets of the company (both present & future) viz, Raw Material, Stock in process, Finished Goods, Consumables, stores & spares, eligible bills receivables and book debts of 90 days.
- Collateral Security: Second Pari Passu charge by way of equitable mortgage of entire Land & Building of the Ayodhya unit of the Company and Hypothecation of Plant & machinery, movable fixed assets, spares tools etc of the Company, both present and future for the Ayodhya unit of the Company. Personal/Corporate Guarantee:
    - Mr. Ved Krishna
    - Mrs. Manjula Jhunjhunwala
    - M/s Satori Global Limited
    - M/s Yash Agro Products Limited

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

17B. Borrowings (Contd.)

(iv). Suppliers Finance Arrangement

The Company participates in a supplier finance arrangement with a bank, whereby the bank settles payments to participating suppliers on behalf of the Company and the Company repays the bank at a later date. The arrangement supports the Company's working capital management by extending the credit period up to six months from the normal contractual credit period of 45 days for MSME suppliers, with the Company incurring interest cost on the extended credit period.

Short term borrowings

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Carrying amount of liabilities under Supplier finance arrangement (presented as borrowings)	367.70	
- of which suppliers have received payment from finance provider	367.70	
Weighted average effective interest rate charged by the finance provider	9.92%	
Contractual credit period agreed with suppliers/liabilities that are not part of an arrangement	45 days	
Extended credit period availed under Supplier finance arrangement	upto 180 days	

The Company has not provided comparative information required for supplier finance arrangements as it has opted for the transitional relief available on first-time adoption.

17.1. Repayment terms:

a) Borrowing Secured Against Current Assets As at 31st March 2026

(₹ in Lakhs)

Name of the Bank	Quarter ended	Details of security provided	Amount as per Books	Amount reported in quarterly returns	Reasons for Material Discrepancies
Multiple Banking Arrangement- Axis Bank Ltd., HDFC Bank Ltd., Punjab National Bank, Uco Bank, and Bank of Baroda	30-Jun-25	Inventory	14,691.48	12,817.28	Variation is primarily due to reclassification of capex inventory, reclassification of advance to suppliers and customers, reversal of period end sales and related cost in accordance with INDAS requirements, inclusion of other receivables
		Receivable upto 6 Month	4,524.50	4,448.06	
		Payables	1,084.84	716.58	
	30-Sep-25	Inventory	9,544.57	9,199.58	
		Receivable upto 6 Month	4,156.68	3,892.03	
		Payables	1,285.04	861.76	
	31-Dec-25	Inventory	12,413.44	10,610.06	
		Receivable upto 6 Month	5,132.31	8,121.59	
		Payables	1,673.62	1,055.10	

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

17.1. Repayment terms: (Contd.)

As at 31st March 2026

(₹ in Lakhs)

Name of the Bank	Quarter ended	Details of security provided	Amount as per Books	Amount reported in quarterly returns	Reasons for Material Discrepancies
	31-Mar-26	Inventory	14,560.85	14,213.05	
		Receivable upto 6 Month	4,890.83	6,462.92	
		Payables	3,966.39	2,463.27	

As at 31st March 2025

(₹ in Lakhs)

Name of the Bank	Quarter ended	Details of security provided	Amount as per Books	Amount reported in quarterly returns	Reasons for Material Discrepancies
Consortium Bankers Led By State Bank of India	30-Jun-24	Inventory	10,295.87	10,128.19	Variation is primarily due to reclassification of capex inventory, reclassification of advance to suppliers and customers, reversal of period end sales and related cost in accordance with INDAS requirements, inclusion of other receivables
		Receivable upto 6 Month	4,183.50	4,182.86	
	30-Sep-24	Inventory	8,647.16	8,498.34	
		Receivable upto 6 Month	4,374.29	4,528.32	
	31-Dec-24	Inventory	10,437.88	9,031.91	
		Receivable upto 6 Month	4,933.43	5,036.96	
	31-Mar-25	Inventory	13,196.37	12,139.58	
		Receivable upto 6 Month	4,501.33	4,211.81	

e) Scheduled repayments (Contractual repayments)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Within one year	14,939.82	11,186.11
Between one to five years*	29,408.63	9,226.29
Over five years*	1,666.70	-

*The above excludes Ind AS adjustments

Refer note 39 (b) (II) & (III) on Interest rate risk and Liquidity Risk respectively.

f) Term Loan and working capital loans availed from Banks, NBFCs & Government Financial Institution have been utilised for the purpose, for which they have been raised.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

18A. Lease Liabilities

Non Current Liabilities- Financial liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Lease Liabilities	79.85	114.38
Total	**79.85**	**114.38**

18B. Lease Liabilities

Current Liabilities- Financial liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Lease Liabilities	34.53	38.43
Total	**34.53**	**38.43**

19. Other financial liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Security deposits from customers	430.50	430.50
Payable on capital goods	5,551.99	1,453.55
Total	**5,982.49**	**1,884.05**

20. Deferred tax liabilities (net)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Tax effect of items constituting deferred tax liability		
On difference between book balance and tax balance of PPE	2,210.60	2,254.23
Tax effect of items constituting deferred tax liability	**2,210.60**	**2,254.23**
Tax effect of items constituting deferred tax assets		
Provision on employee benefits	109.36	223.68
Provision for Share Based Payment	2.50	3.32

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

20. Deferred tax liabilities (net) (Contd.)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Others incl. acquisition through business combination	154.60	(43.38)
Adjustment on account of Annual Estimate of Income FY 25-26	-	
Tax effect of items constituting deferred tax assets	**266.46**	**183.62**
Total	**1,944.14**	**2,070.61**

21. Other non current liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Deferred Revenue:		
Capital Subsidy	16.00	20.00
Loan from Government Financial Institution (PIC UP)	71.88	110.82
EPCG obligation	5,070.29	89.21
Total	**5,158.17**	**220.03**

22. Trade Payables

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Trade payables:		
- Dues to micro and small enterprises	717.72	358.41
- Other than micro and small enterprises*	3,248.67	1,025.79
Total	**3,966.39**	**1,384.20**

*Amount payable to related parties (Refer note 38)

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

22. Trade Payables (Contd.)

22.1 Disclosure under Section 22 of Micro, Small and Medium enterprises development (MSMED Act, 2006)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Principal amount due and remaining unpaid	717.72	358.41
Interest due and unpaid on the above amount	-	-
Interest paid by the Company in terms of section 16 of the Micro, Small and Medium enterprises Act, 2006	-	-
Payment made beyond the appointed day during the year	-	-
Interest due and payable for the period of delay	-	-
Interest accrued and remaining unpaid	-	-
Amount of further interest remaining due and payable	-	-

Under the Micro, Small and Medium Enterprises Development Act, 2006 ("MSMED Act"), certain disclosures are required to be made relating to MSME. On the basis of the information and records available with the Company's management, dues to MSME have been determined to the extent such parties have been identified on the basis of information collected till the reporting date and has been relied upon by the Statutory Auditors. The Management has not provided for interest due (if any) to these MSME parties basis, no claim being made for the same and management representation that the same would be waived. The disclosures as required by Section 22 of the MSMED Act are given above.

22.2 Trade payables

For the year ended 31st March 2026

(₹ in Lakhs)

Particulars	Outstanding for following periods from due date of payment					
	Not due	less than 1 year	1-2 years	2-3 years	More than 3 years	Total
MSME	509.76	203.81	4.15	0		717.72
Others	662.19	2,559.44	10.21	16.83		3,248.67
Disputed dues - MSME						-
Disputed dues - Others	-	-	-	-	-	-
Total	**1,171.95**	**2,763.25**	**14.36**	**16.83**	**-**	**3,966.39**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

22.2 Trade payables (Contd.)

For the year ended 31st March 2025

(₹ in Lakhs)

Particulars	Outstanding for following periods from due date of payment					
	Not due	less than 1 year	1-2 years	2-3 years	More than 3 years	Total
MSME	358.41	-	0	0	0	358.41
Others	327.19	687.83	8.43	2.34	-	1,025.79
Disputed dues - MSME	-	-	-	-	-	-
Disputed dues - Others	-	-	-	-	-	-
Total	**685.60**	**687.83**	**8.43**	**2.34**	**-**	**1,384.20**

23. Other financial liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Interest accrued but not due on borrowings*	32.05	44.37
Interest accrued & due on borrowings	-	
Total	**32.05**	**44.37**

*Includes Interest payable to related party ₹ Nil lakhs. (P.Y. ₹20.88 lakhs). Refer note 38.

24. Other current liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Current maturities on deferred revenue on capital subsidy	4.00	4.00
Advance from customers	429.13	151.92
Statutory liabilities	100.42	158.84
Unpaid dividend	47.20	47.19
Others	855.03	1,271.82
Total	**1,435.78**	**1,633.77**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

25A. Provisions

Non Current Liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Provision for Gratuity (Refer note 37)	55.75	27.64
Provision for Leave Encashment	114.06	118.51
Total	**169.81**	**146.15**

25B. Provisions

Current Liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Provision for Gratuity (Refer note 37)	51.01	52.71
Provision for Leave Encashment	5.25	4.85
Total	**56.26**	**57.56**

26(A). Income tax assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Advance Tax (Net of provision for tax)	70.07	
Total	**70.07**	**-**

26(B). Current Tax liabilities (Net)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Taxes paid (Net of Advance tax)		193.52
Total		**193.52**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

27. Revenue from operations

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Sale of Products		
Paper, Pulp and related products		
Within India*	20,498.25	22,748.55
Outside India	8,784.32	12,386.32
Moulded Products		
Within India	6,047.23	5,326.82
Outside India	249.74	142.40
Total	**35,579.54**	**40,604.09**

*Refer note 38 for sale to Related parties

28. Other income

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Interest received on fixed deposit and others	144.36	414.88
Interest received on Income Tax Refund	-	3.10
Interest on loans given to subsidiaries	128.12	255.96
Export incentives	180.02	258.52
Subsidy received *	-	170.73
Investments measured at FVTPL	-	0.08
Profit on sale of property, plant and equipment	-	-
Profit on redemption of Mutual Fund	-	4.01
Excess provision for expenses written back	-	132.22
Net Gain on foreign currency translation	351.90	257.85
Miscellaneous income	293.91	216.02
Total	**1,098.31**	**1,713.37**

* During the preceding year, the Company received an Interest subsidy of ₹170.73 Lakh (net of administrative charges) from the Government of Uttar Pradesh under the MSME 2017 policy.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

29. Cost of materials consumed

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Raw material consumed	8,760.97	10,220.16
Chemicals consumed	2,939.82	3,314.24
Stores & spares consumed	1,859.62	1,926.48
Packing materials consumed	750.79	807.13
Total	**14,311.20**	**16,268.01**

30. Changes in inventories of finished goods, stock-in-trade and work-in-progress

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Opening Stock		
Finished Goods*	2,306.63	1,851.61
Pulp	1.49	3.40
Work in Progress	218.20	123.78
Total Opening Stock	**2,526.32**	**1,978.79**
Closing Stock		
Finished Goods*	2,157.80	2,306.63
Pulp	4.26	1.49
Work in Progress	178.15	218.20
Total Closing Stock	**2,340.21**	**2,526.32**
Total	**186.11**	**(547.53)**

* Includes Kraft paper, poster paper and moulded products.

31. Employee benefit expenses

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Salary, wages, bonus and incentives*	3,045.37	3,656.90
Directors remuneration*	217.04	282.93
Contribution to provident and other funds	157.19	156.80

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

31. Employee benefit expenses (Contd.)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Share Based Payment	(3.27)	68.32
Defined benefit plan expenses	98.66	83.81
Workmen and staff welfare expenses	326.78	274.69
Total	**3,841.77**	**4,523.45**

* Refer note 38 for payments made to Related parties

32. Finance costs

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Interest on		
- Term loan	43.66	154.92
- Others	933.17	729.60
Bank and documentation charges	163.18	145.97
Total	**1,140.01**	**1,030.49**

33. Depreciation and amortisation expense

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Depreciation on property, plant and equipment	1,587.73	1,524.95
Amortisation on intangible assets & ROU Assets	64.94	65.32
Total	**1,652.67**	**1,590.27**

34. Other expenses

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Operating Expenses		
Power and Fuel	5,099.71	5,264.04

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

34. Other expenses (Contd.)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Contractor Wages	805.70	842.35
Effluent Treatment Expenses	193.41	132.00
Repairs and Maintenance		
- Building	102.84	91.73
- Machinery	599.58	481.73
- Others	357.83	260.34
Freight, Handling and Other Sales and Distribution expenses	1,874.57	2,290.24
Commission on sales	202.67	279.19
Others		
Rent	158.26	85.71
Insurance	199.73	163.98
Travelling and Conveyance	397.45	400.06
Legal professional and consultation charges	468.67	449.02
Auditor's Remuneration (refer note below)	30.03	19.33
Subscription and Donation	109.85	150.47
Research and development expenses	41.36	70.10
Printing and Stationery	23.08	27.68
Communication cost	47.94	61.18
Advertisement and Publicity	5.20	9.89
Business Promotion Expenses	196.61	232.63
Loss/profit on Assets Sold / Discarded/scrapped-net	81.16	106.49
Loss on sale of export incentives	1.53	2.42
Fair valuation of investments	0.07	-
Manglam Farm Expenses	20.23	16.43
Provision on doubtful receivables and others	5.56	16.76
CSR Expenditure (Refer Note 45)	235.00	127.88
Miscellaneous Expenses	178.87	137.84
Total	**11,436.91**	**11,719.49**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

Note 34a:

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
As Auditors:		
For Audit Fees	12.50	9.50
For Limited Review	7.50	5.25
For certification	1.50	1.30
For Reimbursement of Expenses	8.53	3.28
Total	**30.03**	**19.33**

35. Tax Expenses

(a) Amounts recognized in profit and loss

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Current tax expense		
Current year	806.25	1,754.42
Changes in estimates relating to prior years	37.72	(351.41)
Total	**843.97**	**1,403.01**
Deferred tax expense		
Origination and reversal of temporary differences	(138.37)	(357.69)
Total	**(138.37)**	**(357.69)**
Tax expense recognized in the income statement	**705.60**	**1,045.32**

(b) Amounts recognized in other comprehensive income

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026			For the year ended 31st March, 2025		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurements of the defined benefit plans	47.25	(11.89)	35.36	(43.39)	10.92	(32.47)
	47.25	**(11.89)**	**35.36**	**(43.39)**	**10.92**	**(32.47)**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

35. Tax Expenses (Contd.)

(c) Reconciliation of effective tax rate

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026		For the year ended 31st March, 2025	
	%	Amount	%	Amount
Profit before tax		2,520.48		6,715.11
Tax using the Company's domestic tax rate	25.17%	634.35	25.17%	1,690.06
Tax effect of:				
Due to permanent differences	3.29%	82.80	(3.88%)	(260.88)
Ind AS adjustments	1.28%	32.20	0.38%	25.79
Other Comprehensive Income	0.47%	11.89	0.16%	10.92
Reversal of Deferred Tax due to rate changed	0.00%	0.00	(4.83%)	(324.26)
Due to temporary differences	(3.23%)	(81.47)	3.64%	244.18
Effective income tax rate	**26.97%**	**679.77**	**20.64%**	**1,385.81**

During the preceding year, the Company has exercised the option governed by section 115BAA of the Income Tax Act, 1961, the applicable tax rate for the Company for the year ended 31st March, 2026 was 25.17% (Previous Year: 25.17%) and as a result, tax expenses for the year ended 31st March, 2025 is net of reversal of deferred tax of ₹324.26 lakhs provided in earlier years.

(d) Movement in deferred tax

(₹ in Lakhs)

Particulars	As at 31st March, 2026					
	Net balance 1st April, 2025	Recognized in profit or loss	Recognized in OCI	Net	Deferred tax asset	Deferred tax liability
Deferred tax (Asset)/Liabilities						
On difference between book balance and tax balance of PPE	2,254.23	(43.63)	-	2,210.61	-	2,210.61
Provision on employee benefits	(223.68)	102.43	11.89	(109.36)	109.36	-
Provision for Share Based Payment	(3.32)	0.82	-	(2.50)	2.50	-
Others incl. acquisition through business combination	43.38	(197.99)	-	(154.61)	154.61	0.00
Tax assets (Liabilities) (Net)	**2,070.61**	**(138.37)**	**11.89**	**1,944.14**	**266.47**	**2,210.61**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

35. Tax Expenses (Contd.)

(₹ in Lakhs)

Particulars	As at 31st March, 2025					
	Net balance 1st April, 2024	Recognized in profit or loss	Recognized in OCI	Net	Deferred tax asset	Deferred tax liability
Deferred tax (Asset)/Liabilities						
On difference between book balance and tax balance of PPE	2,627.96	(373.73)	-	2,254.23	-	2,254.23
Provision on employee benefits	(208.42)	(4.34)	(10.92)	(223.68)	223.68	-
Provision for Share Based Payment	(40.84)	37.52	-	(3.32)	3.32	-
Others incl. acquisition through business combination	60.52	(17.14)	-	43.38	-	43.38
Tax assets (Liabilities) (Net)	**2,439.22**	**(357.69)**	**(10.92)**	**2,070.61**	**227.00**	**2,297.61**

36. Earnings per share

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Basic Earnings per share		
Profit for the year	1,814.88	5,669.79
Weighted average number of equity shares outstanding	4,49,48,100	4,18,93,473
Basic EPS	**4.04**	**13.53**
Diluted Earnings per share		
Profit for the year	1,814.88	5,669.79
Weighted average number of equity shares outstanding	4,49,48,100	4,18,93,473
Add: Weighted average number of potential equity shares on account of employee stock options	7,473	5,386
Weighted average number of equity shares outstanding for diluted EPS	4,49,55,573	4,18,98,859
Diluted EPS	**4.04**	**13.53**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures

I. Defined Contribution plan

The Company has recognized the following amounts in the Statement of Profit and Loss during the year under 'Contribution to staff provident and other funds' (Refer note 31)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Employer's contribution to Provident Fund	108.82	111.75
Total	**108.82**	**111.75**

II. Defined benefit plans

A. Gratuity

The company operates funded gratuity plan for qualifying employees. Under the plan, the employees are entitled to retirement benefits depending upon the number of years of service rendered by them subject to minimum specified number of years of service.

The actuarial valuation of plan assets and the present value of defined benefit obligation were carried out at 31st March, 2026 by the certified actuarial valuer.

The present value of the defined benefit obligation, related current service cost and past service cost were measured using the projected unit credit method.

(A) Movements in net defined benefit (asset)/ liability

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Defined obligations at the beginning of the year	804.06	690.94
Current service cost	90.27	79.41
Interest cost	55.36	48.16
Past service costs	1.81	-
Benefits paid	(93.30)	(53.61)
Actuarial (gain)/loss		
- change in demographic assumptions	-	-
- change in financial assumptions	(69.00)	18.37
- experience variance	16.52	20.79
Defined benefit obligation as at end of the year	**805.72**	**804.06**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures (Contd.)

(B) Movements in the fair value of plan assets

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Fair value at beginning of the year	723.71	627.79
Investment income	48.78	43.76
Return on plan assets	(5.23)	(4.23)
Actual return on plan assets	-	-
Actuarial gain/(loss) on plan assets	-	-
Contributions by the employer	25.00	110.00
Other adjustments		
Benefits paid	(93.30)	(53.61)
Fair value of plan assets as at end of the year	**698.96**	**723.71**

(C) Amount recognized in the balance sheet

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Present value of defined benefit obligation as at end of the year	805.72	804.06
Fair value of plan assets as at end of the year	698.96	723.71
As at year end	**(106.76)**	**(80.35)**

(D) Amounts recognized in the statement of profit and loss

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Current service cost	90.27	79.41
Past service cost	1.81	-
Net interest income/ (cost) on the net defined benefit liability (Asset)	6.58	4.40
Total	**98.66**	**83.81**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures (Contd.)

(E) Amounts recognized in other comprehensive income

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Actuarial (gains) / losses due to :		
- change in demographic assumptions	-	-
- change in financial assumptions	(69.00)	18.37
- experience variance	16.52	20.79
Return on plan assets	5.23	4.23
Total	**(47.25)**	**43.39**

(F) Category of plan assets

The Company's plan assets in respect of gratuity are funded through the Gratuity Scheme of LIC

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Administered by Life Insurance Corporation of India *	100%	100%
Government of India Securities	0%	0%
State Government securities	0%	0%
Special Deposit Scheme	0%	0%

*The Company is unable to obtain the details of plan assets from the Life Insurance Corporation of India and hence the disclosure thereof is not made.

(G) Sensitivity analysis

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:		
A. Discount Rate (- / + 1%)		
Discount Rate Increase	733.12	728.91
1. Effect due to 1% increase in discount rate	-9.01%	-9.35%
Discount Rate Decrease	890.86	892.61
2. Effect due to 1% decrease in discount rate	10.57%	11.01%

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures (Contd.)

(G) Sensitivity analysis

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
B. Salary Growth Rate		
Salary Growth Rate Increase	894.28	895.33
1. Effect due to 1% increase in discount rate	10.99%	11.35%
Salary Growth Rate Decrease	729.14	725.42
2. Effect due to 1% decrease in discount rate	-9.50%	-9.78%
C. Attrition Rate		
Attrition Rate Increase	822.35	815.25
1. Effect due to 50% increase in discount rate	2.06%	1.39%
Attrition Rate Decrease	786.84	791.29
2. Effect due to 50% decrease in discount rate	-2.34%	-1.59%
D. Mortality Rate		
Mortality Rate Increase	808.97	806.26
1. Effect due to 10% increase in discount rate	0.40%	0.27%
Mortality Rate Decrease	802.39	801.81
2. Effect due to 10% decrease in discount rate	-0.41%	-0.28%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the defined benefit obligation recognised in the Balance Sheet.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the prior period.

(H) The expected future cash flows as at 31st March, 2026 were as follows:

(₹ in Lakhs)

Summary of Assets and Liabilities	Amount (₹ In lakhs)
31.03.2022	(136.12)
31.03.2023	(141.77)
31.03.2024	(63.15)
31.03.2025	(80.35)
31.03.2026	(106.76)

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures (Contd.)

(I) Expected Cash flows over the next

(₹ in Lakhs)

	Amount (₹ In lakhs)
1 year	51.01
2 to 5 years	263.85
6 to 10 years	332.34
More than 10 years	1409.13

(J) Leave Encashment

i) Leave policy: Leave balance as at the valuation date and each subsequent year following the valuation date to the extent not availed by the employee is available for encashment on separation from the Company up to a maximum of 30 days.

ii) Liability on account of long term absences has been actuarially valued as per Projected Unit Credit Method.

iii) Short term compensated absences have been provided on actual basis.

(K) Actuarial assumptions

Actuarial valuation as at the year-end was done in respect of the aforesaid defined benefit plans based on the following assumptions:

L) General assumptions

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Discount rate (per annum)	7.57%	6.74%
Withdrawal rate	2.00%	2.00%
Rate of increase in salaries	5.00%	5.00%

i) Mortality rates considered are as per the published rates in the India Assured Lives Mortality 2012-14 (P.Y. 2012-14): India Assured Lives Mortality (2006-08) (Modified) ULT.) mortality table.

ii) The discount rate should be based upon the market yields available on Government bonds at the accounting date with a term that matches that of the liabilities.

iii) The contribution made by the Company for funding its liabilities for gratuity during the financial year 2025-26 amounts to ₹25.00 lakhs (PY ₹110.00 Lakhs).

iv) The expected rate of return on plan assets is based on market expectation, at the beginning of the year, for returns over entire life of the related obligation.

v) The assumption of future salary increases, considered in actuarial valuation, takes into account of inflation, seniority, promotion, supply and demand and other relevant factors.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures (Contd.)

vi) The new Labour Codes were notified with effect from 21st November 2025. The Company has assessed the impact of the said Labour Codes and recognised an additional liability amounting to ₹1.81 lakhs towards gratuity and ₹1.58 Lakhs towards leave encashment, including impact relating to past periods. The Company continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments as needed.

38. Related party relationships, transactions and balances:

a) Name of Related Parties and nature of relationship

I. Wholly owned subsidiary

(i) Pakka Inc.

(ii) Pakka Pte Limited

(iii) Pakka Impact Limited

(iv) Pakka Guatemala (Step Down Subsidiary)

II. Key Managerial Personnel and relatives

1. Executive Directors

(a) Ved Krishna (From 13.08.2025)	Managing Director
(b) Jagdeep Hira (Upto 13.08.2025)	Managing Director
(c) Gautam Ghosh (from 24.11.2023)	Executive Director

2. Non - Executive Directors

(a) Ved Krishna (Upto 13.08.2025)	Non- Independent & Non- Executive Director
(b) Manjula Jhunjhunwala	Non- Independent & Non- Executive Director
(c) Kimberly Ann McArthur	Non- Independent & Non- Executive Director
(d) Pradeep Vasant Dhobale	Independent Director
(e) Basant Kumar Khaitan	Independent Director
(f) Himanshu Kapoor	Non- Independent & Non- Executive Director
(g) Shubham Ashok Tibrewal (Upto 25.06.2025)	Independent Director
(h) Rahul Krantikumar Dharmadhikary	Independent Director
(i) Alok Ranjan (from 13.06.2024)	Independent Director
(j) Anna Kay Warrington (from 01.07.2024)	Independent Director
(k) Dinika Bhatia (from 30.06.2025)	Independent Director

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

3. Other Key Management Personnel and relatives

(a) Neetika Suryawanshi (Resigned w.e.f. 30.06.2026)	Chief Financial Officer
(b) Sachin Kumar Srivastava	Company Secretary
(c) Madhu Kapoor	Relative of Director

III. Enterprise over which the Key Managerial Personnel (KMP) have significant influence with whom transactions have taken place during the year

(a) Yash Agro Products Limited

(b) Satori Global Limited

(c) Jingle Bell Nursery School Society

(d) Pakka Foundation

(e) K. K. Jhunjhunwala HUF

(f) AMJ Land Holdings Limited

(g) WMW Metal Fabrics Limited

(h) Pudumjee Paper Products Limited.

(i) Kapoor Tandon & Company

(j) U V Infosolutions and Services Private Limited

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

b) Details of transactions with related parties during the year

(₹ in Lakhs)

Particulars	Subsidiaries		KMP		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
INCOME			-	-				
Sales net of discount/incentives								
Pudumjee Paper Products Limited.	-	-	-	-	954.08	936.75	954.08	936.75
Pakka Inc					138.37		138.37	-
Received from services and others								
Jingle Bell Nursery School Society	-	-	-	-	1.65	1.30	1.65	1.30
Pakka Foundation	-	-	-	-	0.05	0.02	0.05	0.02
Pakka INC					74.68		74.68	-
Interest on unsecured loan								
Pakka Inc	46.34	176.68	-	-	-	-	46.34	176.68
Pakka Impact Limited	81.78	79.28	-	-	-	-	81.78	79.28
Rent received								
Yash Agro Products Limited	-	-	-	-	0.24	0.24	0.24	0.24
Madhu Kapoor			1.48	-			1.48	-
EXPENSES								
Purchases								
WMW Metal Fabrics Limited	-	-	-	-	76.69	95.55	76.69	95.55
Satori Global Limited	-	-			27.87	57.71	27.87	57.71
Advances Given								
Ved Krishna			50.00				50.00	
Advances Repaid								
Ved Krishna			17.00				17.00	
Loss/(gain) on investments measured at FVTPL	-	-						
AMJ Land Holdings Limited			-	-	0.07	(0.06)	0.07	(0.06)

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

b) Details of transactions with related parties during the year

(₹ in Lakhs)

Particulars	Subsidiaries		KMP		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
Interest on unsecured loan								
Yash Agro Products Limited	-	-	-	-	2.67	23.21	2.67	23.21
Donation paid								
Pakka Foundation	-	-	-	-	124.00	114.10	124.00	114.10
Remuneration								
Ved Krishna (Appointment on 13.08.2025)			115.53	-			115.53	-
Jagdeep Hira (Resigned on 13.08.2025)	-	-	53.11	242.15	-	-	53.11	242.15
Gautam Ghosh (from 24.11.2023)	-	-	36.40	28.77	-	-	36.40	28.77
Neetika Suryawanshi (Resigned 30.06.2026)			86.60	64.04			86.60	64.04
Sachin Kumar Srivastava	-	-	30.51	33.35	-	-	30.51	33.35
Sitting Fees								
Manjula Jhunjhunwala	-	-	2.70	3.50	-	-	2.70	3.50
Kimberly Ann McArthur	-	-	3.50	4.50	-	-	3.50	4.50
Pradeep Vasant Dhobale	-	-	4.10	7.10	-	-	4.10	7.10
Basant Kumar Khaitan	-	-	2.60	5.20	-	-	2.60	5.20
Ved Krishna	-	-	1.90	6.60	-	-	1.90	6.60
Himanshu Kapoor	-	-	3.53	6.91	-	-	3.53	6.91
Shubham Ashok Tibrewal	-	-	0.80	6.81	-	-	0.80	6.81
Rahul Krantikumar Dharmadhikary	-	-	3.80	5.80	-	-	3.80	5.80
Alok Ranjan	-	-	2.53	5.41	-	-	2.53	5.41
Anna Kay Warrington	-	-	3.50	3.40	-	-	3.50	3.40
Ms. Dinika Bhatia	-	-	0.80	-	-	-	0.80	-
Consultancy Charges/Others								
Kapoor Tandon & Company			5.96		-	4.69	5.96	4.69

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

b) Details of transactions with related parties during the year

(₹ in Lakhs)

Particulars	Subsidiaries		KMP		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
U V Infosolutions and Services Private Limited			32.12		-	90.00	32.12	90.00
Ms. Kimberly Ann McArthur			26.13				26.13	-
Rent Paid								
Ved krishna	-	-	60.00	44.00	-	-	60.00	44.00
Pension								
Manjula Jhunjhunwala	-	-	12.00	12.00	-	-	12.00	12.00
Loan Repaid during the year								
Ved Krishna			35.00				35.00	
Yash Agro Products Limited					140.00		140.00	
CSR Expense								
Pakka Foundation					124.00	114.10	124.00	114.10
Conversion of Loan into Investment								
Pakka Inc					3,075.89		3,075.89	-

c) Outstanding balances with related parties:

(₹ in Lakhs)

Particulars	Subsidiaries		KMP		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
Assets								
Investments								
AMJ Land Holdings Limited	-	-	-	-	0.16	0.23	0.16	0.23
Pakka Inc.	6,855.16	2063.26					6,855.16	2,063.26
Pakka Pte Limited	172.74	172.74					172.74	172.74

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

c) Outstanding balances with related parties:

(₹ in Lakhs)

Particulars	Subsidiaries		KMP		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
Less Pakka Pte Limited - Impairment Provision	(172.74)	(172.74)					(172.74)	(172.74)
Pakka Impact Limited	200.00	200.00					200.00	200.00
Loan given (including accrued interest thereon)								
Pakka Inc.	-	3,030.34	-	-	-	-	-	3,030.34
Pakka Impact Limited	1012.60	920.38					1,012.60	920.38
Advances Receivable								
Ved krishna			33.00	0.00			33.00	-
Receivable For Services/others								
Pakka Impact Limited	-	0.30			-	-	-	0.30
Jingle Bell Nursery School Society	-				0.10	-	0.10	-
Pakka Foundation					0.01	0.01	0.01	0.01
Pakka Inc.	10.41	9.41					10.41	9.41
Trade Receivables								
Pudumjee Paper Products Limited.	-	-	-	-	53.32	215.20	53.32	215.20
Pakka Inc.	299.91	117.89					299.91	117.89
Yash Agro Products Limited					0.02	-	0.02	-
Liabilities								
Unsecured Loans								
Yash Agro Products Limited	-	-	-	-	-	140.00	-	140.00
Ved Krishna	-	-	-	35.00	-	-	-	35.00
Interest payable on unsecured loans								
Yash Agro Products Limited	-	-	-	-	-	20.88	-	20.88

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

c) Outstanding balances with related parties:

(₹ in Lakhs)

Particulars	Subsidiaries		KMP		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
Payable For Services/others								
Pakka Pte Limited	2.54	2.31	-	-	-	-	2.54	2.31
Jingle Bell Nursery School Society	-	-	-	-	0.11	0.01	0.11	0.01
UV Infosolutions and Services Pvt.Ltd.	-	-	-	-	38.05	-	38.05	-
Ved Krishna			6.65	-			6.65	-
Trade Payable								
WMW Metal Fabrics Limited					18.86	6.59	18.86	6.59
Yash Agro Products Limited					12.40	15.01		
Guarantees								
Personal Guarantees								
Ved Krishna	-	-	67,154.00	27,317.00	-	-	67,154.00	27,317.00
Manjula Jhunjhunwala	-	-	19,437.00	14,817.00	-	-	19,437.00	14,817.00
Corporate Guarantees								
Satori Global Limited	-	-	-	-	62,154.00	14,817.00	62,154.00	14,817.00
Yash Agro Products Limited	-	-	-	-	14,437.00	14,817.00	14,437.00	14,817.00

d) Terms and conditions of transactions with related parties

Transactions relating to dividend were on the same terms and conditions that applied to other shareholders. The transactions with related parties are made in the ordinary course of business. No provisions are held against receivables from related parties.Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash.

e) Other Notes

No amount has been written off/back or provision made for loss allowance during the year in respect of related parties except as disclosed above.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

39. Financial Instruments

(i) Capital Management

The Company's capital management is intended to create value for shareholders by facilitating the meeting of long-term and short-term goals of the Company. The Company determines the amount of capital required on the basis of annual operating plans and long-term product and other strategic investment plans. The funding requirements are met through equity and other long-term/short-term borrowings. The Company's policy is aimed at combination of short-term and long-term borrowings. The Company monitors the capital structure on the basis of total debt to equity ratio and maturity profile of the overall debt portfolio of the Company. Total borrowings includes all long and short-term borrowings as disclosed in notes 17 to the financial statements.

The capital structure of the company consists of debt, which includes the borrowings including temporary overdrawn balance, cash and cash equivalents including short term bank deposits, equity comprising issued capital and reserves . The gearing ratio for the year is as under:

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Debt	45,709.84	20,210.61
Less: Cash and cash equivalent including short term deposits (restricted)	2,203.49	7,201.27
Net debt (A)	**43,506.35**	**13,009.34**
Total equity (B)	**48,191.03**	**48,792.06**
Debt Equity Ratio (A/B)	**0.90**	**0.27**

(ii) Categories of financial instruments

Calculation of Fair Values

The fair values of the financial assets and liabilities are defined as 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 following methods and assumptions have been used to estimate the fair values of financial instruments:

a) The fair values of investment in quoted investment in equity shares is based on the current bid price of respective investment as at the reporting date.

b) The fair value of the long-term borrowings carrying floating-rate of interest is not impacted due to interest rate changes and will not be significantly different from their carrying amounts as there is no significant change in the underlying credit risk of the Company (since the date of inception of the loans)

c) The fair value of loans from banks and other financial indebtedness as well as other non current financial liabilities is estimated by discounting future cash flows using rates currently available for debt or similar terms and remaining maturities.

d) Cash and cash equivalents, trade receivables, other financial assets, trade payables and other financial liabilities have fair values that approximate to their carrying amounts due to their short-term nature.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

(₹ in Lakhs)

Particulars	As at 31st March, 2026		As at 31st March, 2025	
	Carrying value	Fair value	Carrying value	Fair value
Financial Assets*				
Financial assets measured at fair value				
Investments measured at FVTPL	-	0.20	-	0.27
Investments in Mutual fund	-	-	-	-
Financial assets measured at amortised cost				
Loans	1,222.99	-	4,240.07	-
Trade Receivables	4,890.83	-	4,487.85	-
Cash and cash equivalents	1,787.27	-	6,515.20	-
Bank balances other than cash and cash equivalents	416.22	-	686.07	-
Other Non Current financial asset	10.45			
Other Current financial asset	168.18	-	270.80	-
Total	**8,495.94**	**0.20**	**16,199.99**	**0.27**
Financial Liabilities				
Financial liabilities measured at amortised cost				
Borrowings**	46,015.14	-	20,412.40	-
Lease Liability	114.38		152.81	
Trade and other payables	3,966.39	-	1,384.20	-
Other Non Current financial liabilities	5,982.49			
Other Current financial liabilities	32.05	-	1,928.42	-
Total	**56,110.45**	**-**	**23,877.83**	**-**

* The above excludes investment in subsidiaries which have been carried at cost ₹7,055.16 lakh (Previous year ₹2,263.26 lakh) less accumulated impairment

** The above excludes Ind AS Adjustment if any

Fair value measurements recognized in the balance sheet:

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable.

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(₹ in Lakhs)

Particulars	Level 1	Level 2	Level 3	Total
As at 31st March, 2026				
Assets at fair value				
Investments measured at FVTPL	0.20	-	-	0.20
As at 31st March, 2025				
Assets at fair value				
Investments measured at FVTPL	0.27	-	-	0.27

(iii) Financial risk management objectives:

The Company's principal financial liabilities comprise of loan from banks and financial institutions, and trade payables. The main purpose of these financial liabilities is to raise finance for the Company's operations. The Company has various financial assets such as trade receivables, cash and short term deposits, which arise directly from its operations.

The main risks arising from Company's financial instruments are foreign currency risk, credit risk, market risk, interest rate risk and liquidity risk. The Board of Directors review and agree policies for managing each of these risks.

(a) Credit risk:

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's trade and other receivables, cash and cash equivalents and other bank balances. The maximum exposure to credit risk in case of all the financial instruments covered below is restricted to their respective carrying amount.

Trade and Other receivables

Customer credit Period is managed by each business unit subject to the Company's established policies, procedures and control relating to customer credit risk management. Trade receivables are non-interest bearing and the agreed divisional payment terms are : (i) Paper & Pulp - Domestic Sale 20 days, Export Sale 30-90 days. (ii) Moulded - 30 days. Credit Period are established for all customers based on internal rating criteria. Outstanding customer receivables are regularly monitored.

The Company measures the expected credit loss of trade receivables based on historical trend, industry practices and the business environment in which the entity operates. Loss rates are based on actual credit loss experience and past trends.

At 31st March, 2026, the Company's top three customers accounted for ₹1774.40 lakhs of the trade and other receivables carrying amount (P.Y. : 1537.30 ₹ lakhs).

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

Expected credit loss assessment for customers:

The following table provides information about the exposure to credit risk and ECLs for trade receivables:

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Gross carrying amount	Weighed average loss rate - range	Loss allowance
0 to 1 year	4,506.98	0%	-
1 to 2 years	239.46	5%	11.97
2 to 3 years	102.94	10%	10.29
3years and above	40.88	75%	30.66
Specific provision	19.31	75%	14.49
Specific provision	97.35	50%	48.67
Total	**5,006.92**		**116.09**

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Gross carrying amount	Weighed average loss rate - range	Loss allowance
0 to 1 year	4,103.18	0%	-
1 to 2 years	3.54	5%	0.18
2 to 3 years	-	10%	-
3years and above	40.63	75%	30.47
Specific provision	334.36	5%	16.72
Specific provision	19.31	75%	14.48
Specific provision	97.35	50%	48.68
Total	**4,598.37**		**110.53**

Movement in the expected credit loss allowance

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Balance at the beginning of the year	451.03	451.03
Add: Provision made / (reverse) during the year	(63.16)	(79.88)
Balance at the end of the year	**387.87**	**371.15**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

Other financial assets

The Company maintains exposure in cash and cash equivalents and term deposits with banks.

The Company held cash and cash equivalents of ₹1787.27 lakhs at 31st March, 2026 (P.Y.: ₹6515.20lakhs). Cash and cash equivalents are held with reputable and credit-worthy banks.

Individual risk limits are set for each counter- party based on financial position, credit rating and past experience. Credit limits and concentration of exposures are actively monitored by the Management of the Company.

Other than trade and other receivables, the Company has no other financial assets that are past due but not impaired.

(b) Market risk:

Market Risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and price risk.

(I) Foreign currency risk

The Company is exposed to currency risk on account of its operating and financing activities. The functional currency of the Company is Indian Rupee. Company's exposure is mainly denominated in U.S. dollars (USD). The USD exchange rate has changed substantially in recent periods and may continue to fluctuate substantially in the future.

The Company does not use derivative financial instruments for trading or speculative purposes.

The carrying amounts of the Company's financial assets and financial liabilities denominated in foreign currencies at the reporting date are as follows:

(₹ in Lakhs)

Particulars	As at 31st March, 2026		As at 31st March, 2025	
	Financial assets	Financial liabilities	Financial assets	Financial liabilities
USD	1,725.38	7.60	4,791.35	101.89
Euro	33.47	3,210.24	14.81	-
AUD	27.58			
AED	-	-	-	-
Total	**1,786.43**	**3,217.84**	**4,806.16**	**101.89**

The following table details the Company's sensitivity to a 5% increase and decrease in the functional currency against the relevant foreign currency receivables and payables. 5% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 5% change in foreign currency rates. A positive number below indicates an increase

39. Financial Instruments (Contd.)

in profit and other equity where the respective functional currency strengthens by 5% against the relevant foreign currency. For a 5% weakening of the functional currency against the relevant currency, there would be an equal and opposite impact on the profit and other equity, and the balances below would be negative.

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Impact on profit before tax		
USD	85.89	234.47
Euro	(158.84)	0.74
AUD	1.38	
AED	-	-
Total	**(71.57)**	**235.21**

(II) Interest rate risk:

Interest rate risk is measured by using the cash flow sensitivity for changes in variable interest rates. Any movement in the reference rates could have an impact on the Company's cash flows as well as costs.

Interest rate sensitivity analysis:

The Company is exposed to interest rate risk because company borrow funds at both fixed and floating interest rates. The risk is managed by the Company by maintaining an appropriate mix between fixed and floating rate of borrowings.

The Company's borrowings which are contracted at a fixed rate , are carried at amortised cost. Further these borrowings are not affected due to interest rate risk as defined in Ind AS 107 as neither the carrying amount nor the future cash flows will fluctuate in the event of a change in market interest rates.

Exposure to interest rate risk

The Company's exposures to interest rates on financial assets and financial liabilities are detailed in the liquidity risk management section of this note.

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Fixed-rate instruments		
Financial assets	1,560.67	10,580.67
Financial liabilities	-	(140.00)

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
	1,560.67	10,440.67
Variable-rate instruments		
Financial assets	-	-
Financial liabilities	(45,153.49)	(19,519.36)
	(45,153.49)	**(19,519.36)**

Interest sensitivity analysis for Variable-rate instruments:

The Company is exposed to interest expense - interest rate risk in relation to variable-rate loan borrowings.

A reasonably possible change of 50 basis points (bp) in interest rates at Reporting Date would have impacted (profit) or loss by the amounts shown below. The indicative 50 basis point (0.50%) movement is directional and does not reflect management forecast on interest rate movement. This analysis assumes that all other variables remaining constant.

(₹ in Lakhs)

Interest sensitivity - INR	Change in Assumption	Impact on (Profit) or Loss before tax	
		As at 31st March, 2026	As at 31st March, 2025
Variable rate instruments	50 bp increase	225.77	97.60
Variable rate instruments	50 bp decrease	(225.77)	(97.60)

The risk estimates provided assume a parallel shift of 50 basis points interest rate. This calculation also assumes that the change occurs at the balance sheet date and has been calculated based on risk exposures outstanding as at that date. The period end balances are not necessarily representative of the average debt outstanding during the period.

This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

(Note: The impact is indicated on the profit/(loss) before tax basis).

(III) Liquidity risk:

The Company follows a conservative policy of ensuring sufficient liquidity at all times through a strategy of profitable growth, efficient liquidity at all times through a strategy of profitable growth, efficient working capital management as well as prudent capital expenditure. The Company has a cash credit facility with banks to support any temporary funding requirements.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

The Company also participates in a Supply Chain Financing ("SCF") arrangement, the primary purpose of which is to facilitate supplier payments through financing arrangements offered by participating financial institutions. Under the SCF programme, suppliers receive payments from the financing institution, while the Company is provided with an extended credit period to settle the outstanding amount with the financing institution, the programme assist in making cash outflows more predictable as part of liquidity arrangement

The Company believes that current cash and cash equivalents, tied up borrowing lines and cash flow that is generated from operations is sufficient to meet requirements. Accordingly, liquidity risk is perceived to be low.

Liquidity table:
The tables below analyse the Company's financial liabilities into relevant maturity groupings based on their contractual maturities.

The following table shows the maturity analysis of the Company's financial liabilities based on contractually agreed undiscounted cash flows along with its carrying value as at the Balance Sheet date.

As at 31st March, 2026 (₹ in Lakhs)

Contractual maturities of financial liabilities 31st March 2026	Within One Year	One to five years	More than five years	Total
Financial Assets:				
Investments measured at FVTPL			0.20	0.20
Investments in Mutual fund				-
Loans	43.18	1,179.81		1,222.99
Trade Receivables	4,890.83			4,890.83
Cash and cash equivalents	1,787.27			1,787.27
Bank balances other than cash and cash equivalents	416.22			416.22
Other Non Current financial Asset		10.45		10.45
Other Current financial Asset	168.18			168.18
Total Financial Asset	**7,305.68**	**1,190.26**	**0.20**	**8,496.14**
Financial Liabilities:				
Borrowings	14,939.82	29,408.63	1,666.70	46,015.14
Trade and other payables	3,966.39			3,966.39
Lease liability	34.53	79.85	-	114.38
Other Non Current Financial Liability				
Other Current Financial Liability				
Total financial liabilities	**18,940.74**	**29,488.48**	**1,666.70**	**50,095.91**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

As at 31st March, 2025

(₹ in Lakhs)

Contractual maturities of financial liabilities 31st March 2025	Within One Year	One to five years	More than five years	Total
Financial Assets:				
Investments measured at FVTPL			0.27	0.27
Investments in Mutual fund				-
Loans	153.41	4,086.66		4,240.07
Trade Receivables	4,487.85			4,487.85
Cash and cash equivalents	6,515.20			6,515.20
Bank balances other than cash and cash equivalents	686.07			686.07
Other Non Current financial asset		0.75		0.75
Other Current financial asset	270.05			270.05
Total Financial Asset	**12,112.58**	**4,087.41**	**0.27**	**16,200.26**
Financial Liabilities:				
Borrowings	11,186.11	9,226.29		20,412.40
Trade and other payables	1,384.20	-	-	1,384.20
Lease liability	38.43	114.38	-	152.81
Other Non Current Financial Liability		1,453.55	430.50	1,884.05
Other Current Financial Liability		44.37		44.37
Total financial liabilities	**12,608.74**	**10,838.59**	**430.50**	**23,877.83**

(IV) Other price risk:

The Company is not exposed to any significant equity price risks arising from equity investments, as on 31st March 2026. Equity investments are held for strategic rather than trading purposes. The Company does not actively trade these investments.

Equity price sensitivity analysis:

There is minimum exposure to equity price risks as at the reporting date or as at the previous reporting date.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

40. Segmental Information

Business Segment

The Company has determined following reporting segments based on the information reviewed by the Company's Chief Operating Decision Maker ('CODM').

a) Paper, Pulp and other products

b) Moulded Products

The above business segments have been identified considering :

a) the nature of products

b) the differing risks and returns

c) the internal organization and management structure, and

d) the internal financial reporting systems

The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Managing Director.

The measurement principles of segments are consistent with those used in Material Accounting Policies.

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026			For the year ended 31st March, 2025		
	Paper & Pulp	Moulded Product	Total	Paper & Pulp	Moulded Product	Total
REVENUE	30,354.75	6,323.13	36,677.85	36,652.86	5,664.60	42,317.46
Unallocable Revenue	-	-	-	-	-	-
TOTAL REVENUE	**30,354.75**	**6,323.13**	**36,677.85**	**36,652.86**	**5,664.60**	**42,317.46**
RESULTS						
Profit/ loss before interest	4,237.18	(808.49)	3,428.69	7,589.34	(87.77)	7,501.57
Less: interest	(864.26)	(275.75)	(1,140.01)	(659.59)	(370.90)	(1,030.49)
Unallocable Expenses	-	-	231.80	-	-	243.99
Total profit before tax	**3,372.92**	**(1,084.24)**	**2,520.48**	**6,929.75**	**(458.67)**	**6,715.11**
Provision for taxation			705.60			1,045.32
Net Profit	**3,372.92**	**(1,084.24)**	**1,814.88**	**6,929.75**	**(458.67)**	**5,669.79**
Other information						
Assets	1,09,492.41	5,600.99	1,15,093.40	75,409.36	1,334.57	76,743.93
Unallocable Assets	-	-	114.94	-	-	45.81
Liabilities	54,257.25	7,963.80	62,221.05	22,231.17	3,071.82	25,302.99
Unallocable Liabilities	-	-	2,278.17	-	-	2,694.69

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

40. Segmental Information (Contd.)

Additional Information by Geographies

Although the Company's operations are managed by product area, we provide additional information based on geographies.

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Revenue by geographical market		
Within India	26,545.48	28,075.37
Outside India	9,034.06	12,528.72
Total	**35,579.54**	**40,604.09**

All non current assets of the Company are located in India.

Revenue from major products

The following is an analysis of the Company's revenue from continuing operations from its major products.

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Paper, pulp and other products	29,282.57	35,134.87
Total	**29,282.57**	**35,134.87**

Revenue from major customers

The Company is not reliant on revenues from transactions with any single customer and does not receive 10% or more of its revenue from transactions with any single customer in case of Paper and Pulp.

41. Disclosure in terms of Ind AS 115 on the accounting of revenue from Contracts with Customers

I. Disaggregated revenue information for revenue from contracts with customers

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Types of Goods		
Paper	24,941.32	29,857.77
Pulp	3,662.24	4,566.33
Egg Tray	679.01	476.00
Baggasse Pith Pallets	-	234.77

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

41. Disclosure in terms of Ind AS 115 on the accounting of revenue from Contracts with Customers (Contd.)

I. Disaggregated revenue information for revenue from contracts with customers

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Moulded products	6,296.97	5,469.22
Total	**35,579.54**	**40,604.09**
Sales by Geographical location		
India	26,545.48	28,075.37
Outside India	9,034.06	12,528.72
Total	**35,579.54**	**40,604.09**
Sales Channels		
Directly to Consumers	3,013.66	3,582.67
Through intermediaries	32,565.88	37,021.42
Total	**35,579.54**	**40,604.09**
Sales by performance obligation		
Upon Shipment/ Dispatch	34,391.17	39,767.52
Upon Delivery	1,188.37	836.57
Total	**35,579.54**	**40,604.09**

II. Reconciliation between revenue with customers and contract price:

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Revenue as per contracted price	35,646.22	40,667.77
Adjustments		
Discounts/ Rebates	(66.68)	(63.68)
Revenue from contracts with Customers	**35,579.54**	**40,604.09**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

41. Disclosure in terms of Ind AS 115 on the accounting of revenue from Contracts with Customers (Contd.)

III. Reconciliation of the revenue from contracts with the amounts disclosed in the segment information

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Total revenue from contracts with customer	35,579.54	40,604.09
Total revenue as per Segment		
- Paper, pulp and other products	29,282.57	35,134.87
- Moulded products	6,296.97	5,469.22

IV. Contract Balances

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Trade Receivables	4,890.83	4,487.85
Contract Liabilities	429.13	151.92

42. Disclosure in terms of Ind AS 116

Operating Leases:

As Lessee

Short term leases:

The Company has obtained premises for its business operations under operating leases of low value. These are not non-cancellable and are renewable by mutual consent of the parties.

The same are shown under 'Rent' in the Statement of Profit and Loss as follows:

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Lease rent	161.26	86.19

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

42. Disclosure in terms of Ind AS 116 (Contd.)

As Lessor

The following table sets out a maturity analysis of lease payments, showing undiscounted lease payments to be received after the reporting period.

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Within one year	44.08	51.00
Between one to five years	86.97	131.04
Beyond five years	-	-

Finance Leases

Amounts recognised in the Balance Sheet

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Right to Use Assets:		
Gross Carrying Amount	258.35	258.35
Accumulated Depreciation	151.78	104.43
Depreciation recognized in statement of profit and loss	47.35	47.14

43. Disclosure in terms of Ind AS 102 on the Share-based Payment Arrangement

A. Description of share-based payment arrangement

Share Option Programme (Equity Settled)

The members of the Company had approved the YASH TEAM STOCK OPTION PLAN – 2021' ('TSOP'/ 'Plan') at the Extra ordinary General Meeting held on 6th May 2022. The name of the Plan was subsequently changed from "Yash Pakka Team Stock Option Plan – 2021" to "Pakka Team Stock Option Plan – 2021" pursuant to the approval of the Members at the Extra-Ordinary General Meeting held on 29th August, 2024. Further, the validity of the Pakka Team Stock Option Plan – 2021 was extended from 31st December, 2026 to 31st December, 2031 pursuant to the approval of the Members at the 45th Annual General Meeting held on 30th September, 2025. The plan envisaged grant of share options to eligible employees at market price as defined in Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ('SBEB Regulations').The Plan covers eligible employees (except promoters or those belonging to the promoters' group, independent directors and directors who either by himself or through his relatives or through any body-corporate, directly or indirectly holds more than 10% of the outstanding Shares of the Company). Under the Scheme, the Nomination and Remuneration Committee of directors of the Company, administers the Scheme and grants stock options to eligible directors or employees of the Company.The Committee determines the employees eligible for receiving the options and the number of options to be granted subject to overall limit of 20,00,000 (Twenty Lakhs Only) equity shares of the Company.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

43. Disclosure in terms of Ind AS 102 on the Share-based Payment Arrangement (Contd.)

(i) Tranch-I: Pursuant to above, during FY 2022-23, the Company has granted 14,16,600 options at an exercise price of ₹82.21 per option, to the employees of the Company. Under the terms of the plan, these options are vested on a graded vesting basis over a maximum period of 1 year from the date of grant and are to be exercised either in part(s) or full, within a maximum period of 8.5 years from the date of last vesting. During the year the Company has allotted 10,89,600 equity shares at ₹82.21 per equity share upon exercise of share options vested in terms of TSOP -2021 plan. The remaining options would have to be exercised by the concerned eligible team of the Company, before the end date i.e., 31st December, 2031 from the date of respective vesting.

(ii) Tranch-II: Pursuant to above, during FY 2023-24, the Company has granted 1,25,400 options at an exercise price of ₹118.13 per option, to the employees of the Company. Under the terms of the plan, these options are vested on a graded vesting basis over a maximum period of 1 year from the date of grant and are to be exercised either in part(s) or full, within a maximum period of 7.5 years from the date of last vesting.The said options would have to be exercised by the concerned eligible team of the Company, before the end date i.e., 31st December, 2031 from the date of respective vesting.

(iii) Tranch-III: Pursuant to above, during FY 2024-25, the Company has granted 22,500 options at an exercise price of ₹239.63 per option, to the employees of the Company. Under the terms of the plan, these options are vested on a graded vesting basis over a maximum period of 1 year from the date of grant and are to be exercised either in part(s) or full, within a maximum period of 6.5 years from the date of last vesting.The said options would have to be exercised by the concerned eligible team of the Company, before the end date i.e., 31st December, 2031 from the date of respective vesting.

(iv) Tranch-IV: Pursuant to above, during FY 2025-26, the Company has granted 1,24,500 options at an exercise price of ₹152.31 per option, to the employees of the Company. Under the terms of the plan, these options are vested on a graded vesting basis over a maximum period of 1 year from the date of grant and are to be exercised either in part(s) or full, within a maximum period of 1.5 years from the date of last vesting.The said options would have to be exercised by the concerned eligible team of the Company, before the end date i.e., 31st December, 2031 from the date of respective vesting.

Vesting conditions	As per Policy approved by Shareholders
Particulars	**TSOP 2021**
Date of Shareholders' Approval	6th May 2022
Maximum number of shares under the plan	2000000
Method of settlement (cash/equity)	Equity
Vesting period (maximum)	1 Year

Particulars	Tranch-I	Tranch-II	Tranch-III	Tranch-IV
Date of Grant	7th July, 2022	2nd September, 2023	27th June, 2024	31st December, 2025
Date of Board/NRC Approval	7th July, 2022	2nd September, 2023	27th June, 2024	31st December, 2025
Exercise period from the date of vesting (maximum) (In Years)	8.50	7.50	6.50	1.50
Options granted	14,16,600	1,25,400	22,500	1,24,500
Options exercised till 31st March 2026	13,47,300	1,22,300	-	-

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

43. Disclosure in terms of Ind AS 102 on the Share-based Payment Arrangement (Contd.)

Particulars	Tranch-I	Tranch-II	Tranch-III	Tranch-IV
Option Lapsed till 31st March 2026	48,300	3,100	6,300	-
No. of Options Outstanding	21,000	-	16,200	1,24,500
Exercise Price	82.21	118.13	239.63	152.31
Weighted Average Remaining life	8.50	-	7.50	1.50
Vesting period	1 Year	1 Year	1 Year	1 Year

B. Measurement of Fair Value

Equity-settled share-based payment arrangements

The fair value of the employee share options has been measured using the Black-Scholes formula. The fair value of options and the inputs used in the measurement of the grant date fair values of the equity-settled shared-based payment plans are as follows:

Particulars	TSOP 2021			
	Tranch-I	Tranch-II	Tranch-III	Tranch-IV
Date of Grant	7th July, 2022	2nd September, 2023	27th June, 2024	31st December, 2025
Fair value of options at grant date	27.40	79.37	85.61	35.46
Share price at grant date	95.51	181.44	255.85	106.16
Exercise price	82.21	118.13	239.63	152.31
Expected volatility (weighted-average)	24.19%	38.06%	55.49%	55.37%
Years to maturity	2.01	2.17	1.76	3.50
Risk-free interest rate	7.19%	7.29%	7.10%	6.13%

C. The number and weighted-average exercise prices of share options under the share option programme were as follows.

(₹ in Lakhs)

Particulars	As on 31st March 2026		As on 31st March 2025	
	Number of Options	Weighted Average Exercise Price	Number of Options	Weighted Average Exercise Price
Options outstanding as at the beginning of the year	44,200	93.28	4,04,100.00	85.13
Add: Options granted during the year	1,24,500	35.46	22,500	239.63
Less: Options lapsed during the year	7,000	212	2,400.00	163.69
Less: Options exercised during the year	-	-	3,80,000.00	93.77
Options outstanding as at the year end	1,61,700	151.95	44,200	93.28
Exercisable as at year end	1,61,700	151.95	44,200	93.28
Weighted - average contractual life		3	2	

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

43. Disclosure in terms of Ind AS 102 on the Share-based Payment Arrangement (Contd.)

D. Expense recognised in Standalone Statement of Profit and Loss(Refer Note 31)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Equity settled share based payments *	(3.27)	68.32

*Modification of ESOP Scheme

During the year, the Company extended the expiry/exercise period of the outstanding stock options under the ESOP Scheme up to 31 December 2031. Pursuant to this modification, the Company obtained a revised valuation report to determine the fair value of the modified options in accordance with the applicable accounting requirements under Ind AS 102 –Share-based Payment

Based on the revised valuation, the fair value of the options under the respective tranches is as follows:

Tranche Revised Fair Value per Option (₹)

Tranche I 51.83

Tranche III 18.93

Tranche IV 35.46

E. The incremental fair value, if any, arising on account of the modification has been accounted for in accordance with the requirements of Ind AS 102.

F. During the preceding year 257700 options were exercised on 4th June, 2024 and the exercise price on the date of exercise of share options was ₹231.23 and 122300 options were exercised on 29th October, 2024 and the exercise price on the date of exercise of share option was ₹287.08.

44. Expenditure on Research and Development

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Capital Expenditure	253.22	293.84
Revenue Expenditure	41.36	70.10

45. Expenditure on Corporate Social Responsibility (CSR)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
(a) Amount of CSR required to be spent as per the limits of Section 135 of Companies Act, 2013	146.25	138.66
(b) Amount spent during the year	235.00	127.88

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

45. Expenditure on Corporate Social Responsibility (CSR) (Contd.)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
(c) Amount Available of previous year set off during the year	4.59	15.37
(d) Shortfall at the end of the year	-	-
(e) Total of previous year shortfall	-	-
(f) Amount available for set off in succeeding financial years	93.34	4.59
(g) Reason for shortfall	NA	NA
(h) Nature of CSR activity	Promoting Education including Vocational Skills, Woman Empowerment, Promoting Healthcare including Preventing Healthcare, Women Education and Water Conservation	Promoting Education including Vocational Skills, Woman Empowerment, Promoting Healthcare including Preventing Healthcare, Women Education and Water Conservation
(i) Details of related party transaction Pakka Foundation (formerly known as KK Charitable Foundation)	124.00	114.10
(j) where a provision is made with respect to a liability incurred by entering into a contractual obligation, the movement in the provision during the year.	NA	NA

46. Contingencies

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Claims against the Company not acknowledged as debts:		
- VAT	508.41	508.41
- Guarantees given by Banks	652.79	6,944.78
- Letter of Credits	649.61	1,549.57
Total	**1,810.81**	**9,002.76**

47. Capital and other commitments

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Estimated value of contracts remaining to be executed on capital account (net of advance paid)	13,583.17	25,236.04
Other commitments - EPCG licenses	5,070.29	89.21
Total	**18,653.46**	**25,325.25**

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

48. Ratios

(₹ in Lakhs)

Particulars	Numerator	Denominator	As at 31st March, 2026	As at 31st March, 2025	Variance	Reasons
Current Ratio	Current assets	Current liabilities	1.30	1.97	-33.63%	Increase in current assets during the year
Debt – Equity Ratio	Total Debt (represents lease liabilities)	Shareholder's Equity	0.90	0.41	117.91%	Additional Borrowings availed during the year
Debt Service Coverage Ratio	Earnings available for debt service (1)	Debt Service	0.68	4.13	-83.48%	Lower Finance cost in current year
Return on Equity (ROE)	Net Profits after taxes	Average Shareholder's Equity	3.65%	15.07%	-75.77%	Increase in equity share capital pursuant to shares allotted under ESOP
Inventory Turnover ratio	Sales	Average Inventory	2.56	3.34	-23.26%	
Trade receivables turnover ratio	Revenue	Average Trade Receivable	7.59	9.57	-20.69%	Increase in average Receivable during the year
Trade payables turnover ratio	Purchases of services and other expenses	Average Trade Payables	9.62	13.18	-26.96%	
Net capital turnover ratio	Revenue	Working Capital	5.72	2.90	97.37%	Increase in Working Capital in current year
Net profit ratio	Net Profit	Revenue	5.10%	13.96%	-63.47%	
Return on capital employed (ROCE)	Earning before interest and taxes	Capital Employed	3.80%	10.90%	-65.13%	Lower earnings in current year
Return on Investment(ROI)	Interest Income & Income from Mutual Funds	Average Investment (2)	0.00%	7.18%	-100.00%	Mutual Fund redeemed during the year

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

49. Details of loans given, investment made and guarantee given covered under section 186(4) of the Companies Act, 2013:

Loans and advances given

Name of Company	Relationship	Nature of transaction	As at 31st March, 2026	As at 31st March, 2025
Pakka Inc.	Wholly owned subsidiary	Investments made	6,855.16	2,063.26
Pakka Pte Ltd.	Wholly owned subsidiary	Investments made	172.74	172.74
Pakka Impact Ltd.	Wholly owned subsidiary	Investments made	200.00	200.00
Pakka Inc.*	Wholly owned subsidiary	Loan given	-	3,030.34
Pakka Impact Ltd.*	Wholly owned subsidiary	Loan given	1,012.60	920.38

* Including Accrued Interest

50. Other disclosures as per amended Schedule III-

(i) The Company does not have any transactions with Companies stuck off.

(ii) The Company has not traded or invested in cryptocurrency or Virtual currency during the financial year.

(iii) The Company has not been declared wilful defaulter by any bank or financial institution or other lender.

(iv) The Company has no such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.

(v) There is no Scheme of Arrangements approved by the Competent Authority in terms of sections 230 to 237 of the Companies Act, 2013

(vi) The Company does not have any charges or satisfaction which is yet to be registered with Registrar of Companies beyond the statutory period.

(vii) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

Notes forming part of the Standalone Financial Statements for the year ended 31st March 2026

50. Other disclosures as per amended Schedule III- (Contd.)

(viii) The Company have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the company shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries

(ix) The Company has complied with the requirements of clause 87 of section 2 of the Companies Act 2013 read with Compliance (Restriction on number of layers) Rules, 2017.

Note 51:

The shareholders approved the increase in the Authorised Share Capital of the Company from ₹60.05 Crores to ₹100.00 Crores by creation of 3,99,50,000 additional equity shares of ₹10 each. The shareholders also approved the issuance of up to 90,90,000 fully convertible warrants to Promoter Group entity and up to 27,20,000 equity shares to Non-Promoter investors on a preferential basis

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As per our attached report of even date

For C N K & Associates LLP
Chartered Accountants
Firm Registration No.: 101961W/W-100036

Diwakar P. Sapre
Partner
Membership No.: 040740
Place: Mumbai
Date: 30th May, 2026
UDIN : 26040740ATQTMR4768

For and on behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260
Place: Ayodhya
Date: 30th May, 2026

Gautam Ghosh
Executive Director
DIN: 10371300
Place: Ayodhya
Date: 30th May, 2026

Neetika Suryawanshi
Chief Financial Officer
Place: Ayodhya
Date: 30th May, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: 30th May, 2026

Consolidated Financial Statements

Independent Auditor's Report

To
The Members of
Pakka Limited

Qualified Opinion

We have audited the Consolidated Financial Statements of Pakka Limited ("the Holding Company") and its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group"), which comprise the Consolidated Balance Sheet as at March 31, 2026, the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Cash Flow Statement and the Consolidated Statement of Changes in Equity for the year then ended and notes to the Consolidated Financial Statements, including a summary of material accounting policies and other explanatory information (herein after referred to as "Consolidated Financial Statements").

In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of reports of other auditors on separate financial statements and on the other financial information of subsidiaries, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the aforesaid Consolidated Financial Statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended ("Ind AS") and other accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at March 31, 2026, its consolidated profit and other comprehensive income, consolidated cash flows and the consolidated changes in equity for the year ended on that date.

Basis for Qualified Opinion

In the case of one overseas subsidiary, the said Subsidiary has recognised ₹3,197.81 lakhs as Capital Work in Progress ("CWIP"), where the project activities were temporarily suspended during the last quarter of the year under audit due to non-arrangement of the necessary financing. As at the date of our report, the required funding had not been obtained and accordingly, there is uncertainty regarding the resumption of the project and the recoverability of the CWIP requiring any adjustment to the carrying amount of CWIP.

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Companies Act, 2013, as amended ("the Act"). Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the Consolidated Financial Statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us and other auditors in terms of their reports referred to in "Other Matters" paragraph below, is sufficient and appropriate to provide basis for our qualified opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Consolidated Financial Statements of the current period. These matters were addressed in the context of our audit of the Consolidated Financial Statements as a whole, and in forming our opinion thereon and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No	Key Audit Matter	Auditor's Response
1.	**Capitalization and useful life of Property Plant and Equipment (PPE) and Capital work in progress** ▪ During the year, the Company has incurred significant capital expenditure towards Property, Plant and Equipment (PPE) and Capital Work in Progress (CWIP), including capitalization of assets from ongoing projects, purchase / installation of new machineries and execution of capital projects. Since these projects take a substantial period of time to get ready for their intended use and involve significant management judgement regarding capitalization of costs, timing of capitalization, classification between capital and revenue expenditure, useful life assessment, depreciation, project progress, and impairment indicators, this area was considered significant in the context of the Consolidated Financial Statements. ▪ Further, due to the materiality of PPE and CWIP balances and the risk that costs eligible for capitalization may not be appropriately recognized and capitalized in accordance with the recognition criteria prescribed under Indian Accounting Standards (Ind AS) 16 – Property, Plant and Equipment, this has been determined to be a Key Audit Matter. (Refer Note 2 to the Consolidated Financial Statements) **Existence and Valuation of Inventories** ▪ Inventories are material to the Consolidated Financial Statements of the Company and comprise raw materials, work-in-progress, finished goods, stores & spares, traded goods and scrap. Considering the significance of inventory balances and the volume of transactions, there is a risk relating to physical existence, completeness, valuation, appropriateness of cost allocation, and assessment of net realizable value (NRV), including identification of obsolete and slow-moving inventory. ▪ Further, inventory valuation involves significant management judgement in determining cost allocation, provisioning for slow-moving and obsolete stock, and compliance with the requirements of Indian Accounting Standards (Ind AS) 2 - Inventories. Accordingly, this has been determined to be a Key Audit Matter.	**Audit Approach:** We performed the following procedures: ▪ Obtained an understanding of the system of internal control process relating to capitalization of projects, PPE and CWIP, including identification and testing of key controls; ▪ Assessed the progress of ongoing projects and evaluated management's intention and ability to complete projects and bring assets to their intended state of use; ▪ Understood, evaluated and tested the design and operating effectiveness of key controls relating to capitalization of various direct and indirect costs incurred; ▪ Tested, on a sample basis, additions to PPE and costs capitalized to CWIP with underlying supporting documents to ascertain the nature of expenditure and basis for allocation, where applicable, and evaluated whether such costs meet the recognition criteria under Ind AS 16 – Property, Plant and Equipment; ▪ Reviewed capitalization timelines, CWIP ageing, project status reports and management assumptions regarding suspended / delayed projects and indicators of impairment; ▪ Reperformed depreciation calculations on a sample basis and assessed the appropriateness of useful lives and classification of assets ▪ Reviewed title deeds and supporting documents relating to immovable properties held by the Company, where applicable; ▪ Evaluated the adequacy of disclosures in the Consolidated Financial Statements relating to PPE and CWIP. We performed the following procedures: ▪ Obtained an understanding of the internal control process relating to inventory management, recording, valuation and physical verification, and tested key controls; ▪ Participated in / reviewed the management's physical verification of inventories at selected locations and reconciled physical counts with inventory records;

Sr. No	Key Audit Matter	Auditor's Response
		▪ Tested inventory valuation on a sample basis to assess whether inventories were valued at cost or net realizable value, whichever is lower, in accordance with Ind AS 2; ▪ Evaluated the basis of cost allocation between raw materials, work-in-progress, finished goods, stores & spares, and imported / indigenous inventory, where applicable; ▪ Reviewed ageing analysis of inventory and assessed management's evaluation of provisioning for obsolete, damaged and slow-moving inventory; ▪ Performed cut-off procedures for inventory transactions and tested inventory adjustments / write-offs on a sample basis; ▪ Evaluated the adequacy of disclosures in the Consolidated Financial Statements relating to inventories.

Emphasis of Matter

In the case of one overseas subsidiary, the said subsidiary is facing a working capital deficit. The subsidiary's operations and its ability to meet its obligations are dependent upon continued financial support from related parties and shareholders.

Our opinion is not modified in respect of this matter

Information other than the Consolidated Financial Statements and Auditors report thereon

The Holding Company's Management and Board of Directors are responsible for the Other Information. The Other Information comprises the information included in the Management Discussion and Analysis, Board's Report including its annexures and Corporate Governance and Shareholders information but does not include the Consolidated Financial Statements and our auditor's report thereon. The Management Discussion and Analysis, Board's Report including its annexures and Corporate Governance and Shareholders information is expected to be made available to us after the date of this auditor's report.

Our opinion on the Consolidated Financial Statements does not cover the Other Information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements, our responsibility is to read the Other Information identified above when it becomes available and, in doing so, consider whether the Other Information is materially inconsistent with the Consolidated Financial Statements, or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this Other Information; we are required to report that fact. When we read the Other Information, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

The Holding 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 and presentation of these Consolidated Financial Statements that give a true and fair view of the consolidated state of affairs , consolidated profit/loss and other comprehensive income, consolidated cash flows and consolidated statement of changes in equity of the Group in accordance with the accounting principles generally accepted in India, including the Ind AS prescribed under Section 133 of the

Act. The respective Management and Board of Directors of the Companies included in the group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Consolidated Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the Consolidated Financial Statements by the Management and the Board of Directors of the Holding Company as aforesaid.

In preparing the Consolidated Financial Statements, the respective Management and Board of Directors of the Companies included in the Group are responsible for assessing the ability of the Group 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 Group or to cease operations, or has no realistic alternative but to do so.

The respective Management and Board of Directors of the Companies included in the Group are also responsible for overseeing the financial reporting process of the Group.

Auditor's Responsibilities for the Audit of Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated Financial Statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Holding Company and its subsidiary incorporated in India has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management and Board of Directors.
- Conclude on the appropriateness of Management's and Board of Directors use of the going concern basis of accounting in preparation of Consolidated Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Consolidated Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Consolidated Financial Statements, including the disclosures, and whether the Consolidated Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the Consolidated Financial Statements of which we are the independent auditors. For the other entities, included in the Consolidated Financial Statements which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance

of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in "Other Matters paragraph" below.

Materiality is the magnitude of misstatements in the Consolidated Financial Statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Consolidated Financial Statements may be influenced. We consider quantitative materiality and qualitative factors (i) in planning the scope of our audit work and in evaluating the results of our audit work; and (ii) to evaluate the effect of any identified misstatements in the Consolidated Financial Statements.

We communicate with those charged with governance of the Holding Company 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 Consolidated Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosures about the matters or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters:

1. These Consolidated Financial Statements include audited financial statements of two subsidiaries including one step down subsidiary which reflect total assets (before consolidation adjustments) of ₹5,248.79 lakhs as at March 31, 2026, total revenues (before consolidation adjustments) of ₹188.14 lakhs, total net loss after tax (before consolidation adjustments) of ₹1,005.73 lakhs, and total comprehensive loss (before consolidation adjustments) of ₹561.81 lakhs for year ended March 31, 2026, and net cash outflow (before consolidation adjustments) of ₹207.91 lakhs for the year ended on March 31, 2026, as considered in the Consolidated Financial Statements. The financial statements of these subsidiaries have been audited by other auditor whose financial statements, other financial information and auditor's report have been furnished to us by the Management of Holding Company. Our opinion on the Consolidated Financial Statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and our report in terms of sub-sections (3) and (11) of section 143 of the Companies Act, 2013 in so far as it relates to the aforesaid subsidiaries, is based solely on the reports of such other auditors

2. The Consolidated Financial Statements includes unaudited financial statements of one subsidiary which have not been audited, whose financial statements reflect total assets (before consolidation adjustments) of ₹3.12 lakhs as at March 31, 2026, total revenues (before consolidation adjustments) of ₹ Nil, total net loss after tax (before consolidation adjustments) of ₹4.58 lakhs, total comprehensive loss (before consolidation adjustments) of ₹8.31 lakhs for the year ended March 31, 2026, and net cash inflow (before consolidation adjustments) of ₹0.06 lakhs for the year ended March 31, 2026, as considered in the Consolidated Financial Statements. These unaudited financial statements have been approved and furnished to us by the Management of the Holding Company. Our opinion, in so far as it relates to the amounts and disclosures included in respect of the aforesaid subsidiary and our report in terms of sub-sections (3) and (11) of section 143 of the Companies Act, 2013 in so far as it relates to the aforesaid subsidiary is based solely on such unaudited financial statements and other unaudited financial information duly certified by the Management of the Holding Company.

   Our opinion on the Consolidated Financial Statements above and our report on the Other Legal and regulatory requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements and other financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of report of the other auditors on separate financial statements and the other financial information of subsidiaries, as noted in 'Other matters' paragraph, we report to the extent applicable that:

   (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid Consolidated Financial Statements.

(b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid Consolidated Financial Statements have been kept by the Group so far as it appears from our examination of those books and reports of the other auditors.

(c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Cash Flow Statement and Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the Consolidated Financial Statements.

(d) In our opinion, the aforesaid Consolidated Financial Statements comply with the Indian Accounting Standards prescribed under Section 133 of the Act, read with Rule 7 of the Companies (Accounts) Rules, 2014.

(e) On the basis of the written representations received from the directors of the Holding Company and based on the report of auditors of the subsidiary incorporated in India, as on March 31, 2026, none of the directors of the Group companies incorporated in India are 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 with reference to the Consolidated Financial Statements of the Holding Company and its subsidiary incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "Annexure A".

(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 and based on the Auditor's report of the subsidiary incorporated in India, the remuneration paid by the Holding Company & subsidiary incorporated in India to its directors during the year is in accordance with requisite approvals mandated by the provisions of section 197 read with Schedule V of the Act; and

(h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the other auditors on separate financial statements and other financial information of the subsidiary incorporated in India, as noted in 'Other Matters' paragraph:

i. The Consolidated Financial Statements has disclosed the impact of pending litigations on the consolidated financial position of the Group in its Consolidated Financial Statements – Refer Note 47 to the Consolidated Financial Statements.

ii. The Group did not have any long-term contracts including derivative contracts for which there were material foreseeable losses.

iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Holding Company,

iv. a. The respective Managements of the Holding Company and its subsidiary which are the companies incorporated in India whose financial statements have been audited under the Act have represented to the best of its knowledge and belief, as disclosed in note 49 to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company and its subsidiary incorporated in India ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

b. The respective managements of the Holding Company and its Subsidiary which are the companies incorporated in India whose financial statements have been audited under the Act have represented to the best of its knowledge and belief, as disclosed in note 49 to the consolidated financial statements no funds have been received by the Holding Company, its subsidiary incorporated in India from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c. Based on such audit procedures that we have 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.

   i. The Company has neither declared nor paid any dividend during the year. Accordingly, clause (f) of Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, is not applicable to the Company for the year under audit

   ii. Based on such audit procedures that we have considered reasonable and appropriate in the circumstances, the Holding Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit, we did not come across any instance of audit trail feature being tampered with, in respect of accounting software for which the audit trail feature was operating, and the same has been preserved as per statutory requirements of record retention.

   In respect of the subsidiary incorporated in India, whose financial statements have been audited under the Act, the Auditors have stated in their report that the accounting software used by the subsidiary for maintenance of account books of account does not have a feature of recording audit trail (edit log) facility.

2. With respect to the matters specified in paragraph 3(xxi) and 4 of the Companies (Auditors' Report) Order , 2020, ("the Order"/ "CARO"), issued by the Central Government in terms of section 143(11) of the Act, to be included in the Auditors report, according to the information and explanations given to us, based on the CARO reports issued by us for the Holding Company and based on the CARO report issued by other auditors in respect of the subsidiary company incorporated in India whose financial information has been considered in Consolidated Financial Statements of the Company, to which reporting under CARO is applicable, we report that, there are no qualifications or adverse remarks in this CARO report.

For C N K & Associates LLP
Chartered Accountants
Firm Registration No: 101961W / W - 100036

Diwakar Sapre
Partner
Membership No: 040740
UDIN:26040740XZNJTE3412

Place: Mumbai
Date: August 14, 2026

Annexure "A" to the Independent Auditor's Report

Report on the Internal Financial Controls with reference to the aforesaid Consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to Consolidated Financial Statements of Pakka Limited ("the Company") as of March 31, 2026, in conjunction with our audit of the Consolidated Financial Statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Management and Board of Directors of the Holding Company is responsible for establishing and maintaining internal financial controls with reference to Consolidated Financial Statements based on the internal control with reference to Consolidated Financial Statements criteria established by the Holding 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 with reference to Consolidated Financial Statements of the Company that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to Holding Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditors' Responsibility

Our responsibility is to express an opinion on the Holding company's internal financial controls over financial Reporting of the Company with reference to Consolidated Financial Statements 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 issued by ICAI and deemed to be prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both applicable to an audit of internal financial controls with reference to Consolidated Financial Statements, both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to Consolidated Financial Statements of the Company were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to Consolidated Financial Statements and their operating effectiveness. Our audit of internal financial controls over financial reporting with reference to Consolidated Financial Statements 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 judgment, including the assessment of the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, and the audit evidence obtained by the other auditors in terms of their reports referred to in the 'Other Matters' paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls system over financial reporting.

Meaning of Internal Financial Controls over Financial Reporting

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 Consolidated 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 Consolidated Financial Statements in accordance with

generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of management and directors of the Company; and

(3) Provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the Company's assets that could have a material effect on the Consolidated Financial Statements.

Inherent Limitations of Internal Financial Controls Over Financial Reporting

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

In our opinion, to the best of our information and according to the explanations given to us, the Company, except for strengthening of process of financial closure at every period end, has, in all material respects adequate internal financial controls with reference to Consolidated Financial Statements and such internal financial controls over financial reporting were operating effectively as at March 31, 2026, based on the criteria for internal financial control with reference to Consolidated Financial Statements established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Other Matters

Our aforesaid report under section 143(3)(i) of the Act on the adequacy and the operating effectiveness of the internal financial controls over financial reporting in so far as it relates to the subsidiary company, which is incorporated in India, are based on the corresponding report of the auditors of such company incorporated in India.

Our opinion is not modified in respect of above matter

For C N K & Associates LLP
Chartered Accountants
Firm Registration No: 101961W / W - 100036

Diwakar Sapre
Partner
Membership No: 040740
UDIN:26040740XZNJTE3412

Place: Mumbai
Date: August 14, 2026

Consolidated Balance Sheet as at 31st March, 2026

(₹ in Lakhs)

Particulars	Note No.	As at 31st March, 2026	As at 31st March, 2025
I. ASSETS			
Non-current assets			
(a) Property, plant and equipment	2	20,709.21	20,827.15
(b) Capital work-in-progress	3	58,668.78	15,890.07
(c) Right of Use Assets	4(A)	106.57	153.92
(d) Goodwill	4(B)	175.82	175.82
(e) Other intangible assets	4(B)	13.46	30.59
(f) Intangible assets under development	5	1,003.85	723.74
(g) Financial assets			
(i) Investments	6(A)	0.20	0.27
(ii) Loans	12(A)	167.21	135.94
(iii) Other Financial Assets	11(A)	10.45	0.75
(h) Other non current assets	7	4,276.68	6,913.11
Total non current assets		**85,132.23**	**44,851.36**
Current Assets			
(a) Inventories	8	14,561.11	13,196.23
(b) Financial assets			
(i) Investments	6(B)	-	-
(ii) Trade receivables	9	4,592.53	4,626.14
(iii) Cash and cash equivalents	10	1,794.12	6,710.26
(iv) Bank balances other than (iii) above	11(B)	416.22	686.07
(v) Loans	12(B)	43.18	153.41
(vi) Other financial assets	13	174.55	275.46
(c) Other current assets	14	4,880.57	3,345.41
(d) Current Tax Assets (Net)	26A	70.07	
Total current assets		**26,532.35**	**28,992.98**
TOTAL ASSETS		1,11,664.58	73,844.34
II. EQUITY AND LIABILITIES			
(1) Equity			
(a) Equity share capital	15	4,494.81	4,494.81
(b) Money received against share warrant		2,448.00	2,448.00
(c) Other equity	16	39,385.44	38,262.83
Total Equity		**46,328.25**	**45,205.64**
Liabilities			
(2) Non current liabilities			
(a) Financial liabilities			
(i) Borrowings	17(A)	30,991.29	9,254.49
(ii) Lease liabilities	18(A)	79.85	114.38
(iii) Other financial liabilities	19	6,001.72	1,884.05

Consolidated Balance Sheet as at 31st March, 2026

(₹ in Lakhs)

Particulars	Note No.	As at 31st March, 2026	As at 31st March, 2025
(b) Deferred tax liabilities (net)	20	1,944.15	2,070.61
(c) Other non current liabilities	21	5,498.12	220.03
(d) Provisions	25(A)	169.81	146.15
Total non current liabilities		**44,684.94**	**13,689.71**
(3) Current liabilities			
(a) Financial liabilities			
(i) Borrowings	17(B)	14,923.05	11,189.52
(ii) Lease liabilities	18(B)	34.53	38.43
(iii) Trade payables	22		
(A) Total outstanding dues of Small Enterprises and Micro enterprises		717.72	358.41
(B) Total outstanding dues of creditors other than small enterprises and micro enterprises.		3,354.84	1,163.44
(iv) Other financial liabilities	23	32.05	44.37
(b) Other current liabilities	24	1,532.94	1,903.74
(c) Provisions	25(B)	56.26	57.56
(d) Current Tax liabilities (Net)	26B	-	193.52
Total current liabilities		**20,651.39**	**14,948.99**
Total liabilities		**65,336.33**	**28,638.70**
TOTAL EQUITY AND LIABILITIES		**1,11,664.58**	**73,844.34**
Material Accounting Policy information	1		

The accompanying notes are an integral part of the financial statements

As per our attached report of even date

For C N K & Associates LLP
Chartered Accountants
Firm Registration No.: 101961W/W-100036

Diwakar P. Sapre
Partner
Membership No.: 040740
Place: Mumbai
Date: August 14, 2026

For and on behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260
Place: Ayodhya
Date: August 14, 2026

Gautam Ghosh
Executive Director
DIN: 10371300
Place: Ayodhya
Date: August 14, 2026

Manoj Kumar Maurya
Finance Head
Place: Ayodhya
Date: August 14, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: August 14, 2026

PAKKA
Packaging with a Soul

Consolidated Statement of Profit and Loss for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars		Note No.	For the year ended 31st March, 2026	For the year ended 31st March, 2025
I.	Revenue from operations	27	35,629.31	40,604.08
II.	Other income	28	1,123.90	1,468.80
III.	**Total Income**		**36,753.21**	**42,072.88**
IV.	**Expenses**			
	Cost of materials consumed	29	14,311.20	16,268.01
	Purchase of stock-in-trade		1,653.03	1,018.17
	Changes in inventories of finished goods, work-in-progress and stock-in-trade	30	186.11	(547.53)
	Employee benefits expenses	31	4,378.38	5,184.89
	Finance costs	32	1,177.33	1,048.63
	Depreciation and amortization expenses	33	1,656.77	1,594.59
	Other expenses	34	12,034.48	12,708.83
	Total Expenses (IV)		**35,397.30**	**37,275.59**
V.	**Profit before Tax (III - IV)**		**1,355.91**	**4,797.29**
VI.	**Tax expense:**	35		
	1. Current tax		806.25	1,754.42
	2. Deferred tax		(138.37)	(357.69)
	3. Tax adjustments relating to earlier years		37.72	(351.42)
VII.	**Profit for the period (V - VI)**		**650.31**	**3,751.98**
VIII.	**Other comprehensive income**			-
(i)	Items that will not be reclassified to profit or loss Remeasurements of the defined benefit plans		47.25	(43.39)
(ii)	Income tax related to items that will not be reclassified to profit or loss		(11.89)	10.92
(iii)	Foreign currency translation Reserve		440.20	(21.91)
Total Other Comprehensive Income			**475.56**	**(54.38)**
IX.	**Total comprehensive income for the period (VII + VIII)**		**1,125.87**	**3,697.60**
	Profit for the year Attributable to			
	Owners of the Parent		650.31	3,751.98
	Non-Controlling interests		-	-
			650.31	**3,751.98**

Consolidated Statement of Profit and Loss for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	Note No.	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Other Comprehensive income for the year attributable to			
Owners of the Parent		475.56	(54.38)
Non-Controlling interests		-	-
		475.56	(54.38)
Total Comprehensive income for the year attributable to			
Owners of the Parent		1,125.87	3,697.60
Non-Controlling interests		-	-
		1,125.87	3,697.60
X. Earnings per equity share	36		
1. Basic		1.45	8.96
2. Diluted		1.45	8.95
Material Accounting Policy information	1		

The accompanying notes are an integral part of the financial statements

As per our attached report of even date

For C N K & Associates LLP
Chartered Accountants
Firm Registration No.: 101961W/W-100036

Diwakar P. Sapre
Partner
Membership No.: 040740
Place: Mumbai
Date: August 14, 2026

For and on behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260
Place: Ayodhya
Date: August 14, 2026

Gautam Ghosh
Executive Director
DIN: 10371300
Place: Ayodhya
Date: August 14, 2026

Manoj Kumar Maurya
Finance Head
Place: Ayodhya
Date: August 14, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: August 14, 2026

Consolidated Statement of Cash Flows for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
A. CASH FLOW FROM OPERATING ACTIVITIES		
Net Profit before tax	1,355.91	4,797.29
Adjustments for:		
Depreciation and amortization	1,656.77	1,594.59
Loss/ (profit) on sale of property, plant and equipment	81.16	106.49
Interest income	(144.64)	(414.87)
Finance cost	1,177.33	1,048.63
Remeasurement of net defined benefit plans	47.25	(43.39)
Foreign currency translation Reserve	440.20	(21.91)
Intangible assets incl. Intangible assets under development written off	-	-
Excess provision written back	(2.74)	5.40
Provision for doubtful debt	5.56	-
Net (gain)/ loss on investments measured at Fair Value through Profit and Loss	0.07	(4.09)
Employees Share Base payment Reserve-ESOP	3.27	(127.04)
Assets Written off	-	162.32
Operating profit before working capital changes	**4,620.14**	**7,103.43**
Changes in working capital:		
Adjustment for (increase)/decrease in operating assets		
(Increase)/ decrease in trade receivables	33.61	(625.29)
(Increase)/ decrease in inventories	(1,364.88)	(2,082.18)
(Increase)/ decrease in other financial assets	91.21	(116.51)
(Increase)/ decrease in other assets	(2,189.61)	(1,962.15)
Adjustment for increase/(decrease) in operating liabilities		
Increase/ (decrease) in trade payables	2,550.70	244.17
Increase/ (decrease) in other financial liabilities	(12.32)	24.89
Increase/ (decrease) in other liabilities	4,868.87	222.56
Increase/ (decrease) in provisions	22.36	36.94
Cash generated from operations	**8,620.08**	**2,845.85**

Consolidated Statement of Cash Flows for the year ended 31st March, 2026

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Income taxes refunded / (paid), net	(1,107.56)	(1,730.19)
Net cash generated from operating activities	**7,512.52**	**1,115.65**
B. CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment, intangible assets (including capital work in progress and capital advance)	(37,325.39)	(19,078.37)
Proceeds from sale of property, plant and equipment	119.96	17.44
(Increase)/ decrease in Loans including accrued interest	78.96	(58.20)
Interest received	144.64	414.88
Purchase of Non-Controlling Interest	-	
Proceeds from redemption of Mutual Fund	-	121.91
Other bank balances (margin money)	260.15	810.83
Net cash (used in) / generated from investing activities	**(36,721.67)**	**(17,771.51)**
C. CASH FLOW FROM FINANCING ACTIVITIES		
Increase/ (decrease) in long-term borrowings	21,736.81	(1,901.44)
Increase/ (decrease) in short-term borrowings	3,733.53	3,974.28
Proceeds from Issue of equity shares	-	578.00
Proceeds from money received against share warrant	-	2,448.00
Security Premium on issue of Equity shares	-	13,786.99
Finance costs paid	(1,177.33)	(1,048.63)
Dividend Paid	-	-
Net cash used in financing activities	**24,293.01**	**17,837.20**
INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS	(4,916.14)	1,181.34
Cash and cash equivalents at the beginning of the year	6,710.26	5,528.92
Cash and cash equivalents at the end of the year	**1,794.12**	**6,710.26**

Consolidated Statement of Cash Flows for the year ended 31st March, 2026

Note: Reconciliation between cash and cash equivalents and cash and bank balances:"

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Cash and cash equivalents as per cash flow statement	1,794.12	6,710.26
Add: Margin money deposits not considered as cash and cash equivalents	426.67	686.82
Cash and bank balances	**2,220.79**	**7,397.08**

Notes to the statement of cash flows and disclosure of non cash transactions

The above Statement of Cash Flows has been prepared under the 'Indirect Method' as set out in Ind AS 7, 'Statement of Cash Flows'.

In Part-A of the Cash Flow Statement, figures in brackets indicate deductions made from the Net Profit for deriving the net cash flow from operating activities. In Part-B and Part-C, figures in brackets indicate cash outflows.

Material Accounting Policy information (Refer note 1)

The accompanying notes are an integral part of the financial statements

As per our attached report of even date

For C N K & Associates LLP
Chartered Accountants
Firm Registration No.: 101961W/W-100036

Diwakar P. Sapre
Partner
Membership No.: 040740
Place: Mumbai
Date: August 14, 2026

For and on behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260
Place: Ayodhya
Date: August 14, 2026

Gautam Ghosh
Executive Director
DIN: 10371300
Place: Ayodhya
Date: August 14, 2026

Manoj Kumar Maurya
Finance Head
Place: Ayodhya
Date: August 14, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: August 14, 2026

Consolidated Statement of Changes in Equity for the year ended 31st March, 2026

A. Equity share capital

(₹ in Lakhs)

Particulars	Amount
Balance as on 1st April, 2024	**3,916.81**
Additions during the year	578.00
Balance as on 31st March, 2025	**4,494.81**
Additions during the year	-
Balance as on 31st March, 2026	**4,494.81**

B. Other equity

(₹ in Lakhs)

Particulars	Other Equity						Total equity
	Reserves and Surplus					Other Comprehensive Income	
	Capital Reserve	Securities Premium	Employees Share Base payment Reserve	General reserve	Retained Earnings	Other items of other comprehensive income	
Balance as on 1st April, 2025	**37.32**	**16,161.52**	**13.20**	**550.00**	**21,740.72**	**(239.93)**	**38,262.83**
Additions during the year	-	-	-	-	-	-	-
Profit for the year	-	-	-	-	650.31	35.36	685.67
Foreign Currency Translation Reserve						440.20	440.20
Transferred during the year	-	-	(3.26)	-	-	-	(3.26)
Dividend Paid for the year ended 31st March, 2025	-	-	-	-	-	-	-
Balance as on 31st March, 2026	37.32	16,161.52	9.94	550.00	22,391.03	235.63	39,385.44

Consolidated Statement of Changes in Equity for the year ended 31st March, 2026

B. Other equity

(₹ in Lakhs)

Particulars	Other Equity						Total equity
	Reserves and Surplus					Other Comprehensive Income	
	Capital Reserve	Securities Premium	Employees Share Base payment Reserve	General reserve	Retained Earnings	Other items of other comprehensive income	
Balance as on 1st April, 2024	**37.32**	**2,374.53**	**140.24**	**550.00**	**17,988.74**	**(185.55)**	**20,905.28**
Additions during the year	-	13,591.64	68.32				13,659.96
Profit for the year	-				3,751.98	(32.47)	3,719.51
Foreign Currency Translation Reserve						(21.91)	(21.91)
Transferred during the year	-	195.35	(195.35)				-
Dividend Paid for the year ended 31st March, 2024							-
Balance as on 31st March, 2025	37.32	16,161.52	13.20	550.00	21,740.72	(239.93)	38,262.83

Refer Note 16.2 for nature and purpose of reserves

Material Accounting Policy information (Refer note 1)

The accompanying notes are an integral part of the financial statements

As per our attached report of even date

For C N K & Associates LLP
Chartered Accountants
Firm Registration No.: 101961W/W-100036

Diwakar P. Sapre
Partner
Membership No.: 040740
Place: Mumbai
Date: August 14, 2026

For and on behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260
Place: Ayodhya
Date: August 14, 2026

Gautam Ghosh
Executive Director
DIN: 10371300
Place: Ayodhya
Date: August 14, 2026

Manoj Kumar Maurya
Finance Head
Place: Ayodhya
Date: August 14, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: August 14, 2026

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

Corporate Information

Pakka Limited ("Pakka" or "the Company") is a public limited Company, incorporated and domiciled in India. The equity shares of the Company are listed on the National Stock Exchange and the BSE Limited. The registered office of the company is located at 312, Plaza Kalpana Society, 24/147, B-49, Birhana Road, Kanpur – 208001, Uttar Pradesh, India. The principal place of business of the Company is in Ayodhya, Uttar Pradesh, India.

The Company is mainly engaged in the business of manufacture and dealing in Paper and Moulded products.

These consolidated financial statements comprise the Company and its subsidiaries (referred to collectively as "the Group").

1. Basis of Preparation:

These Consolidated financial statements of the Company comprises, the Consolidated balance sheet, the Consolidated statement of profit and loss (including other comprehensive income), Consolidated statement of changes in equity and Consolidated statement of cash flows for the year then ended, and notes to the Consolidated financial statements, including a summary of the material accounting policies and other explanatory information (herein referred to as " Consolidated financial statements"). These Consolidated financial statements have been prepared in accordance with Indian Accounting Standards ('Ind AS') as per the Companies (Indian Accounting Standards) Rules, 2015 (as amended) prescribed under Section 133 of Companies Act, 2013, (the 'Act') and guidelines issued by the Securities and Exchange Board of India (SEBI).

The Consolidated financial statements provide comparative information in respect of the previous period.

The Group's presentation and functional currency is Indian rupees. All amounts in these Consolidated financial statements, except per share amounts and unless as stated otherwise, have been rounded off to two decimal places and have been presented in lakhs.

Authorization of Consolidated Financial Statements:

The Consolidated financial statements were authorized for issue in accordance with a resolution of the Board of Directors in its meeting held on August 14, 2026

Basis of measurement

The Consolidated Financial Statements have been prepared on a historical cost basis, except for the following:

- Certain financial assets and liabilities are measured at fair value.
- Defined benefit plans where plan assets measured at fair value.

1.1. Use of Judgment and Estimates

In preparing these Consolidated financial statements, the Group's management ('the Management") has made judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Judgments

Information about judgments made in applying accounting policies that have the most significant effects on the amounts recognised in the Consolidated financial statements is included in the following notes:

- Note 39- Determining the amount of expected credit loss on financial assets (including trade receivables)
- Note 27 - Identification of performance obligation in revenue recognition
- Determining the amount of Impairment Loss

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment is included in the following notes:

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

- Note 2-5 :Estimate of useful life used for the purposes of depreciation and amortisation on property plant and equipment, investment properties and intangible assets.
- Note 8 : Valuation of inventories;
- Note 27 & 41 : Revenue recognition based on percentage of completion and provision for onerous contracts.
- Note_35_: recognition of deferred tax assets: availability of future taxable profit against which tax losses carried forward can be used;
- Note 37 :Measurement of defined benefit obligations; key actuarial assumptions;
- Note 39 : Impairment of financial and non-financial assets.
- Note 43 : Fair valuation of Employee Stock Option Plans (ESOPs);
- Note 47 : Recognition and measurement of provisions and contingencies; key assumptions about the likelihood and magnitude of an outflow of resources;

Note 4(B) and 42: Ind AS 116 –

Leases requires lessee to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Group makes assessment on the expected lease term on lease by lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Group considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of lease and the importance of the underlying to the Group's operations taking into account the location of the underlying asset and the availability of the suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

Operating cycle

Based on the nature of products and the time between the acquisition of assets for processing and their realisation in cash and cash equivalent, the Group has considered the operating cycle as the life of the project for project related assets and liabilities and for rest of the assets and liabilities it has been considered as 12 months

1.2. Material Accounting Policy Information

1.2.1. Principles of Consolidation

Subsidiaries:

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Transaction eliminated on consolidation:

The Group combines the financial statements of the Company and its subsidiary line by line adding together like items of assets, liabilities, equity, income and expenses. Intragroup transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiary has been changed where necessary to ensure consistency with the policies adopted by the group.

The estimated useful lives are as mentioned below:

Name of Subsidiary Company	Percentage of holding
Pakka Inc. USA	100%
Pakka Pte. Singapore	100%
Pakka Impact Limited*	100% (97.50% upto 20th October 2023)
Pakka Guatemala	99.99% (subsidiary of Pakka Inc w.e.f. 10th April 2024)

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

*Till last year the following treatment was given:

Non-controlling interests in the net assets of consolidated subsidiaries is identified and presented in the consolidated balance sheet separately within equity

Non-controlling interests in the net assets of consolidated subsidiaries consists of:

(a) The amount of equity attributable to non-controlling interests at the date on which investment in a subsidiary is made; and

(b) The non-controlling interests share of movements in equity since the date parent subsidiary relationship came into existence.

1.2.2. Property, Plant and Equipment

Recognition and Measurement:

Freehold land is carried at historical cost. Items of property, plant and equipment are measured at cost, which includes capitalised borrowing costs, less accumulated depreciation and accumulated impairment losses, if any.

Cost of an item of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any directly attributable cost of bringing the item to its working condition for its intended use. The cost of a self-constructed item of property, plant and equipment comprises the cost of materials and direct labour, any other costs directly attributable to bringing the item to working condition for its intended use.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in statement of profit and loss.

Subsequent measurement

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group.

Depreciation:

Depreciation is provided on a straight-line basis so as to expense the cost less residual value over their estimated useful lives as prescribed in Schedule II of the Companies Act, 2013 except in case of assets in moulded products division where useful life is determined based on technical evaluation. The estimated useful lives and residual values are reviewed at the end of each reporting period, with the effect of any change in estimate accounted for on a prospective basis.

The estimated useful lives are as mentioned below:

Type of Asset	Useful Life
Factory Buildings	30 Years
Non Factory Buildings	3-60 Years
Plant and equipments	5-25 Years
Furniture and fixtures	10 Years
Office equipments	5 Years
Computers	3 Years
Electrical Installation & fittings	10 Years
Vehicles	8 Years

Derecognition

The carrying amount of an item of property, plant and equipment is derecognized on disposal or when no future economic benefits are expected from its use or disposal. The consequential gain or loss is measured as the difference between the net disposal proceeds and the carrying amount of the item and is recognized in the statement of profit and loss.

Capital Work-In-Progress.

Cost of assets not ready for intended use, as on the balance sheet date, is shown as capital work in progress.

Advances given towards acquisition of assets and outstanding at each balance sheet date are disclosed as “Other Non-Current Assets”.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

1.2.3. Intangible Assets

Recognition

Intangible assets are carried at cost net of accumulated amortization and accumulated impairment losses, if any.

Expenditure on research activities is recognised in statement of profit and loss as incurred.

Development expenditure is capitalised as part of the cost of the resulting intangible asset only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in the statement of profit and loss as incurred.

Amortization

Intangible assets are Amortised over their estimated useful lives (5 years) using the straight-line method. Amortisation method, useful lives and residual values are reviewed at the end of each reporting date and adjusted if appropriate.

Goodwill

Goodwill is initially recognized based on accounting policy for business combinations and tested for impairment annually or when events or circumstances indicate that the implied fair value of goodwill is less than its carrying amount.

CGUs to which goodwill has been allocated are tested for impairment annually, or more frequently when there is indication for impairment. The financial projections basis which the future cash flows have been estimated consider economic uncertainties, reassessment of the discount rates, revisiting the growth rates factored while arriving at terminal value and subjecting these variables to sensitivity analysis. If the recoverable amount of a CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit.

1.2.4. Business Combination

Business Combinations are accounted for using the acquisition method as prescribed in Ind AS 103 Business Combinations of accounting, except for common control transactions which are accounted using the pooling of interest method that is accounted at carrying values.

The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued, and liabilities assumed at their acquisition date i.e. the date on which control is acquired. Contingent consideration to be transferred is recognized at fair value and included as part of cost of acquisition. Transaction-related costs are expensed in the period in which the costs are incurred.

Goodwill arising on business combination is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests, and any previous interest held, over the fair value of net identifiable assets acquired and liabilities assumed.

1.2.5. Impairment of Non-Financial Assets

Non-financial assets other than inventories and deferred tax assets are reviewed at each Balance Sheet date to determine whether there is any indication of impairment. If any such indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. The recoverable amount is higher of the assets or Cash-Generating Units (CGU's) fair value less costs of disposal and its value in use. Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets.

When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

1.2.6. Leases

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.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

As a lessee

(A) Lease Liability

At the commencement date, the Group measures the lease liability at the present value of the lease payments that are not paid at that date. The lease payments shall be discounted using incremental borrowing rate.

(B) Right-of-use assets

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.

Subsequent measurement

(A) Lease Liability

The Group measure the lease liability by (a) increasing the carrying amount to reflect interest on the lease liability; (b) reducing the carrying amount to reflect the lease payments made; and (c) remeasuring the carrying amount to reflect any reassessment or lease modifications.

(B) Right-of-use assets

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 under lying asset.

Short term lease:

Short term lease is that, at the commencement date, has a lease term of 12 months or less. A lease that contains a purchase option is not a short-term lease. If the Group elected to apply short term lease, the lessee shall recognize the lease payments associated with those leases as an expense on either a straight-line basis over the lease term or another systematic basis. The lessee shall apply another systematic basis if that basis is more representative of the pattern of the lessee's benefit.

As a lessor

Leases for which the Group is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Lease income is recognized in the statement of profit and loss on straight line basis over the lease term.

1.2.7. Inventories

- Inventories are measured at the lower of cost and net realisable value. The cost of inventories is determined on weighted average basis and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their present location and condition.
- In the case of raw materials and stock-in-trade, cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition.. In the case of finished goods and work in progress,
- cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity but excluding borrowing costs. Cost is determined on weighted Average Cost basis.
- Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products.

The comparison of cost and net realisable value is made on an item-by-item basis.

1.2.8. Revenue Recognition

Sale of goods and services

Revenue is recognised upon transfer of control of promised goods to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those goods.

Revenue from the sale of goods is recognized at the point in time when control is transferred to the customer, which generally coincides with the delivery of goods to customers, based on contracts with the customers. Export sales are recognized on the issuance of Bill of Lading/ Airway bill by the carrier.

Revenue is measured based on the transaction price, which is the consideration, adjusted for volume discounts, price concessions, incentives, and returns, if any, as specified in the contracts with the customers.

Revenue excludes taxes collected from customers on behalf of the government. Accruals for discounts/incentives and returns are estimated (using the most likely method) based on accumulated experience and underlying schemes and agreements with customers.

Dividend income

Dividend income is accounted for when the right to receive the same is established, which is generally when shareholders approve the dividend.

Interest income

Interest income is recognized using the effective interest rate (EIR) method.

Insurance Claims

Insurance claims are accounted for on the basis of claims admitted / expected to be admitted and to the extent that the amount recoverable can be measured reliably and it is reasonable to expect ultimate collection.

Other Income

Other income is accounted for on accrual basis except where the receipt of income is uncertain in which case it is accounted for on receipt basis.

1.2.9. Employee benefits

i. Short term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid e.g., under short-term cash bonus, if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the amount of obligation can be estimated reliably.

ii. Long term employee benefits

Defined-benefit plans

For defined benefit retirement plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuation being carried out at each balance sheet date. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the balance sheet with a charge or credit recognized in other comprehensive income in the period in which they occur. Remeasurement recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to statement of profit and loss. Past service cost is recognized as an expense when the plan amendment or curtailment occurs or when any related restructuring costs or termination benefits are recognized, whichever is earlier. The service cost, net interest on the net defined benefit liability/ (asset) is treated as a net expense within employment cost. The retirement benefit obligation recognized in the balance sheet represents the present value of the defined-benefit obligation as reduced by the fair value plan assets.

Defined Contribution Plans and Other long-term employee benefits

Compensated absences which accrue to employees, and which can be carried to future periods but are expected to be encashed or availed in twelve months immediately following the year end are reported as expenses during the year in which the employees perform the services that the benefit covers and the liabilities are reported at the undiscounted amount of the benefits after deducting amounts already paid. Where there are restrictions on availment of encashment of such accrued benefit or where the availment or encashment is otherwise not expected to wholly occur in the next twelve months, the liability on account of the benefit is actuarially determined using the projected unit credit method.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

1.2.10 Share based payments

Employees of the Company receive remuneration in the form of share-based payments in consideration of the services rendered. Under the equity settled share based payment, the fair valuation on the grant date of the awards given to employees is recognized as 'Employee benefit expenses' with a corresponding increase in equity over the vesting period. The fair value of the options at the grant date is calculated by an independent valuer basis black-scholes model. At the end of each reporting period, apart from the non-market vesting condition, the expense is reviewed and adjusted to reflect changes to the level of options expected to vest. When the options are exercised, the Company issues fresh equity shares.

1.2.11. Expenditure on Research and Development

Expenditure on research of revenue nature is charged to Statement of Profit and Loss and that of capital nature is capitalized as PPE.

1.2.12. Foreign Currency Transactions

Monetary Items

Transactions in foreign currencies are initially recorded at their respective exchange rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at exchange rates prevailing on the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognized in Statement of Profit and Loss either as profit or loss on foreign currency transaction and translation or as borrowing costs to the extent regarded as an adjustment to borrowing costs.

Non – Monetary items

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions.

1.2.13. Government Grants

Government grants are recognized where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. Government grants received in relation to assets are presented as a reduction to the carrying amount of the related assets.

The loan or assistance is initially recognised and measured at fair value and the government grant is measured as the difference between initial carrying value of the loan and proceeds received. The loan is subsequently measured at amortised cost.

When the grant relates to an expense item, it is recognized in Statement of Profit and Loss on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

Government grants relating to PPE are presented as deferred income and are credited to the Statement of Profit and Loss on a systematic and rational basis over the useful life of the asset.

The export incentives received by the Company such as duty draw back, , Remission of Duties and Taxes on Exported Products (RoDTEP) Scheme and Export Promotions on Capital Goods (EPCG) scheme are also treated as government grants.

1.2.14. Provisions, Contingent Liabilities and Contingent Assets

The Group estimates the provisions that have present obligations as a result of past events and it is probable that outflow of resources will be required to settle the obligations. These provisions are reviewed at the end of each reporting period and are adjusted to reflect the current best estimates.

The Group uses significant judgements to assess contingent liabilities. Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made. Contingent assets are neither recognised nor disclosed in the consolidated financial statements

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

1.2.15. Fair Value measurement

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 which can be accessed by the Group for the asset or liability.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the Consolidated Financial Statements are categorized 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
- Level 3 Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the Consolidated Financial Statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

1.2.16. Financial Assets

Initial recognition and measurement

All financial assets are recognized initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset..

Subsequent measurement

Subsequent measurement is determined with reference to the classification of the respective financial assets. Based on the business model for managing the financial assets and the contractual cash flow characteristics of the financial asset, the Group classifies financial assets as subsequently measured at amortized cost, fair value through other comprehensive income or fair value through profit and loss.

Debt instruments at amortized cost

Debt instruments such as trade and other receivables, security deposits and loans given are measured at the amortized cost if both the following conditions are met:

- The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest rate (EIR) method. Amortized 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 amortization is included in finance income in the profit or loss. The losses arising from impairment are recognized in the profit or loss.

Debt instruments at Fair value through Other Comprehensive Income (FVOCI)

A 'debt instrument' is classified as at the FVTOCI if both of the following criteria are met:

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

- The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets, and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognized in the other comprehensive income (OCI).

Debt instruments at Fair value through Profit or Loss (FVTPL)

FVTPL is a residual category for debt instruments excluding investments in subsidiary companies. Any debt instrument, which does not meet the criteria for categorization as at amortized cost or as FVTOCI, is classified as at FVTPL.

After initial measurement, any fair value changes including any interest income, foreign exchange gain and losses, impairment losses and other net gains and losses are recognized in the Statement of Profit and Loss.

Equity investments

All equity investments in scope of Ind-AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at FVTPL. For all other equity instruments, the Group decides to classify the same either as at FVTOCI or FVTPL. The company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the Profit or loss.

De-recognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e. removed from the Group's Balance Sheet) when

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:
- The Group has transferred substantially all the risks and rewards of the asset, or
- The Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

On de-recognition, any gains or losses on all debt instruments (other than debt instruments measured at FVTOCI) and equity instruments (measured at FVTPL) are recognized in the Statement of Profit and Loss. Gains and losses in respect of debt instruments measured at FVTOCI and that are accumulated in OCI are reclassified to profit or loss on de-recognition. Gains or losses on equity instruments measured at FVTOCI that are recognized and accumulated in OCI are not reclassified to profit or loss on de-recognition.

1.2.17. Impairment of financial assets

The Group applies expected credit loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

a) Financial assets that are debt instruments, and are measured at amortized cost e.g., loans, debt securities, deposits, trade receivables and bank balance.

b) Financial assets measured at fair value through other comprehensive income.

In case of other assets (listed as a) above), the group determines if there has been a significant increase in credit risk of the financial asset since initial recognition. If the credit risk of such assets has not increased significantly, an amount equal to 12-month ECL is measured and recognized as loss allowance. However, if credit risk has increased significantly, an amount equal to lifetime ECL is measured and recognized as loss allowance.

1.2.18. Financial Liabilities

Initial recognition and measurement

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.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial Liabilities at Fair Value through Profit or Loss (FVTPL)

Financial liabilities at fair value through profit or loss include financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in Ind-AS 109 are satisfied. For liabilities designated as FVTPL, fair value gains/ losses attributable to changes in own credit risk is recognized in OCI. These gains/ losses are not subsequently transferred to profit or loss. However, the group may transfer the cumulative gain or loss within equity. All other changes in fair value of such liability are recognized in the statement of profit or loss.

Financial Liabilities at amortized cost

Financial liabilities classified and measured at amortized cost such as loans and borrowings are initially recognized at fair value, net of transaction cost incurred. After initial recognition, financial liabilities are subsequently measured at amortized cost using the Effective interest rate (EIR) method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized 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 amortization is included as finance costs in the statement of profit and loss.

Derecognition

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the statement of profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the consolidated balance sheet if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the group, or the counterparty.

Borrowings

Borrowings are initially recognized at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortized cost. Any differences between the proceeds (net of transaction costs) and the redemption amount is recognized in Profit or loss over the period of the borrowing using the effective interest method. Fees paid on the establishment of loan facilities are recognized as transaction costs of the loan to the extent that it is probable that some or all of the facilities will be drawn down. In this case, the fee is deferred until the drawdown occurs.

The borrowings are removed from the Balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of the financial liability that has been extinguished or transferred to another party and the consideration paid including any noncash asset transferred or liabilities assumed, is recognized in profit or loss as other gains/(losses).

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

Borrowings are classified as current liabilities unless the group has an unconditional right to defer settlement of the liability of at least 12 months after the reporting period. Where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the entity does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the Consolidated Financial Statement for issue, not to demand payment as a consequence of the breach.

1.2.19. Borrowing Cost

Borrowing costs directly attributable to the construction or production of a qualifying asset are capitalized during the period of time that is required for the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs (including exchange differences relating to foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs) that an entity incurs in connection with the borrowing of funds.

1.2.20. Taxes on Income

Current and Deferred Tax

Current tax is the amount of tax payable determined in accordance with the applicable tax rates and provisions of the Income Tax Act, 1961 and other applicable tax laws.

Deferred tax is recognized on differences between the carrying amounts of assets and liabilities in the Balance sheet and the corresponding tax bases used in the computation of taxable profit and are accounted for using the liability method. Deferred tax liabilities are generally recognized for all taxable temporary differences, and deferred tax assets are generally recognized for all deductible temporary differences, carry forward tax losses and allowances to the extent that it is probable that future taxable profits will be available against which those deductible temporary differences, carry forward tax losses and allowances can be utilized. Deferred tax assets and liabilities are measured at the applicable tax rates. Deferred tax assets and deferred tax liabilities are off set, and presented as net.

Current and deferred taxes relating to items directly recognized in reserves are recognized in reserves and not in the Statement of Profit and Loss.

Unused tax credit

Minimum Alternate Tax (MAT) paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as an asset if there is convincing evidence that the Company will pay normal income tax. Accordingly, MAT is recognized as a deferred tax asset in the Balance Sheet when it is probable that future economic benefit associated with it will flow to the Company

1.2.21. Earnings per share

Basic earnings per share is computed by dividing the profit / (loss) after tax (including the post-tax effect of extraordinary items, if any) by the weighted average number of equity shares outstanding during the year. Diluted earnings per share is computed by dividing the profit / (loss) after tax (including the post-tax effect of extraordinary items, if any) as adjusted for dividend, interest and other charges to expense or income (net of any attributable taxes) relating to the dilutive potential equity shares, by the weighted average number of equity shares considered for deriving basic earnings per share and the weighted average number of equity shares which could have been issued on the conversion of all dilutive potential equity shares.

1.2.22. Cash and Cash equivalents

For the purpose of presentation in statement of cash flows, cash and cash equivalents includes cash on hand, deposit held at call with financial institution, other short term, highly liquid investments with original maturities of 3 months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank Overdrafts are shown within borrowings in current liabilities in Balance sheet.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

1.2.23. Cash Flows

Cash flows are reported using the indirect method, whereby profit / (loss) before extraordinary items and tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments. The cash flows from operating, investing and financing activities of the Group are segregated based on the available information.

1.2.24. Segment Reporting

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Company's other components, and for which discrete financial information is available. Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker.

The chief operating decision maker is responsible for allocating resources and assessing performance of the operating segments and has been identified as the Managing Director of the Company.

1.2.25. Dividend

Final dividend on shares is recorded as a liability on the date of approval by the shareholders and Interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors.

1.2.26. Recent Pronouncements:

Ministry of Corporate Affairs ("MCA") notifies new amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended March 31, 2026, MCA has notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, Ind AS 1 - Presentation of Financial Statements, Ind AS 7 - Statement of Cash Flows, Ind AS 107 - Financial Instruments: Disclosures and Ind AS 12, International Tax Reform – Pillar Two Model Rules. The company has reviewed the new pronouncements and based on its evaluation given necessary impact (including additional disclosures) as applicable

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

2. Property, Plant and Equipment

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Freehold land	Leasehold land	Factory buildings	Roads & Bridges	Non-Factory buildings	Plant and equipments	Furniture and fixtures	Vehicles	Office equipments	Electrical installation and fittings	Total
Gross carrying value											
As at 1st April, 2025	732.40	181.25	2,951.37	357.89	440.22	21,940.73	70.03	284.96	308.35	1,719.65	28,986.85
Additions	225.61	-	29.85	-	-	761.78	3.72	85.46	54.45	540.89	1,701.76
Deletions			1.17	-	-	400.28	-	36.69	13.31	51.41	502.86
As at 31st March, 2026	**958.01**	**181.25**	**2,980.05**	**357.89**	**440.22**	**22,302.23**	**73.75**	**333.73**	**349.49**	**2,209.13**	**30,185.75**
Accumulated Depreciation											-
As at 1st April, 2025	-	25.76	894.63	42.40	42.77	6,235.73	22.91	117.40	167.22	610.88	8,159.70
Additions		2.32	114.99	33.21	9.78	1,192.02	8.02	38.49	62.18	157.58	1,618.59
Deletions		-	1.04	-	-	243.74	-	32.55	12.61	11.81	301.75
As at 31st March, 2026	**-**	**28.08**	**1,008.58**	**75.61**	**52.55**	**7,184.01**	**30.93**	**123.34**	**216.79**	**756.65**	**9,476.54**
Net Carrying amount											
As at 1st April, 2025	732.40	155.49	2,056.74	315.49	397.45	15,705.00	47.12	167.56	141.13	1,108.77	20,827.15
As at 31st March, 2026	**958.01**	**153.17**	**1,971.47**	**282.28**	**387.67**	**15,118.22**	**42.82**	**210.39**	**132.70**	**1,452.48**	**20,709.21**

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Freehold land	Leasehold land	Factory buildings	Roads & Bridges	Non-Factory buildings	Plant and equipments	Furniture and fixtures	Vehicles	Office equipments	Electrical installation and fittings	Total
Gross carrying value											
As at 1st April, 2024	380.30	181.25	2,994.19	321.34	440.22	19,997.25	65.68	258.72	206.91	1,626.17	26,472.03
Additions	352.10	-	14.00	36.55	-	2,043.62	4.35	31.17	101.44	103.58	2,686.81
Deletions			56.82			100.14		4.93		10.10	171.99
As at 31st March, 2025	**732.40**	**181.25**	**2,951.37**	**357.89**	**440.22**	**21,940.73**	**70.03**	**284.96**	**308.35**	**1,719.65**	**28,986.85**
Accumulated Depreciation											-
As at 1st April, 2024	-	23.44	789.94	10.16	32.99	5,107.41	11.75	88.80	118.63	472.04	6,655.16
Additions		2.32	115.93	32.24	9.78	1,150.87	11.16	33.28	48.59	148.43	1,552.60
Deletions			11.24			22.55		4.68		9.59	48.06
As at 31st March, 2025	**-**	**25.76**	**894.63**	**42.40**	**42.77**	**6,235.73**	**22.91**	**117.40**	**167.22**	**610.88**	**8,159.70**
Net Carrying amount											
As at 1st April, 2024	380.30	157.81	2,204.25	311.18	407.23	14,889.85	53.93	169.92	88.28	1,154.13	19,816.88
As at 31st March, 2025	**732.40**	**155.49**	**2,056.74**	**315.49**	**397.45**	**15,705.00**	**47.12**	**167.56**	**141.13**	**1,108.77**	**20,827.15**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

2. Property, Plant and Equipment (Contd.)

(i) Leased Assets

The lease term in respect of assets acquired under finance leases expires within 56-72 years.

(ii) Assets given as security for borrowings

All the items of property, plant and equipment of the Company have been given to lenders as security for various borrowing facilities. (Refer Note 17)

(iii) Other Notes:

a) Property, Plant and Equipment are carried in the Financial Statements on their historic value (Cost of Acquisition less accumulated depreciation).

b) Title deeds of all immovable properties of land and buildings which are freehold are in the name of the Company.

c) For capital commitments, Refer Note 48

d) The Company has not revalued any of its Property, plant and equipment and intangible assets during the year.

e) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property

3. Capital work in progress (CWIP)

As at 31st March, 2026 (₹ in Lakhs)

Particulars	Total
Gross carrying value	
As at 1st April, 2025	15,890.07
Additions	43,390.88
Transfers	(612.17)
As at 31st March, 2026	**58,668.78**

As at 31st March, 2025 (₹ in Lakhs)

Particulars	Total
Gross carrying value	
As at 1st April, 2024	4,225.19
Additions	13,394.66
Transfer	(1,729.78)
As at 31st March, 2025	**15,890.07**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

3. Capital work in progress (CWIP) (Contd.)

CWIP Ageing Schedule as on 31st March, 2026

(₹ in Lakhs)

CWIP	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	41,673.21	11,913.37	1,610.90	273.49	55,470.97
Projects temporarily suspended	1,323.48	1,116.51	528.83	228.98	3,197.81

CWIP Ageing Schedule as on 31st March, 2025

(₹ in Lakhs)

CWIP	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	13,247.87	2,139.73	502.47	-	15,890.07
Projects temporarily suspended	-	-	-	-	-

Note 3(a): There are no projects whose completion is overdue or has exceeded its cost except for Project Jagriti (the Project), which was originally scheduled to be completed / become operational w.e.f. 1st April 2026. Consequent to time overrun and other factors, there is also cost overrun in case of the said Project. The revised budgeted cost of the project is expected to be approx. ₹750 crores and the project is now expected to be completed / become operational by 1st January 2027.

Note 3(b): The amount of expenditures recognised in the carrying amount of capital work in progress in the course of its construction during the year is ₹2,117.71 lakh (Previous year ₹1,781.08 lakh.)

Note 3(c) : Additions to capital work-in-progress include borrowing cost capitalised during the year of ₹2046.08 Lakh (Previous year ₹690.02 Lakh)

Note 3(d) :In light of the cost / time overrun, the Company has undertaken a study of the Techno Economic Viability of Jagriti Project through an external agency who have opined the project to be economically viable. Basis the study, no impairment of the Project is considered necessary at this stage. The Company will continue the monitoring of the progress of the Project and reassess the impairment provisioning from time to time.

Note 3(e) In the case of one subsidiary, Capital Work-in-Progress (CWIP) amounting to ₹3,197.81 lakhs, as recognised in its books of account, is currently under temporary suspension. The said subsidiary is evaluating alternatives to obtain necessary capital to begin construction of the facilities. To date, costs incurred that are directly related to the planning and development phases of the project have been accumulated as capital work in progress. As of date, such financing has not been obtained.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

4(A). Right of use Assets

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Amount
Gross carrying value	
As at 1st April, 2025	258.35
Additions	-
Deletions	-
As at 31st March, 2026	258.35
Amortisation	
As at 1st April, 2025	104.43
Additions	47.35
Deletions	-
As at 31st March, 2026	151.78
Net Carrying amount	
As at 1st April, 2025	153.92
As at 31st March, 2026	106.57

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Amount
Gross carrying value	
As at 1st April, 2024	93.74
Additions	164.61
Deletions	
As at 31st March, 2025	258.35
Amortisation	
As at 1st April, 2024	57.29
Additions	47.14
Deletions	
As at 31st March, 2025	104.43
Net Carrying amount	
As at 1st April, 2024	36.45
As at 31st March, 2025	153.92

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

4(B). Goodwill and other Intangible assets

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Goodwill (Refer Note 4(B)	Computer software
Gross carrying value		
As at 1st April, 2025	175.82	200.22
Additions	-	0.45
Deletions	-	-
As at 31st March, 2026	175.82	200.67
Impairment/ Amortisation	-	-
As at 31st March, 2026	**175.82**	**401.34**
Amortisation		
As at 1st April, 2025	-	169.63
Additions	-	17.58
Deletions	-	-
As at 31st March, 2026	-	187.21
Net Carrying amount		
As at 1st April, 2025	**175.82**	**30.59**
As at 31st March, 2026	**175.82**	**13.46**

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Goodwill (Refer Note 4(B)	Computer software
Gross carrying value		
As at 1st April, 2024	584.62	197.70
Additions	-	2.52
Impairment/ Amortisation	408.80	-
As at 31st March, 2025	175.82	200.22
Amortisation		

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

4(B). Goodwill and other Intangible assets (Contd.)

As at 31st March, 2025 (₹ in Lakhs)

Particulars	Goodwill (Refer Note 4(B))	Computer software
As at 1st April, 2024		151.45
Additions	-	18.18
Deletions	-	
As at 31st March, 2025	**-**	**169.63**
Net Carrying amount		
As at 1st April, 2024	**584.62**	**46.25**
As at 31st March, 2025	**175.82**	**30.59**

5. Intangible assets under Development

As at 31st March, 2026 (₹ in Lakhs)

Particulars	Computer software
Gross carrying value	
As at 1st April, 2025	723.74
Additions	294.36
Deletions	(14.25)
As at 31st March, 2026	1,003.85

As at 31st March, 2025 (₹ in Lakhs)

Particulars	Computer software
Gross carrying value	
As at 1st April, 2024	406.00
Additions	317.74
Deletions	-
As at 31st March, 2025	723.74

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

5. Intangible assets under Development (Contd.)

Note 5.1

Additions to intangible assets denotes expenditure incurred by the Company during the year relating to intangible assets developed by Pakka Impact Limited, a subsidiary of the Company, Expenses incurred on these assets prior to FY 24-25 are reflected in the books of Pakka Impact Limited, which is proposed to be merged with the Company. The expenditure on intangible assets lying in the books of Pakka Impact Limited amounting to ₹379.34 lakhs will vest in the Company on merger.

Intangible Asset under Development Ageing Schedule as on 31st March,2026

(₹ in Lakhs)

CWIP	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	294.36	317.74	239.42	141.29	992.81
Projects temporarily suspended	-		11.04	-	11.04

Note 5(a): There are no Intangible assets under development whose completion is overdue or has exceeded its cost.

Intangible Asset under Development Ageing Schedule as on 31st March,2025

(₹ in Lakhs)

CWIP	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Projects in progress	317.74	239.42	141.29	-	698.45
Projects temporarily suspended	-	11.04	14.25	-	25.29

Note 5(a): There are no Intangible assets under development whose completion is overdue or has exceeded its cost.

Note 5(b): The amount of expenditures recognised in the carrying amount of Intangible asset under development in the course of its construction during the year is ₹113.47 lakh (Previous year ₹140.80)

6(A) Non - Current Investments in Equity Shares

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Investments at fair value through profit and loss (FVTPL)		
Investment in equity shares (quoted, fully-paid up)		
500 (P.Y.: 500) equity shares of ₹2/- each of AMJ Land Holdings Limited	0.16	0.23
100 (P.Y.: 100) equity shares of ₹10/- each of Rana Mohendra Papers Limited [₹ 380 (P.Y. ₹380)]	-	-
100 (P.Y.: 100) equity shares of ₹10/- each of Mukerian Papers Limited	0.01	0.01
100 (P.Y.: 100) equity shares of ₹10/- each of Shree Rama Newsprint & Papers Limited	0.03	0.03

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

6(A) Non - Current Investments in Equity Shares (Contd.)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Investment	-	
Total	**0.20**	**0.27**
Aggregate amount of quoted investments and market value thereof	0.20	0.27
Aggregate amount of unquoted investments	-	-
Aggregate amount of impairment in value of investments	-	-

6(B) Current Investments in Mutual Funds

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Investments at fair value through profit and loss		
Investment in Mutual Funds (quoted)		
Nil units (P.Y nil units) of SBI Corporate Bond Fund-Regular Plan Growth	0.00	0.00
Total	**0.00**	**0.00**
Aggregate amount of quoted investments and market value thereof	-	-
Aggregate amount of unquoted investments	-	-
Aggregate amount of impairment in value of investments	-	-

7. Other non current assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Capital Advance (Refer Note 48 for Commitments)	3,571.64	6,862.52
Less: Provision on above	(13.62)	(13.62)
Deferred Revenue from EPCG licenses	-	-
Prepaid Expenses	12.25	34.27
Indirect Taxes recoverable	619.08	22.04
Others*	87.33	7.90
Total	**4,276.68**	**6,913.11**

*Includes amounts due from related party refer note 38

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

8. Inventories

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
At lower of cost and net realizable value		
Raw Materials	8,378.53	6,006.14
Work in Progress	178.15	218.20
Finished Goods	2,158.06	2,306.63
Traded goods	397.14	165.10
Pulp	4.26	1.49
Store and Spares	3,413.80	4,487.82
Scrap	31.17	10.85
Total	**14,561.11**	**13,196.23**

(i) The method of valuation of inventory has been stated in Note 1.2.7

(ii) Inventories have been given to Lenders as security for borrowings (Refer Note 17)

9. Trade receivables

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Considered good - secured	-	-
Considered good - unsecured*	4,257.59	4,285.64
With significant increase in credit risk	451.03	451.03
Credit impaired	-	-
Less: Provision for Expected Credit Loss	(116.09)	(110.53)
Total	**4,592.53**	**4,626.14**

*Includes amounts due from related party refer note 38

As at 31st March 2026

(₹ in Lakhs)

Particulars	Not Due	less than 6 Months	6 Months to 1 years	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Undisputed Trade Receivables- Considered Good	2,180.08	1,968.21	49.70	5.37	13.35	40.88	4,257.59
Undisputed Trade Receivables- Which Have Significant Risk	-	-	-	-	-	-	-

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

9. Trade receivables (Contd.)

As at 31st March 2026

(₹ in Lakhs)

Particulars	Not Due	less than 6 Months	6 Months to 1 years	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Undisputed Trade Receivables- Credit Impaired	-	-	-	-	-	-	-
Disputed Trade Receivables- Considered Good	-	-	-	234.09	100.28	116.66	451.03
Disputed Trade Receivables- Which Have Significant Risk	-	-	-	-	-	-	-
Disputed Trade Receivables- Credit Impaired	-	-	-	-	-	-	-
Total	2180.08	1968.21	49.70	239.46	113.63	157.54	4708.62
Less: Provision for Expected Credit Loss	-	-	-	(11.98)	(10.29)	(93.82)	(116.09)
Total (Net)	2180.08	1968.21	49.70	227.48	103.34	63.72	4592.53

As at 31st March 2025

(₹ in Lakhs)

Particulars	Not Due	less than 6 Months	6 Months to 1 years	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Undisputed Trade Receivables- Considered Good	1,789.25	2,403.45	47.10	5.21	-	40.63	4,285.64
Undisputed Trade Receivables- Which Have Significant Risk	-	-	-	-	-	-	-
Undisputed Trade Receivables- Credit Impaired	-	-	-	-	-	0	-
Disputed Trade Receivables- Considered Good	-	1.67	232.42	100.28	-	116.66	451.03
Disputed Trade Receivables- Which Have Significant Risk	-	-		-	-	-	-
Disputed Trade Receivables- Credit Impaired	-	-	-	-	-	-	-
Total	1,789.25	2,405.12	279.52	105.49	-	157.29	4,736.67
Less: Provision for Expected Credit Loss	-	-		(16.90)	-	(93.63)	(110.53)
Total (Net)	1,789.25	2,405.12	279.52	88.59	-	63.66	4,626.14

9.1 Following are the details for the trade receivables whose credit risk has been assessed individually

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Assessed credit risk on an individual basis	451.03	451.03
Less: Loss allowance on above	(63.16)	(63.16)
Total	387.87	387.87

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

9. Trade receivables (Contd.)

9.2 The agreed divisional payment terms are : (i) Paper & Pulp - Domestic Sale 20 days, Export Sale 30-90 days. (ii) Moulded - 30 days.

Refer Note 39 (a) & (b) for information about credit risk and market risk of trade receivables.

10. Cash and cash equivalents

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Balances with banks in current accounts	1,787.03	785.66
Fixed Deposit Accounts (Refer Note 10.1)	-	5,853.00
Cash in hand	7.09	71.60
Total	**1,794.12**	**6,710.26**

Note 10.1

Includes Fixed Deposits with maturity of more than 3 months. Principal amount of these Fixed Deposits can be withdrawn by the Company at any point of time,

11A. Other Financial Assets

Non Current Assets- Financial Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Security Deposit	-	-
Margin money deposits (restricted, held as lien against bank guarantees)	10.45	0.75
Total	**10.45**	**0.75**

11B. Bank balances other than cash and cash equivalents

Current Assets- Financial Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Unpaid dividend account	45.81	45.81
Margin money deposits (restricted, held as lien against bank guarantees)	370.41	640.26
Total	**416.22**	**686.07**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

12A.Loans

Non Current Assets- Financial Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Considered good - unsecured*		
Loans to Employees	167.21	135.94
Total	**167.21**	**135.94**

Repayment Term -

1. Refer note 38 for related parties
2. Loans to employees are repayable within 36 monthly instalments as per company policy

12A. (I). Loans or advances in nature of loans to Related Parties

(₹ in Lakhs)

Particulars	For the year ending 31st March 2026		For the year ending 31st March 2025	
	Amount of loan or advance in the nature of loan outstanding	% to the total loans and advances in the nature of loans	Amount of loan or advance in the nature of loan outstanding	% to the total loans and advances in the nature of loans
Promoters	-	-	-	-
Directors	-	-	-	-
Key Managerial Personnel	24.00	14%	-	-

12B. Loans

Current Assets- Financial Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Considered good - unsecured		
Loans to Employees	43.18	153.41
Total	**43.18**	**153.41**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

12B (I). Loans or advances in nature of loans to Related Parties

(₹ in Lakhs)

Particulars	For the year ending 31st March 2026		For the year ending 31st March 2025	
	Amount of loan or advance in the nature of loan outstanding	% to the total loans and advances in the nature of loans	Amount of loan or advance in the nature of loan outstanding	% to the total loans and advances in the nature of loans
Promoters	-	-	-	-
Directors	-	-	-	
Key Managerial Personnel	9.00	20.84%	-	-

13. Other financial assets - current

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Interest accrued but not due	10.36	113.57
Export incentives receivable	144.79	145.14
Less: Provision on above	(62.62)	(63.16)
Security Deposits	82.02	79.91
Total	**174.55**	**275.46**

14. Other current assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Advances to vendors	575.29	870.49
Less: Provision for above	(2.35)	(2.35)
Indirect Taxes recoverable	4,069.91	2,207.33
Prepaid Expenses	152.47	153.39
Others	85.25	116.55
Total	**4,880.57**	**3,345.41**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

15. Equity share capital

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Authorised equity share capital		
Equity shares		
5,60,50,000 (P.Y. : 5,60,50,000) Equity shares of ₹10/- each	5,605.00	5,605.00
Preference shares		
4,00,000 (P.Y. : 4,00,000) Preference shares of ₹100/- each	400.00	400.00
Total	**6,005.00**	**6,005.00**
Issued, subscribed and fully paid up		
Equity shares		
4,49,48,100 (P.Y. : 4,49,48,100) Equity shares of ₹10/- each	4,494.81	4,494.81
Total	**4,494.81**	**4,494.81**

(i) Movements in equity share capital

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Opening Balance	4,49,48,100	3,91,68,100
Issued during the year	-	57,80,000
Closing Balance	**4,49,48,100**	**4,49,48,100**

(ii) Terms and rights attached to equity shares

The Company has only one class of equity shares having a par value of ₹10 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividend in Indian Rupees.

In the event of liquidation of the company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

15. Equity share capital (Contd.)

(iii) Details of shareholders holding more than 5% shares in the company

(₹ in Lakhs) (₹ in Lakhs)

Particulars	Number of Shares	As at 31st March, 2026	As at 31st March, 2025
Ved Krishna		1,38,44,388	1,38,44,388
	% of Shareholding	30.80%	30.80%
Satori Global Limited		33,34,500	33,34,500
	% of Shareholding	7.42%	7.42%
SBI Long term advantage fund - Series VI			36,00,454
	% of Shareholding		8.01%
SBI Magnum Children's benefit fund - Investment fund		33,45,454	
	% of Shareholding	7.44%	

(iv) For the period of 5 years immediately preceding the date as at which the Balance sheet is prepared:

(a) No shares have been allotted as fully paid up pursuant to the contracts without payments being received in cash

(b) No bonus shares have been allotted

(c) No shares have been bought back

(v) Number of shares held by Promoters

(₹ in Lakhs)

Name of Promoters	No of shares held at the end of the year 31st March 2026		No of shares held at the end of the year 31st March 2025	
	No of shares	% of total shares	No of shares	% of total shares
Mr. Ved Krishna	1,38,44,388	30.80%	1,38,44,388	30.80%
M/s Satori Global Limited	33,34,500	7.42%	33,34,500	7.42%
M/s Yash Agro Products Limited	9,68,640	2.16%	9,68,640	2.16%
Mrs. Manjula Jhunjhunwala	5,56,743	1.24%	5,56,743	1.24%
Krishna Kumar Jhunjhunwala HUF	16,000	0.04%	16,000	0.04%

(vi) During the preceding year the Company has allotted 2,57,700 (P.Y. 10,89,600) equity shares at ₹82.21 of Tranche I and 1,22,300 equity shares at ₹118.31of Tranche II per equity share upon exercise of share options vested in terms of TSOP -2021 plan.

(vii) During the preceding year the Company allotted 54,00,000 equity shares of ₹10 each at a premium of ₹262 per share by way of Preferential allotment. The total premium amounting to ₹14,148 lakh has been credited to the Share Premium Account. The Board of Directors approved the allotment of these shares on October 14, 2024.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

15. Equity share capital (Contd.)

(viii) During the preceding year, the Company issued 36,00,000 warrants and received ₹2,448 lakhs, disclosed under "Money Received Against Share Warrants". During the current year, the exercise period of the warrants has been extended from 12 months to 18 months from the date of allotment i.e 14th October 2024 , pursuant to the requisite approvals.

16. Other equity

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Capital Reserve	37.32	37.32
Securities Premium	16,161.52	16,161.52
Employees Share Base payment Reserve	9.94	13.20
General Reserve	550.00	550.00
Retained Earnings	22,391.03	21,740.72
Other Comprehensive Income	235.63	(239.93)
Total	**39,385.44**	**38,262.83**

16.1 The movement in other equity

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Capital Reserve		
Balance at the beginning of the year	37.32	37.32
Add: transferred during the year	-	-
Balance at the end of the year	**37.32**	**37.32**
Securities Premium		
Balance at the beginning of the year	16,161.52	2,374.53
Add: Received during the year		13,591.64
Add: transferred during the year		195.35
Balance at the end of the year	**16,161.52**	**16,161.52**
Employees Share Base payment Reserve		
Balance at the beginning of the year	13.20	140.24
Add: transferred during the year	-	68.32
Less: transferred during the year	(3.26)	(195.35)

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

16. Other equity (Contd.)

16.1 The movement in other equity

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Balance at the end of the year	**9.94**	**13.20**
General Reserve		
Balance at the beginning of the year	550.00	550.00
Add: transferred during the year	-	-
Balance at the end of the year	**550.00**	**550.00**
Retained Earnings		
Balance at the beginning of the year	21,740.72	17,988.74
Add: Profit for the year	650.31	3,751.98
Add: Adjustment related to earlier year	-	
Less: Dividend paid	-	-
Balance at the end of the year	**22,391.03**	**21,740.72**
Other Comprehensive Income		
Balance at the beginning of the year	(239.93)	(185.55)
Add: Profit for the year	35.36	(32.47)
Foreign Currency Translation Reserve	440.20	(21.91)
Balance at the end of the year	**235.63**	**(239.93)**

16.2 Nature and Purpose of Reserves

Capital Reserve: Capital reserve includes the amount retained towards the forfeiture of equity shares and preferential warrants. This reserve will be utilized in accordance with the provisions of the Act.

Securities Premium: Securities premium is used to record premium received on issue of shares. This reserve will be utilized in accordance with the provisions of the Act.

Employees Share Base payment Reserve : Represents fair value of the options granted which is to be expensed out over the life of the vesting period as employee compensation costs reflecting period of receipt of service.

General Reserve: General reserve represents free reserves of the Company created through transfer of profits from retained earnings.

Retained Earnings: Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

Other Comprehensive Income: This includes actuarial gains/ (losses) on employee benefit obligations.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

17A. Borrowings

Long term borrowings

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Secured		
Term loans from banks (Refer note a)	27,790.41	-
Loans from Non banking Finance Companies (Refer note b)	2,440.03	8,349.94
Loan from Government Financial Institution (PIC UP) (Refer note c)	556.35	516.25
Unsecured		
From related parties (Refer note 38)	204.50	326.10
Others	-	62.20
Total	**30,991.29**	**9,254.49**

Refer Note 17.1 for security details

(a) Term Loan from Banks

i) **Loan from Export Import Bank of India** - The loan from Export Import Bank of India is repayable in 28 quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date. Tenor of the term loan is approx 8 years including construction, moratorium & repayment period. Interest Rate: EXIM Bank's MCLR (1Y)+150bps ie. present effective rate of 9.35% p.a. payable monthly

The loan is secured by -

a) First pari passu charge over the entire project asset both present and future

b) First pari passu charge over the entire movable Fixed Assets of the borrower,both present and future

c) First pari passu charge over the entire immovable Fixed Assets of the borrower,both present and future

d) Second pari passu charge over entire current asset of the borrower,,both present and future

e) Unconditional and irrevocable personal guarantee of Mr. Ved Krishna

f) Unconditional and irrevocable corporate guarantee of Yash Agro Products Ltd

ii) **Axis Bank Limited -** The loan from Axis Bank Limited Term Loan is repayable in 28 structured quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date. Tenor of the term loan is approx 8 years.Rate Of Interest: 1 Year MCLR + 0.10% i.e., presently at 9.00% p.a. payable at monthly intervals

The loan is secured by-

a) Primary - First pari passu charge on all the project assets of the company

b) Collateral - 1- First pari passu charge on entire plant and machinery of the company along with term loan lenders.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

17A. Borrowings (Contd.)

2- Charge on Land & Building as applicable for WC Facilities

3- Guarantee - Personal Guarantee of Ved Krishna & Corporate guarantee of Yash Agro Products Ltd

iii) **Axis Bank Term Loan:-** The loan from Axis Bank Term Loan-6175 is repayable in 25 quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date. ROI is 9.40%

The loan is secured by:

a) Primary- First pari passu charge on entire fixed assets (including land & building, plant and machinery, both present & future) of the company

b) Collateral- Second pari passu charge by way of hypothecation over the current assets of the Borrower. present and future. Land & building, personal and corporate guarantee as applicable for WC facilities

iv) **Canara Bank -Term Loan - T**he loan from Canara Bank Term Loan is repayable in 28 structured quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date Tenor of the term loan is 111 months Rate of Interest ranges from 9.35% to 11.35%

This loan is secured by-

a) Primary- Pari pasu charges on all the project assets

b) Collateral- 1. Plant & machinery -pari passu charges with proposed term lenders

2. Industrial Land & building in village Rampur Halwara Haveli, ayodhya admeasuring 28.55 hectare- Pari pasu charges with existing bankers and lenders of proposed term loans

3. Personal Guarantee of Ved Krishna

4. Corporate Guarantee of Yash Agro Products Ltd"

(b) Loans from Non Banking Finance Company

i) Loan from Axis Finance Limited - The loan is repaid during the year

ii) Loan from Aditya Birla Finance Limited - The loan from Aditya Birla Finance Limited is repayable in 20 quarterly installments commencing after a moratorium of 3 months from scheduled commercial operations date. The Applicable interest shall be 10.50 % p.a. payable monthly in arrears.

This loan is secured by -

1. First Pari Passu charge by way of hypothecation and mortgage over the fixed movable and immovable assets of the Borrower respectively, both present and future
2. Second Pari Passu charge by way of hypothecation over the current assets of the Borrower, both present and future
3. Irrevocable and Unconditional Personal Guarantee of Promoter

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

17A. Borrowings (Contd.)

c) Loan from Government Financial Institution (PICUP)

i) Loan from Pradeshiya Industrial & Investment Corporation of UP Limited (PICUP) -

The above loan is interest free, repayable in the FY 2027-28 and is secured by bank guarantee.

During FY 23-24, the tenure of two loans out of total of four loan availed from PICUP due for repayment in FY 2024-25 was extended and the said loans are now repayable in FY 2027-28

d) Loan from Related Parties

i) The loan from Yash Agro Products Limited carries interest rate of 10 %.

e) Unsecured Loan from Others

i). The loan is repaid during the year.

Short term borrowings

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Secured		
Working capital loans from banks	12,222.59	9,926.21
Current Maturities of long term borrowings	2,332.76	1,263.31
Unsecured		
Suppliers Finance Arrangement	367.70	-
Total	**14,923.05**	**11,189.52**

(a) Working capital loans from banks

(i) HDFC Bank Ltd -WCDL & HDFC Bank Ltd -CC

The company has availed WCDL of ₹65 crores during the year.

Rate of interest i) Cash Credit: 9.25% p.a. (Linked to Repo 3 M) ii) Working Capital Demand Loan: 8.75% p.a. to be decided at the time of WCDL disbursal time to time.. Interest shall be payable at monthly rests. Interest shall be payable on the first day of the subsequent month.

Tenor-i) Cash Credit: Repayable on Demand ii)Working Capital Demand Loan: Maximum up to 6 Months

This is secured by -

Current Assets : First Pari Passu charge with other WC lenders over entire current assets of the company consists of RM, Stock in Process, FG, Stores and spares and receivables.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

17A. Borrowings (Contd.)

Movable Fixed Assets : Second Pari Passu charge on entire current and future Movable fixed assets of the Company.

Factory Land and Building : Second Pari Passu charge with other lenders on Company Plant, Property Land and Building of the Company.

Personal Guarantee: Personal Guarantee of Shri. Ved Krishna and Mrs. Manjula Jhunjhunwala

Corporate Guarantee : Corporate Guarantee of Yash Agro Products Ltd and Satori Global Ltd

(ii) Axis Bank Ltd- WCDL & CC

Cash Credit availed during the year amounted to ₹40 crores.

This is secured by -

- Primary: First pari passu charge by way of hypothecation over the current assets of the Borrower, present and future.
- Collateral: Second pari passu charge by way of mortgage over the fixed movable and immovable assets of the Borrower, present and future.

1. Land Building at Yash Nagar Parakhan Faizabad Uttar Pradesh224135, Village-Rampur, Halwara,
2. Parakaha and khata Mauja Rampur Halwara & Parakhan, Pargana Haweli Awadh Distt-Faizabad Now Ayodhya. Total (2761 Hec).

Personal guarantor/s :1. Mr. Ved Krishna 2. Mrs Manjula Jhunjhunwala

Corporate guarantor/s: 1. Satori Global Limited, 2. Yash Agro Products Limited (shareholders and property owners)

(iii). Bank of Baroda -CC-The company has availed Credit facilities of ₹25 crores during the year.

Rate of Interest- 0.25% p.a. above -1-Yr. MCLR(8.90)+S.P i.e. 9.40% p.a. at present

This is secured by:

- Primary Security: First Pari-Passu charge by way of hypothecation on all current assets of the company (both present & future) viz, Raw Material, Stock in process, Finished Goods, Consumables, stores & spares, eligible bills receivables and book debts of 90 days.
- Collateral Security: Second Pari Passu charge by way of equitable mortgage of entire Land & Building of the Ayodhya unit of the Company and Hypothecation of Plant & machinery, movable fixed assets, spares tools etc of the Company, both present and future for the Ayodhya unit of the Company.

Personal/Corporate Guarantee:

- Mr. Ved Krishna
- Mrs. Manjula Jhunjhunwala
- M/s Satori Global Limited
- M/s Yash Agro Products Limited

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

17A. Borrowings (Contd.)

(iv) Suppliers Finance Arrangement

The Company participates in a supplier finance arrangement with a bank, whereby the bank settles payments to participating suppliers on behalf of the Company and the Company repays the bank at a later date. The arrangement supports the Company's working capital management by extending the credit period up to six months from the normal contractual credit period of 45 days for MSME suppliers, with the Company incurring interest cost on the extended credit period.

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Carrying amount of liabilities under Supplier finance arrangement (presented as borrowings)	367.70	
- of which suppliers have received payment from finance provider	367.70	
Weighted average effective interest rate charged by the finance provider	9.92%	
Contractual credit period agreed with suppliers/liabilities that are not part of an arrangement	45 days	
Extended credit period availed under Supplier finance arrangement	upto 180 days	

The Company has not provided comparative information required for supplier finance arrangements as it has opted for the transitional relief available on first-time adoption.

17.1. Repayment terms:

a) Borrowing Secured Against Current Assets
As at 31st March 2026

(₹ in Lakhs)

Name of the Bank	Quarter ended	Details of security provided	Amount as per Books	Amount reported in quarterly returns	Reasons for Material Discrepancies
Consortium Bankers Led By State Bank of India	30-Jun-25	Inventory	14,691.48	12,817.28	Variation is primarily due to reclassification of capex inventory, reclassification of advance to suppliers and customers, reversal of period end sales and related cost in accordance with INDAS requirements, inclusion of other receivables
		Receivable upto 6 Month	4,524.50	4,448.06	
		Payables	1,084.84	716.58	
	30-Sep-25	Inventory	9,544.57	9,199.58	
		Receivable upto 6 Month	4,156.68	3,892.03	
		Payables	1,285.04	861.76	
	31-Dec-25	Inventory	12,413.44	10,610.06	
		Receivable upto 6 Month	5,132.31	8,121.59	
		Payables	1,673.62	1,055.10	
	31-Mar-26	Inventory	14,560.85	14,213.05	
		Receivable upto 6 Month	4,890.83	6,462.92	
		Payables	3,966.39	2,463.27	

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

17.1. Repayment terms: (Contd.)

As at 31st March 2025

(₹ in Lakhs)

Name of the Bank	Quarter ended	Details of security provided	Amount as per Books	Amount reported in quarterly returns	Reasons for Material Discrepancies
Consortium Bankers Led By State Bank of India	30-Jun-24	Inventory	10,295.87	10,128.19	Variation is primarily due to reclassification of capex inventory, reclassification of advance to suppliers and customers, reversal of period end sales and related cost in accordance with INDAS requirements, inclusion of other receivables
		Receivable upto 6 Month	4,183.50	4,182.86	
	30-Sep-24	Inventory	8,647.16	8,498.34	
		Receivable upto 6 Month	4,374.29	4,528.32	
	31-Dec-24	Inventory	10,437.88	9,031.91	
		Receivable upto 6 Month	4,933.43	5,036.96	
	31-Mar-25	Inventory	13,196.37	12,139.58	
		Receivable upto 6 Month	4,501.33	4,211.81	

e) Scheduled repayments (Contractual repayments)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Within one year	14,939.82	11,206.21
Between one to five years*	29,613.13	9,439.98
Over five years*	1,666.70	-

*The above excludes Ind AS adjustments

Refer note 39 (b) (II) & (III) on Interest rate risk and Liquidity Risk respectively.

f) Term Loan and working capital loans availed from Banks, NBFCs & Government Financial Institution have been utilised for the purpose, for which they have been raised.

18A. Lease Liabilities

Non Current Liabilities- Financial liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Lease Liabilities	79.85	114.38
Total	**79.85**	**114.38**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

18B. Lease Liabilities

Current Liabilities- Financial liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Lease Liabilities	34.53	38.43
Total	**34.53**	**38.43**

19. Other financial liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Security deposits from customers	430.50	430.50
Payable on capital goods	5,571.22	1,453.55
Total	**6,001.72**	**1,884.05**

20. Deferred tax liabilities (net)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Tax effect of items constituting deferred tax liability		
On difference between book balance and tax balance of PPE	2,210.60	2,254.23
Tax effect of items constituting deferred tax liability	**2,210.60**	**2,254.23**
Tax effect of items constituting deferred tax assets		
Provision on employee benefits	109.36	223.68
Provision for Share Based Payment	2.50	3.32
Others incl. acquisition through business combination	154.59	(43.38)
Adjustment on account of Annual Estimate of Income FY 25-26	-	
Tax effect of items constituting deferred tax assets	**266.45**	**183.62**
Total	**1,944.15**	**2,070.61**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

21. Other non current liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Deferred Revenue:		
Capital Subsidy	16.00	20.00
Government loan under PICUP scheme	71.88	110.82
EPCG obligation	5,070.29	89.21
Others	339.95	-
Total	**5,498.12**	**220.03**

22. Trade Payables

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Trade payables:		
- Dues to micro and small enterprises	717.72	358.41
- Other than micro and small enterprises*	3,354.84	1,163.44
Total	**4,072.56**	**1,521.86**

*Amount payable to related parties (Refer note 38)

22.1 Disclosure under Section 22 of Micro, Small and Medium enterprises development (MSMED Act, 2006)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Principal amount due and remaining unpaid	717.72	358.41
Interest due and unpaid on the above amount	-	-
Interest paid by the Company in terms of section 16 of the Micro, Small and Medium enterprises Act, 2006	-	-
Payment made beyond the appointed day during the year	-	-
Interest due and payable for the period of delay	-	-
Interest accrued and remaining unpaid	-	-
Amount of further interest remaining due and payable	-	-

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

22. Trade Payables (Contd.)

Under the Micro, Small and Medium Enterprises Development Act, 2006 ("MSMED Act"), certain disclosures are required to be made relating to MSME. On the basis of the information and records available with the Company's management, dues to MSME have been determined to the extent such parties have been identified on the basis of information collected till the reporting date and has been relied upon by the Statutory Auditors. The Management has not provided for interest due (if any) to these MSME parties basis, no claim being made for the same and management representation that the same would be waived. The disclosures as required by Section 22 of the MSMED Act are given above.

22.2 Trade payables

For the year ended 31st March 2026

(₹ in Lakhs)

Particulars	Outstanding for following periods from due date of payment					
	Not due	less than 1 year	1-2 years	2-3 years	More than 3 years	Total
MSME	509.76	203.81	4.15	-	-	717.72
Others	668.61	2,642.79	13.12	15.19	15.13	3,354.84
Disputed dues - MSME					-	-
Disputed dues - Others	-	-	-	-	-	-
Total	**1,178.37**	**2,846.60**	**17.27**	**15.19**	**15.13**	**4,072.56**

For the year ended 31st March 2025

(₹ in Lakhs)

Particulars	Outstanding for following periods from due date of payment					
	Not due	less than 1 year	1-2 years	2-3 years	More than 3 years	Total
MSME	358.41		0	0		358.41
Others	327.18	825.49	8.43	2.34	0	1,163.44
Disputed dues - MSME	-	-	-	-	-	-
Disputed dues - Others	-	-	-	-	-	-
Total	**685.59**	**825.49**	**8.43**	**2.34**	**-**	**1,521.85**

23. Other financial liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Interest accrued but not due on borrowings*	32.05	44.37
Interest accrued & due on borrowings	-	
Total	**32.05**	**44.37**

*Includes Interest payable to related party ₹ Nil lakhs. (P.Y. ₹20.88 lakhs). Refer note 38.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

24. Other current liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Current maturities on deferred revenue on capital subsidy	4.00	4.00
Advance from customers	429.13	151.92
Statutory liabilities	109.31	161.78
Unpaid dividend	47.20	47.19
Others	943.30	1,538.85
Total	**1,532.94**	**1,903.74**

25A. Provisions

Non Current Liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Provision for Gratuity (Refer note 37)	55.75	27.64
Provision for Leave Encashment	114.06	118.51
Total	**169.81**	**146.15**

25B. Provisions

Current Liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Provision for Gratuity (Refer note 37)	51.01	52.71
Provision for Leave Encashment	5.25	4.85
Total	**56.26**	**57.56**

26(A). Income tax assets

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Advance Tax (Net of provision for tax)	70.07	
Total	**70.07**	**-**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

26(B). Current Tax liabilities (Net)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Taxes paid (Net of Advance tax)		193.52
Total		**193.52**

27. Revenue from operations

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Sale of Products		
Paper, Pulp and related products		
Within India*	20,498.25	22,748.54
Outside India	8,834.09	12,386.32
Moulded Products		
Within India	6,047.23	5,326.82
Outside India	249.74	142.40
Total	**35,629.31**	**40,604.08**

*Refer note 38 for sale to Related parties

28. Other income

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Interest received on fixed deposit and others	144.64	414.89
Interest received on Income Tax Refund		3.10
Interest on loans given to subsidiaries		-
Export incentives*	180.02	258.52
Subsidy received**	-	170.73
Investments measured at FVTPL	-	0.08
Profit on sale of property, plant and equipment	-	3.61
Profit on redemption of Mutual Fund	-	4.01

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

28. Other income (Contd.)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Excess provision for expenses written back	2.74	132.30
Net Gain on foreign currency translation	354.00	258.35
Miscellaneous income	442.50	223.21
Total	**1,123.90**	**1,468.80**

* During the preceding year, the Company received an Interest subsidy of ₹170.73 Lakh (net of administrative charges) from the Government of Uttar Pradesh under the MSME 2017 policy.

29. Cost of materials consumed

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Raw material consumed	8,760.97	10,220.16
Chemicals consumed	2,939.82	3,314.24
Stores & spares consumed	1,859.62	1,926.48
Packing materials consumed	750.79	807.13
Total	**14,311.20**	**16,268.01**

30. Changes in inventories of finished goods, stock-in-trade and work-in-progress

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Opening Stock		
Finished Goods*	2,306.63	1,855.01
Pulp	1.49	-
Work in Progress	218.20	123.78
Total Opening Stock	**2,526.32**	**1,978.79**
Closing Stock		
Finished Goods*	2,157.80	2,308.12
Pulp	4.26	-
Work in Progress	178.15	218.20
Total Closing Stock	**2,340.21**	**2,526.32**
Total	**186.11**	**(547.53)**

* Includes Kraft paper, poster paper and moulded products.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

31. Employee benefit expenses

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Salary, wages, bonus and incentives	3,537.20	4,271.47
Directors remuneration*	217.04	282.93
Contribution to provident and other funds	157.19	156.80
Share Based Payment	(3.27)	68.32
Defined benefit plan expenses	98.66	83.81
Workmen and staff welfare expenses	371.56	321.56
Total	**4,378.38**	**5,184.89**

* Refer note 38 for payments made to Related parties

32. Finance costs

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Interest on		
- Term loan	43.66	168.48
- Others	963.16	731.44
Net loss on foreign currency translation and transactions	-	-
Bank and documentation charges	170.51	148.71
Total	**1,177.33**	**1,048.63**

33. Depreciation and amortisation expense

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Depreciation on property, plant and equipment	1,591.83	1,529.27
Amortisation on intangible assets & ROU Assets	64.94	65.32
Total	**1,656.77**	**1,594.59**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

34. Other expenses

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Operating Expenses		
Power and Fuel	5,099.71	5,264.04
Contractor Wages	805.70	842.35
Effluent Treatment Expenses	193.41	132.00
Repairs and Maintenance		-
- Building	-	91.73
- Machinery	702.42	481.73
- Others	375.81	280.10
Freight, Handling and Other Sales and Distribution expenses	1,874.57	2,290.22
Commission on sales	202.67	279.19
Others		-
Rent	176.42	98.82
Insurance	202.85	164.07
Travelling and Conveyance	506.22	487.24
Legal professional and consultation charges	819.69	895.80
Auditor's Remuneration (refer note below)	31.23	20.75
Subscription and Donation	123.49	162.09
Amortisation of deferred income on EPCG license	-	-
Research and development expenses	41.36	70.10
Printing and Stationery	23.08	27.68
Communication cost	61.05	65.12
Advertisement and Publicity	15.82	9.89
Business Promotion Expenses	214.83	293.58
Loss on Assets Sold / Discarded/scrapped	81.16	110.10
Loss on sale of export incentives	1.53	2.42
Fair valuation of investments	0.07	
Intangible assets incl. Intangible assets under development written off	-	162.32
Provision for impairment of Goodwill	-	5.40

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

34. Other expenses (Contd.)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Manglam Farm Expenses	20.23	16.43
Provision on doubtful receivables and others	5.56	16.76
CSR Expenditure	235.00	127.88
Miscellaneous Expenses	220.60	139.06
Administrative Expenses	-	150.93
Loss on Exchange Fluctuation	-	21.03
Total	**12,034.48**	**12,708.83**

Note 34a:

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
As Auditors:	13.70	9.62
For Limited Review	7.50	5.25
For certification	1.50	2.60
For Reimbursement of Expenses	8.53	3.28
Total	**31.23**	**20.75**

35. Tax Expenses

(a) Amounts recognized in profit and loss

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Current tax expense		
Current year	806.25	1,754.42
Changes in estimates relating to prior years	37.72	(351.42)
Total	**843.97**	**1,403.00**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

35. Tax Expenses (Contd.)

(a) Amounts recognized in profit and loss

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Deferred tax expense		
Origination and reversal of temporary differences	(138.37)	(357.69)
Total	**(138.37)**	**(357.69)**
Tax expense recognized in the income statement	**705.60**	**1,045.31**

(b) Amounts recognized in other comprehensive income

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026				For the year ended 31st March, 2025			
	Before tax	Tax (expense) benefit	Foreign Currency Translation Reserve	Net of tax	Before tax	Tax (expense) benefit	Foreign Currency Translation Reserve	Net of tax
Items that will not be reclassified to profit or loss								
Remeasurements of the defined benefit plans	47.25	(11.89)	440.20	475.56	(43.39)	10.92	(21.91)	(54.38)
	47.25	**(11.89)**	**440.20**	**475.56**	**(43.39)**	**10.92**	**(21.91)**	**(54.38)**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

35. Tax Expenses (Contd.)

(c) Reconciliation of effective tax rate

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026		For the year ended 31st March, 2025	
	%	Amount	%	Amount
Profit before tax		1,355.91		4,797.29
Tax using the Company's domestic tax rate	25.17%	341.26	25.17%	1,270.38
Tax effect of:				
Due to permanent differences	6.11%	82.80	-5.44%	(260.88)
Ind AS adjustments	2.37%	32.20	0.54%	25.79
Other Comprehensive Income	0.88%	11.89	0.23%	10.92
Due to Rate change for Subsidiary	21.62%	293.09	10.06%	482.68
Reversal of Deferred Tax due to rate changed*	0.00%	0.00	-6.76%	(324.26)
Due to temporary differences	-6.01%	(81.47)	5.09%	244.18
Effective income tax rate	**50.13%**	**679.77**	**28.89%**	**1,385.81**

During the preceding year, the Company has exercised the option governed by section 115BAA of the Income Tax Act,1961, the applicable tax rate for the Company for the year ended 31st March, 2026 was 25.17% (Previous Year: 25.17%) and as a result, tax expenses for the year ended 31st March, 2025 is net of reversal of deferred tax of ₹324.26 lakhs provided in earlier years.

(d) Movement in deferred tax

(₹ in Lakhs)

Particulars	As at 31st March, 2026					
	Net balance 1st April, 2025	Recognized in profit or loss	Recognized in OCI	Net	Deferred tax asset	Deferred tax liability
Deferred tax (Asset)/Liabilities						
On difference between book balance and tax balance of PPE	2,254.23	(43.63)	-	2,210.60	-	2,210.60
Provision on employee benefits	(223.68)	102.43	11.89	(109.36)	109.36	-
Provision for Share Based Payment	(3.32)	0.82	-	(2.50)	2.50	-
Others incl. acquisition through business combination	43.38	(197.97)	-	(154.59)	154.59	0.00
Tax assets (Liabilities) (Net)	**2,070.61**	**(138.35)**	**11.89**	**1,944.15**	**266.45**	**2,210.60**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

35. Tax Expenses (Contd.)

(₹ in Lakhs)

Particulars	As at 31st March, 2025					
	Net balance 1st April, 2024	Recognized in profit or loss	Recognized in OCI	Net	Deferred tax asset	Deferred tax liability
Deferred tax (Asset)/Liabilities						
On difference between book balance and tax balance of PPE	2,627.96	(373.73)	-	2,254.23	-	2,254.23
Provision on employee benefits	(208.42)	(4.34)	(10.92)	(223.68)	223.68	-
Provision for Share Based Payment	(40.84)	37.52	-	(3.32)	3.32	-
Others incl. acquisition through business combination	60.52	(17.14)	-	43.38	-	43.38
Tax assets (Liabilities) (Net)	**2,439.22**	**(357.69)**	**(10.92)**	**2,070.61**	**227.00**	**2,297.61**

Note: In view of uncertainty regarding future profits, Deferred Tax Assets has not been recognized in the accounts of Subsidiary Company

36. Earnings per share

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Basic Earnings per share		
Profit for the year	650.31	3,751.97
Weighted average number of equity shares outstanding	4,49,48,100	4,18,93,473
Basic EPS	**1.45**	**8.96**
Diluted Earnings per share		
Profit for the year	650.31	3,751.93
Weighted average number of equity shares outstanding	4,49,48,100	4,18,93,473.00
Add: Weighted average number of potential equity shares on account of employee stock options	7,473	5,386
Share warrants	-	-
Equity Preferential allotment	-	-
Weighted average number of equity shares outstanding for diluted EPS	4,49,55,573	4,18,98,859
Diluted EPS	**1.45**	**8.95**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures

I. Defined Contribution plan

The Group has recognized the following amounts in the Statement of Profit and Loss during the year under 'Contribution to staff provident and other funds' (Refer note 31)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Employer's contribution to Provident Fund	108.82	111.75
Total	**108.82**	**111.75**

II. Defined benefit plans

A. Gratuity

The Group operates funded gratuity plan for qualifying employees. Under the plan, the employees are entitled to retirement benefits depending upon the number of years of service rendered by them subject to minimum specified number of years of service.

The actuarial valuation of plan assets and the present value of defined benefit obligation were carried out at 31st March, 2026 by the certified actuarial valuer.

The present value of the defined benefit obligation, related current service cost and past service cost were measured using the projected unit credit method.

(A) Movements in net defined benefit (asset)/ liability

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Defined obligations at the beginning of the year	804.06	690.94
Current service cost	90.27	79.41
Interest cost	55.36	48.16
Past service costs	1.81	-
Benefits paid	(93.30)	(53.61)
Actuarial (gain)/loss		
- change in demographic assumptions	-	-
- change in financial assumptions	(69.00)	18.37
- experience variance	16.52	20.79
Defined benefit obligation as at end of the year	**805.72**	**804.06**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures (Contd.)

(B) Movements in the fair value of plan assets

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Fair value at beginning of the year	723.71	627.79
Investment income	48.78	43.76
Return on plan assets	(5.23)	(4.23)
Actual return on plan assets	-	-
Actuarial gain/(loss) on plan assets	-	-
Contributions by the employer	25.00	110.00
Other adjustments		
Benefits paid	(93.30)	(53.61)
Fair value of plan assets as at end of the year	**698.96**	**723.71**

(C) Amount recognized in the balance sheet

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Present value of defined benefit obligation as at end of the year	805.72	804.06
Fair value of plan assets as at end of the year	698.96	723.71
As at year end	**(106.76)**	**(80.35)**

(D) Amounts recognized in the statement of profit and loss

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Current service cost	90.27	79.41
Past service cost	1.81	-
Net interest income/ (cost) on the net defined benefit liability (Asset)	6.58	4.40
Total	**98.66**	**83.81**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures (Contd.)

(E) Amounts recognized in other comprehensive income

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Actuarial (gains) / losses due to :		
- change in demographic assumptions	-	-
- change in financial assumptions	(69.00)	18.37
- experience variance	16.52	20.79
Return on plan assets	5.23	4.23
Total	**(47.25)**	**43.39**

(F) Category of plan assets

The Company's plan assets in respect of gratuity are funded through the Gratuity Scheme of LIC

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Administered by Life Insurance Corporation of India *	100%	100%
Government of India Securities	0%	0%
State Government securities	0%	0%
Special Deposit Scheme	0%	0%

*The Group is unable to obtain the details of plan assets from the Life Insurance Corporation of India and hence the disclosure thereof is not made.

(G) Sensitivity analysis

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:		
A. Discount Rate (- / + 1%)		
Discount Rate Increase	733.12	728.91
1. Effect due to 1% increase in discount rate	-9.01%	-9.35%
Discount Rate Decrease	890.86	892.61
2. Effect due to 1% decrease in discount rate	10.57%	11.01%
B. Salary Growth Rate		

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures (Contd.)

(G) Sensitivity analysis

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Salary Growth Rate Increase	894.28	895.33
1. Effect due to 1% increase in discount rate	10.99%	11.35%
Salary Growth Rate Decrease	729.14	725.42
2. Effect due to 1% decrease in discount rate	(9.50%)	(9.78%)
C. Attrition Rate		
Attrition Rate Increase	822.35	815.25
1. Effect due to 50% increase in discount rate	2.06%	1.39%
Attrition Rate Decrease	786.84	791.29
2. Effect due to 50% decrease in discount rate	(2.34%)	(1.59%)
D. Mortality Rate		
Mortality Rate Increase	808.97	806.26
1. Effect due to 10% increase in discount rate	0.40%	0.27%
Mortality Rate Decrease	802.39	801.81
2. Effect due to 10% decrease in discount rate	(0.41%)	(0.28%)

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the defined benefit obligation recognised in the Balance Sheet.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the prior period.

(H) The expected future cash flows as at 31st March, 2026 were as follows:

(₹ in Lakhs)

Summary of Assets and Liabilities	Amount (₹ In lakhs)
31.03.2022	(136.12)
31.03.2023	(141.77)
31.03.2024	(63.15)
31.03.2025	(80.35)
31.03.2026	(106.76)

37. Employee Benefit Disclosures (Contd.)

(I) Expected Cash flows over the next

(₹ in Lakhs)

	Amount (₹ In lakhs)
1 year	51.01
2 to 5 years	263.85
6 to 10 years	332.34
More than 10 years	1409.13

(J) Leave Encashment

i) Leave policy: Leave balance as at the valuation date and each subsequent year following the valuation date to the extent not availed by the employee is available for encashment on separation from the Company up to a maximum of 30 days.

ii) Liability on account of long term absences has been actuarially valued as per Projected Unit Credit Method.

iii) Short term compensated absences have been provided on actual basis.

(K) Actuarial assumptions

Actuarial valuation as at the year-end was done in respect of the aforesaid defined benefit plans based on the following assumptions:

L) General assumptions

(₹ in Lakhs)

Particulars	Gratuity (funded)	
	31-Mar-26	31-Mar-25
Discount rate (per annum)	7.57%	6.74%
Withdrawal rate	2.00%	2.00%
Rate of increase in salaries	5.00%	5.00%

i) Mortality rates considered are as per the published rates in the India Assured Lives Mortality 2012-14 (P.Y. 2012-14): India Assured Lives Mortality (2006-08) (Modified) ULT.) mortality table.

ii) The discount rate should be based upon the market yields available on Government bonds at the accounting date with a term that matches that of the liabilities.

iii) The contribution made by the Company for funding its liabilities for gratuity during the financial year 2025-26 amounts to ₹25.00 lakhs (PY ₹110.00 Lakhs).

iv) The expected rate of return on plan assets is based on market expectation, at the beginning of the year, for returns over entire life of the related obligation.

v) The assumption of future salary increases, considered in actuarial valuation, takes into account of inflation, seniority, promotion, supply and demand and other relevant factors

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

37. Employee Benefit Disclosures (Contd.)

vi) The new Labour Codes were notified with effect from 21st November 2025. The Company has assessed the impact of the said Labour Codes and recognised an additional liability amounting to ₹1.81 lakhs towards gratuity and ₹1.58 Lakhs towards leave encashment, including impact relating to past periods. The Company continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments as needed.

38. Related party relationships, transactions and balances:

a) Name of Related Parties and nature of relationship

I. Key Managerial Personnel and relatives

1. Executive Directors

(a) Ved Krishna (From 13.08.2025)	Managing Director
(b) Jagdeep Hira (Upto 13.08.2025)	Managing Director
(c) Gautam Ghosh (From 24.11.2023)	Executive Director
(d) Ramjee Subramanian(Upto 04.11.2024)	Whole Time Director -Pakka Impact Limited

2. Non - Executive Directors

(a) Ved Krishna	Non- Independent & Non- Executive Director in Holding Co. Pakka Limited (upto 13.08.2025) and also Director in Subsidiary Co.'s Pakka Inc. & Pakka Impact
(b) Manjula Jhunjhunwala	Non- Independent & Non- Executive Director
(c) Kimberly Ann McArthur	Non- Independent & Non- Executive Director
(d) Pradeep Vasant Dhobale	Independent Director
(e) Basant Kumar Khaitan	Independent Director
(f) Himanshu Kapoor	Non- Independent & Non- Executive Director
(g) Shubham Ashok Tibrewal (Upto 25.06.2025)	Independent Director
(h) Rahul Krantikumar Dharmadhikary	Independent Director
(i) Alok Ranjan (from 13.06.2024)	Independent Director
(j) Anna Kay Warrington (from 01.07.2024)	Independent Director
(k) Dinika Bhatia (from 30.06.2025)	Independent Director

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

3. Other Key Management Personnel and relatives

(a)	Neetika Suryawanshi (Resigned w.e.f. 30.06.2026)	Chief Financial Officer in Holding Co. Pakka Limited & Director in Subsidiary Pakka Impact Limited
(b)	Sachin Kumar Srivastava	Company Secretary
(c)	Madhu Kapoor	Relative of Director
(d)	Ajay Poddar	Relative of Director
(e)	Manas Kapoor	Relative of Director
(f)	Satish Chamyvelumani	Relative of Director

II. Enterprise over which the Key Managerial Personnel (KMP) have significant influence with whom transactions have taken place during the year

(a) Yash Agro Products Limited

(b) Satori Global Limited

(c) Jingle Bell Nursery School Society

(d) Pakka Foundation

(e) K. K. Jhunjhunwala HUF

(f) AMJ Land Holdings Limited

(g) WMW Metal Fabrics Limited

(h) Pudumjee Paper Products Limited.

(i) Kapoor Tandon & Company

(j) U V Infosolutions and Services Private Limited

(k) Sumat Mehra LLC

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

b) Details of transactions with related parties during the year

(₹ in Lakhs)

Nature of Transactions	KMP and relative		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
INCOME						
Sales net of discount/incentives						
Pudumjee Paper Products Limited.		-	954.08	936.75	954.08	936.75
Received from services and others						
Jingle Bell Nursery School Society		-	1.65	1.30	1.65	1.30
Pakka Foundation		-	0.05	0.02	0.05	0.02
Rent received						
Yash Agro Products Limited		-	0.24	0.24	0.24	0.24
Madhu Kapoor	1.48				1.48	-
Donation paid						
Pakka Foundation			124.00	114.10	124.00	114.10
EXPENSES						
Purchases						
WMW Metal Fabrics Limited		-	76.69	95.55	76.69	95.55
Satori Global Limited		-	27.87	57.71	27.87	57.71
Advances Given						
Ved Krishna	50.00	239.63			50.00	239.63
Advances Repaid						
Ved Krishna	17.00	25.67			17.00	25.67
Loss/(gain) on investments measured at FVTPL						
AMJ Land Holdings Limited		-	0.07	(0.06)	0.07	(0.06)
Interest on unsecured loan						
Yash Agro Products Limited			15.62	33.11	15.62	33.11
Satori Global Limited			1.80	1.80	1.80	1.80

38. Related party relationships, transactions and balances: (Contd.)

b) Details of transactions with related parties during the year

(₹ in Lakhs)

Nature of Transactions	KMP and relative		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
Remuneration						
Ved Krishna	249.59	263.08			249.59	263.08
Jagdeep Hira (Resigned on 13.08.2025)	53.11	242.15		-	53.11	242.15
Neetika Suryawanshi (Resigned on 30.06.2026)	86.60	64.04		-	86.60	64.04
Sachin Kumar Srivastava	30.51	33.35		-	30.51	33.35
Gautam Ghosh (from 24.11.2023)	36.40	28.77		-	36.40	28.77
Ramjee Subramanian (Upto 04.11.2024)	-	39.43			-	39.43
Sitting Fees					-	-
Manjula Jhunjhunwala	2.70	3.50		-	2.70	3.50
Kimberly Ann McArthur	3.50	4.50		-	3.50	4.50
Pradeep Vasant Dhobale	4.10	7.10		-	4.10	7.10
Basant Kumar Khaitan	2.60	5.20		-	2.60	5.20
Ved Krishna	1.90	6.60		-	1.90	6.60
Himanshu Kapoor	3.53	6.91			3.53	6.91
Shubham Ashok Tibrewal	0.80	6.81			0.80	6.81
Rahul Krantikumar Dharmadhikary	3.80	5.80			3.80	5.80
Alok Ranjan	2.53	5.41			2.53	5.41
Anna Kay Warrington	3.50	3.40			3.50	3.40
Dinika Bhatia	0.80	-			0.80	-
Consultancy Charges/Others						
Kapoor Tandon & Company		-	5.96	4.69	5.96	4.69
Kimberly Ann McArthur	104.10	109.82			104.10	109.82
U V Infosolutions and Services Private Limited			32.12	90.00	32.12	90.00

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

b) Details of transactions with related parties during the year

(₹ in Lakhs)

Nature of Transactions	KMP and relative		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
Satish Chamyvelumani	4.77				4.77	-
Rent Paid						
Ved krishna	60.00	44.00		-	60.00	44.00
Pension					-	-
Manjula Jhunjhunwala	12.00	12.00		-	12.00	12.00
OTHER TRANSACTIONS						
Loan Repaid during the year					-	-
Ved Krishna	35.00	-		-	35.00	-
Yash Agro Products Limited		-	140.00	-	140.00	-
CSR Expense					-	-
Pakka Foundation		-	124.00	114.10	124.00	114.10
Loan Received during the year						
Yash Agro products limited			65.00	-	65.00	-
Manas Kapoor	48.55				48.55	-
Ved Krishna	28.22				28.22	-
Sumat Mehra LLC b			24.27		24.27	-
Ajay Poddar	14.42				14.42	-
Advance provided						
Ved krishna			-	4.36	-	4.36
Loan Repaid during the year						
Yash Agro products limited			24.86	-	24.86	-

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

c) Outstanding balances with related parties:

(₹ in Lakhs)

Particulars	KMP		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
Assets						
Investments						
AMJ Land Holdings Limited		-	0.16	0.23	0.16	0.23
Advances Receivable						
Ved krishna	33.00	-		-	33.00	-
Receivable For Services/others						
Jingle Bell Nursery School Society		-	0.10	-	0.10	-
Pakka Foundation		-	0.01	0.01	0.01	0.01
Satish Chamyvelumani	5.01	-		-	5.01	-
Trade Receivables						
Pudumjee Paper Products Limited.		-	53.32	215.20	53.32	215.20
Yash Agro Products Limited			0.02	-	0.02	-
Liabilities						
Unsecured Loans					-	-
Yash Agro Products Limited			204.50	267.84	204.50	267.84
Satori Global Limited			-	23.24	-	23.24
Ved Krishna		35.00			-	35.00
Manas Kapoor	48.55				48.55	-
Sumat Mehra LLC b			24.27		24.27	-
Ajay Poddar	258.47				258.47	-
Interest payable on unsecured loans					-	-
Yash Agro Products Limited			11.66	29.79	11.66	29.79
Satori Global Limited			-	3.24	-	3.24
Payable For Services/others					-	-

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

38. Related party relationships, transactions and balances: (Contd.)

c) Outstanding balances with related parties:

(₹ in Lakhs)

Particulars	KMP		Enterprises over which the KMP have significant influence		Total	
	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025	31st March, 2026	31st March, 2025
Jingle Bell Nursery School Society		-	0.11	0.01	0.11	0.01
Ved Krishna	14.7	-	-	191.01	14.70	191.01
U V Infosolutions and Services Private Limited			38.05		38.05	-
Trade Payable						
WMW Metal Fabrics Limited			18.86	6.59	18.86	6.59
Yash Agro Products Limited			12.40	15.01	12.40	15.01
Guarantees						
Personal Guarantees						
Ved Krishna	67,154.00	27,317.00		-	67,154.00	27,317.00
Manjula Jhunjhunwala	19,437.00	14,817.00		-	19,437.00	14,817.00
Corporate Guarantees					-	-
Satori Global Limited		-	62,154.00	14,817.00	62,154.00	14,817.00
Yash Agro Products Limited		-	14,437.00	14,817.00	14,437.00	14,817.00

d) Terms and conditions of transactions with related parties

The transactions with related parties are made in the ordinary course of business. No provisions are held against receivables from related parties.Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash.

e) Other Notes

No amount has been written off/back or provision made for loss allowance during the year in respect of related parties except as disclosed above.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

39. Financial Instruments

(i) Capital Management

The Company's capital management is intended to create value for shareholders by facilitating the meeting of long-term and short-term goals of the Company. "The Group's capital management is intended to create value for shareholders by facilitating the meeting of long-term and short-term goals of the Group. The Group determines the amount of capital required on the basis of annual operating plans and long-term product and other strategic investment plans. The funding requirements are met through equity and other long-term/short-term borrowings. The Group's policy is aimed at combination of short-term and long-term borrowings. The Group monitors the capital structure on the basis of total debt to equity ratio and maturity profile of the overall debt portfolio of the Group. Total borrowings includes all long and short-term borrowings as disclosed in notes 17 to the consolidated financial statements."

The capital structure of the Group consists of debt, which includes the borrowings including temporary overdrawn balance, cash and cash equivalents including short term bank deposits, equity comprising issued capital and reserves . The gearing ratio for the year is as under:

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Debt	45,914.34	20,444.01
Less: Cash and cash equivalent including short term deposits (restricted)	2,220.79	7,397.08
Net debt (A)	**43,693.55**	**13,046.93**
Total equity (B)	**46,328.25**	**45,205.64**
Debt Equity Ratio (A/B)	**0.94**	**0.29**

(ii) Categories of financial instruments

Calculation of Fair Values

The fair values of the financial assets and liabilities are defined as 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 following methods and assumptions were used to estimate the fair values of financial instruments:

a) The fair values of investment in quoted investment in equity shares is based on the current bid price of respective investment as at the reporting date.

b) The fair value of the long-term borrowings carrying floating-rate of interest is not impacted due to interest rate changes and will not be significantly different from their carrying amounts as there is no significant change in the underlying credit risk of the Group (since the date of inception of the loans).

c) The fair value of loans from banks and other financial indebtedness as well as other non current financial liabilities is estimated by discounting future cash flows using rates currently available for debt or similar terms and remaining maturities.

d) Cash and cash equivalents, trade receivables, other financial assets, trade payables and other financial liabilities have fair values that approximate to their carrying amounts due to their short-term nature.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

(₹ in Lakhs)

Particulars	As at 31st March, 2026		As at 31st March, 2025	
	Carrying value	Fair value	Carrying value	Fair value
Financial Assets				
Financial assets measured at fair value				
Investments measured at FVTPL	-	0.20	-	0.27
Investments in Mutual fund		-		-
Financial assets measured at amortized cost				
Loans	210.39	-	289.35	-
Trade Receivables	4,592.53	-	4,626.14	-
Cash and cash equivalents	1,794.12	-	6,710.26	-
Bank balances other than cash and cash equivalents	416.22	-	686.07	-
Other financial assets	185.00	-	276.21	-
Total	**7,198.26**	**0.20**	**12,588.03**	**0.27**
Financial Liabilities				
Financial liabilities measured at amortized cost				
Borrowings *	46,219.64	-	20,646.19	-
Lease Liability	114.38		152.81	
Trade and other payables	4,072.56	-	1,521.85	-
Other financial liabilities	6,033.77	-	1,928.42	-
Total	**56,440.35**	**-**	**24,294.27**	**-**

* The above excludes Ind AS Adjustment if any

Fair value measurements recognized in the balance sheet:

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable.

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

39. Financial Instruments (Contd.)

(₹ in Lakhs)

Particulars	Level 1	Level 2	Level 3	Total
As at 31st March, 2026				
Assets at fair value				
Investments measured at FVTPL	0.20	-	-	0.20
As at 31st March, 2025				
Assets at fair value				
Investments measured at FVTPL	0.27	-	-	0.27

(iii) Financial risk management objectives:

The Group's principal financial liabilities comprise of loan from banks and financial institutions, and trade payables. The main purpose of these financial liabilities is to raise finance for the Group's operations. The Group has various financial assets such as trade receivables, cash and short term deposits, which arise directly from its operations.

The main risks arising from Group's financial instruments are foreign currency risk, credit risk, market risk, interest rate risk and liquidity risk. The Board of Directors review and agree policies for managing each of these risks.

(a) Credit risk:

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's trade and other receivables, cash and cash equivalents and other bank balances. The maximum exposure to credit risk in case of all the financial instruments covered below is restricted to their respective carrying amount.

Trade and Other receivables

Customer credit Period is managed by each business unit subject to the Company's established policies, procedures and control relating to customer credit risk management. Trade receivables are non-interest bearing and the agreed divisional payment terms are : (i) Paper & Pulp - Domestic Sale 20 days, Export Sale 30-90 days. (ii) Moulded - 30 days. Credit Period are established for all customers based on internal rating criteria. Outstanding customer receivables are regularly monitored.

The Group measures the expected credit loss of trade receivables based on historical trend, industry practices and the business environment in which the entity operates. Loss rates are based on actual credit loss experience and past trends.

At 31st March, 2026, the Group's top three customers accounted for ₹1774.40 lakhs ((P.Y. ₹1537.30 lakhs) of the trade and other receivables carrying amount.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

Expected credit loss assessment for customers:

The following table provides information about the exposure to credit risk and ECLs for trade receivables:

As at 31st March, 2026

(₹ in Lakhs)

Particulars	Gross carrying amount	Weighed average loss rate - range	Loss allowance
0 to 1 year	4,197.99	0%	-
1 to 2 years	239.46	5%	11.98
2 to 3 years	113.63	10%	10.29
3 years and above	40.88	75%	30.66
Specific provision	19.31	75%	14.49
Specific provision	97.35	50%	48.67
Total	**4,708.62**		**116.09**

As at 31st March, 2025

(₹ in Lakhs)

Particulars	Gross carrying amount	Weighed average loss rate - range	Loss allowance
0 to 1 year	4,241.47	0%	-
1 to 2 years	3.55	5%	0.18
2 to 3 years	-	10%	-
3years and above	40.63	75%	30.47
Specific provision	334.36	5%	16.72
Specific provision	19.31	75%	14.48
Specific provision	97.35	50%	48.68
Total	**4,736.67**		**110.53**

Movement in the expected credit loss allowance

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Balance at the beginning of the year	110.53	93.77
Add: Provision made / (reverse) during the year	5.56	16.76
Balance at the end of the year	**116.09**	**110.53**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

Other financial assets

The Group maintains exposure in cash and cash equivalents and term deposits with banks.

The Group held cash and cash equivalents of ₹1794.12 lakhs at 31st March, 2026 (P.Y.: ₹6710.26 lakhs). Cash and cash equivalents are held with reputable and credit-worthy banks.

Individual risk limits are set for each counter- party based on financial position, credit rating and past experience. Credit limits and concentration of exposures are actively monitored by the Management of the Group.

Other than trade and other receivables, the Group has no other financial assets that are past due but not impaired.

(b) Market risk:

Market Risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and price risk.

(I) Foreign currency risk

The Group is exposed to currency risk on account of its operating and financing activities. The functional currency of the Company is Indian Rupee. Company's exposure is mainly denominated in U.S. dollars (USD). The USD exchange rate has changed substantially in recent periods and may continue to fluctuate substantially in the future.

The Group does not use derivative financial instruments for trading or speculative purposes.

The carrying amounts of the Group's financial assets and financial liabilities denominated in foreign currencies at the reporting date are as follows:

(₹ in Lakhs)

Particulars	As at 31st March, 2026		As at 31st March, 2025	
	Financial assets	Financial liabilities	Financial assets	Financial liabilities
USD	1,747.47	110.18	4,791.35	101.89
Euro	33.47	3,210.24	14.81	-
AUD	27.58	-		
SGD	3.12	22.82	-	-
Total	**1,811.64**	**3,343.24**	**4,806.16**	**101.89**

The following table details the Group's sensitivity to a 5% increase and decrease in the functional currency against the relevant foreign currency receivables and payables. 5% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 5% change in foreign currency rates. A positive number below indicates an increase

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

in profit and other equity where the respective functional currency strengthens by 5% against the relevant foreign currency. For a 5% weakening of the functional currency against the relevant currency, there would be an equal and opposite impact on the profit and other equity, and the balances below would be negative.

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Impact on profit before tax		
USD	81.86	234.47
Euro	(158.84)	0.74
AUD	1.38	
SGD	(0.99)	-
Total	**(76.59)**	**235.21**

(II) Interest rate risk:

Interest rate risk is measured by using the cash flow sensitivity for changes in variable interest rates. Any movement in the reference rates could have an impact on the Group's cash flows as well as costs.

Interest rate sensitivity analysis:

The Group is exposed to interest rate risk because company borrow funds at both fixed and floating interest rates. The risk is managed by the Group by maintaining an appropriate mix between fixed and floating rate of borrowings.

The Group's borrowings which are contracted at a fixed rate , are carried at amortised cost. Further these borrowings are not affected due to interest rate risk as defined in Ind AS 107 as neither the carrying amount nor the future cash flows will fluctuate in the event of a change in market interest rates.

Exposure to interest rate risk

The Company's exposures to interest rates on financial assets and financial liabilities are detailed in the liquidity risk management section of this note.

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Fixed-rate instruments		
Financial assets	548.07	6,629.96
Financial liabilities	204.50	388.29
	752.57	6,241.67

39. Financial Instruments (Contd.)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Variable-rate instruments		
Financial assets	-	-
Financial liabilities	(45,153.49)	(18,276.15)
	(45,153.49)	(18,276.15)

Interest sensitivity analysis for Variable-rate instruments:

The Company is exposed to interest expense - interest rate risk in relation to variable-rate loan borrowings.

A reasonably possible change of 50 basis points (bp) in interest rates at Reporting Date would have impacted (profit) or loss by the amounts shown below. The indicative 50 basis point (0.50%) movement is directional and does not reflect management forecast on interest rate movement. This analysis assumes that all other variables remaining constant.

(₹ in Lakhs)

Interest sensitivity - INR	Change in Assumption	Impact on (Profit) or Loss before tax	
		As at 31st March, 2026	As at 31st March, 2025
Variable rate instruments	50 bp increase	225.77	91.38
Variable rate instruments	50 bp decrease	(225.77)	(91.38)

The risk estimates provided assume a parallel shift of 50 basis points interest rate. This calculation also assumes that the change occurs at the balance sheet date and has been calculated based on risk exposures outstanding as at that date. The period end balances are not necessarily representative of the average debt outstanding during the period.

This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

(Note: The impact is indicated on the profit/(loss) before tax basis).

(III) Liquidity risk:

The Group follows a conservative policy of ensuring sufficient liquidity at all times through a strategy of profitable growth, efficient liquidity at all times through a strategy of profitable growth, efficient working capital management as well as prudent capital expenditure. The Group has a cash credit facility with banks to support any temporary funding requirements.

The Group believes that current cash and cash equivalents, tied up borrowing lines and cash flow that is generated from operations is sufficient to meet requirements. Accordingly, liquidity risk is perceived to be low.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

Liquidity table:

The following tables detail the Group's remaining contractual maturity for its financial liabilities. The tables have been drawn up based on the cash flows of financial liabilities based on the earliest date on which the Group can be required to pay:

As at 31st March, 2026 (₹ in Lakhs)

Particulars	Carrying amount	Within One Year	One to five years	More than five years
Financial Assets:				
Investments measured at FVTPL	0.20			0.20
Investments in Mutual fund				
Loans	210.39	43.18	167.21	
Trade Receivables	4,592.53	4197.99	394.54	
Cash and cash equivalents	1,794.12	1,794.12		
Bank balances other than cash and cash equivalents	416.22	416.22		
Other Non Current financial asset	10.45		10.45	
Other Current financial asset	174.55	174.55		
Total Financial Asset	**7,198.46**	**6,626.06**	**572.20**	**0.20**
Financial liabilities:				
Borrowings	46,219.64	14,939.82	29,613.13	1,666.70
Trade and other payables	4,072.56	4,024.97	47.59	
Lease liability	114.38	34.53	79.85	
Other Non Current financial Liabilities	6,001.72		6,001.72	
Other Current financial Liabilities	32.05	32.05		
Total financial liabilities	**56,440.35**	**19,031.37**	**35,742.29**	**1,666.70**

As at 31st March, 2025 (₹ in Lakhs)

Particulars	Within One Year	One to five years	More than five years	Total
Financial Assets:				
Investments measured at FVTPL	0.27			0.27
Investments in Mutual fund				
Loans	289.35	153.41	135.94	

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

39. Financial Instruments (Contd.)

As at 31st March, 2025 (₹ in Lakhs)

Particulars	Within One Year	One to five years	More than five years	Total
Trade Receivables	4,626.14	4626.14		
Cash and cash equivalents	6,710.26	6710.26		
Bank balances other than cash and cash equivalents	686.07	686.07		
Other Non Current financial asset	0.75		0.75	
Other Current financial asset	275.46	275.46		
Total Financial Asset	**12,588.30**	**12,451.34**	**136.69**	**0.27**
Financial liabilities:				
Borrowings	20,646.19	11,206.21	9,439.98	
Trade and other payables	1,521.85	1,521.85		
Lease liability	152.81	38.43	114.38	
Other Non Current financial Liabilities	1,884.05		1,884.05	
Other Current financial Liabilities	44.37	44.37		
Total financial liabilities	**24,249.27**	**12,810.86**	**11,438.41**	**-**

(IV) Other price risk:

The Group is not exposed to any significant equity price risks arising from equity investments, as on 31st March 2026. Equity investments are held for strategic rather than trading purposes. The Group does not actively trade these investments.

Equity price sensitivity analysis:

There is minimum exposure to equity price risks as at the reporting date or as at the previous reporting date.

40. Segmental Information

Business Segment

The Group has determined following reporting segments based on the information reviewed by the Group's Chief Operating Decision Maker ('CODM').

a) Paper, Pulp and other products

b) Moulded Products

The above business segments have been identified considering :

a) the nature of products

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

40. Segmental Information (Contd.)

b) the differing risks and returns

c) the internal organization and management structure, and

d) the internal financial reporting systems

The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as Mr. Ved Krishna, Managing Director, as explained in the Board's Report section.

The measurement principles of segments are consistent with those used in Material Accounting Policies.

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026			For the year ended 31st March, 2025		
	Paper	Moulded Product	Total	Paper	Moulded Product	Total
REVENUE	30,430.08	6,323.13	36,753.21	36,408.28	5,664.60	42,072.88
Unallocable Revenue	-	-	-	-	-	-
TOTAL REVENUE	**30,430.08**	**6,323.13**	**36,753.21**	**36,408.28**	**5,664.60**	**42,072.88**
RESULTS						
Profit/ loss before interest	3,578.10	(808.49)	2,769.61	6,342.46	(87.78)	6,254.68
Less: interest	(901.58)	(275.75)	(1,177.33)	(677.73)	(370.90)	(1,048.63)
Unallocable Expenses	-	-	(236.37)	-	-	(408.76)
Total profit before tax	**2,676.52**	**(1,084.24)**	**1,355.91**	**5,664.73**	**(458.68)**	**4,797.29**
Provision for taxation			705.60			1,045.31
Net Profit	**2,676.52**	**(1,084.24)**	**650.31**	**5,664.73**	**(458.68)**	**3,751.98**
Other information						
Assets	1,05,878.66	5,600.99	1,11,479.65	72,463.55	1,334.57	73,798.12
Unallocable Assets	-	-	184.93	-	-	46.22
Liabilities	54,999.87	7,963.80	62,963.67	22,855.52	3,071.82	25,927.34
Unallocable Liabilities	-	-	2,372.67	-	-	2,711.36

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

40. Segmental Information (Contd.)

Additional Information by Geographies

Although the Group's operations are managed by product area, we provide additional information based on geographies.

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Revenue by geographical market		
Within India	26,545.48	28,075.36
Outside India	9,083.83	12,528.72
Total	**35,629.31**	**40,604.08**

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Non-current assets		
Within India	81,926.01	42,653.76
Outside India	3,206.22	2,060.62
Total	**85,132.23**	**44,851.38**

Revenue from major products

The following is an analysis of the Group's revenue from continuing operations from its major products.

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Paper, pulp and other products	29,332.34	35,134.86
Total	**29,332.34**	**35,134.86**

Revenue from major customers

The Group is not reliant on revenues from transactions with any single customer and does not receive 10% or more of its revenue from transactions with any single customer in case of Paper and Pulp.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

41. Disclosure in terms of Ind AS 115 on the accounting of revenue from Contracts with Customers

I. Disaggregated revenue information for revenue from contracts with customers

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Types of Goods		
Paper	24,991.09	29,857.76
Pulp	3,662.24	4,566.33
Egg Tray	679.01	476.00
Baggasse Pith Pallets	-	234.77
Moulded products	6,296.97	5,469.22
Sale of Product	-	-
Total	**35,629.31**	**40,604.08**
Sales by Geographical location		
India	26,545.48	28,075.36
Outside India	9,083.83	12,528.72
Total	**35,629.31**	**40,604.08**
Sale Channels		
Directly to Consumers	3,063.43	3,582.66
Through intermediaries	32,565.88	37,021.42
Total	**35,629.31**	**40,604.08**
Sales by performance obligation		
Upon Shipment/ Dispatch	34,440.94	40,604.08
Upon Delivery	1,188.37	-
Total	**35,629.31**	**40,604.08**

II. Reconciliation between revenue with customers and contract price:

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Revenue as per contracted price	35,695.99	40,635.49
Adjustments		
Discounts/ Rebates	(66.68)	(31.41)
Revenue from contracts with Customers	**35,629.31**	**40,604.08**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

41. Disclosure in terms of Ind AS 115 on the accounting of revenue from Contracts with Customers (Contd.)

III. Reconciliation of the revenue from contracts with the amounts disclosed in the segment information

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Total revenue from contracts with customer	35,629.31	40,604.08
Total revenue as per Segment		-
- Paper, pulp and other products	29,332.34	35,134.86
- Moulded products	6,296.97	5,469.22

IV. Contract Balances

(₹ in Lakhs)

Particulars	Year ended 31st March, 2026	Year ended 31st March, 2025
Trade Receivables	4,592.53	4,626.14
Contract Liabilities	429.13	151.92

42. Disclosure in terms of Ind AS 116

Operating Leases:

As Lessee

Short term leases:

The Group has obtained premises for its business operations under operating leases of low value. These are not non-cancellable and are renewable by mutual consent of the parties.

The same are shown under 'Rent' in the Statement of Profit and Loss as follows:

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Lease rent	179.42	99.30

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

42. Disclosure in terms of Ind AS 116 (Contd.)

As Lessor

The following table sets out a maturity analysis of lease payments, showing undiscounted lease payments to be received after the reporting period.

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Within one year	44.08	51.00
Between one to five years	86.97	131.04
Beyond five years	-	-

Finance Leases

Amounts recognised in the Balance Sheet

A Group has finance lease arrangement for various land leases for terms of 56 - 72 years. The carrying amount of these assets are shown below:

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Right to Use Assets:		
Gross Carrying Amount	258.35	258.35
Accumulated Depreciation	151.78	104.43
Depreciation recognized in statement of profit and loss	47.35	47.14
Land		
Gross Carrying Amount	181.25	181.25
Accumulated Depreciation	28.08	25.76
Depreciation recognized in statement of profit and loss	2.32	2.32

43. Disclosure in terms of Ind AS 102 on the Share-based Payment Arrangement

A. Description of share-based payment arrangement

Share Option Programme (Equity Settled)

The members of the Company had approved the YASH TEAM STOCK OPTION PLAN – 2021' ('TSOP'/ 'Plan') at the Extra ordinary General Meeting held on 6th May 2022. The name of the Plan was subsequently changed from "Yash Pakka Team Stock Option Plan – 2021" to "Pakka Team Stock Option Plan – 2021" pursuant to the approval of the Members at the Extra-Ordinary General Meeting held on 29th August, 2024. Further, the validity of the Pakka Team Stock Option Plan – 2021 was extended

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

43. Disclosure in terms of Ind AS 102 on the Share-based Payment Arrangement (Contd.)

from 31st December, 2026 to 31st December, 2031 pursuant to the approval of the Members at the 45th Annual General Meeting held on 30th September, 2025. The plan envisaged grant of share options to eligible employees at market price as defined in Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ('SBEB Regulations'). The Plan covers eligible employees (except promoters or those belonging to the promoters' group, independent directors and directors who either by himself or through his relatives or through any body-corporate, directly or indirectly holds more than 10%of the outstanding Shares of the Company). Under the Scheme, the Nomination and Remuneration Committee of directors of the Company, administers the Scheme and grants stock options to eligible directors or employees of the Company.The Committee determines the employees eligible for receiving the options and the number of options to be granted subject to overall limit of 20,00,000 (Twenty Lakhs Only) equity shares of the Company.

(i) Tranche-I: Pursuant to above, during FY 2022-23, the Company has granted 14,16,600 options at an exercise price of ₹82.21 per option, to the employees of the Company. Under the terms of the plan, these options are vested on a graded vesting basis over a maximum period of 1 year from the date of grant and are to be exercised either in part(s) or full, within a maximum period of 8.5 years from the date of last vesting. During the year the Company has allotted 10,89,600 equity shares at ₹82.21 per equity share upon exercise of share options vested in terms of TSOP -2021 plan. The remaining options would have to be exercised by the concerned eligible team of the Company, before the end date i.e., 31st December, 2031 from the date of respective vesting.

(ii) Tranche-II: Pursuant to above, during FY 2023-24, the Company has granted 1,25,400 options at an exercise price of ₹118.13 per option, to the employees of the Company. Under the terms of the plan, these options are vested on a graded vesting basis over a maximum period of 1 year from the date of grant and are to be exercised either in part(s) or full, within a maximum period of 7.5 years from the date of last vesting.The said options would have to be exercised by the concerned eligible team of the Company, before the end date i.e., 31st December, 2031 from the date of respective vesting.

(iii) Tranche-III: Pursuant to above, during FY 2024-25, the Company has granted 22,500 options at an exercise price of ₹239.63 per option, to the employees of the Company. Under the terms of the plan, these options are vested on a graded vesting basis over a maximum period of 1 year from the date of grant and are to be exercised either in part(s) or full, within a maximum period of 6.5 years from the date of last vesting.The said options would have to be exercised by the concerned eligible team of the Company, before the end date i.e., 31st December, 2031 from the date of respective vesting.

(iv) Tranche-IV: Pursuant to above, during FY 2025-26, the Company has granted 1,24,500 options at an exercise price of ₹152.31 per option, to the employees of the Company. Under the terms of the plan, these options are vested on a graded vesting basis over a maximum period of 1 year from the date of grant and are to be exercised either in part(s) or full, within a maximum period of 1.5 years from the date of last vesting.The said options would have to be exercised by the concerned eligible team of the Company, before the end date i.e., 31st December, 2031 from the date of respective vesting.

Vesting conditions	**As per Policy approved by Shareholders**
Particulars	**TSOP 2021**
Date of Shareholders' Approval	6th May 2022
Maximum number of shares under the plan	2000000
Method of settlement (cash/equity)	Equity
Vesting period (maximum)	1 Year

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

43. Disclosure in terms of Ind AS 102 on the Share-based Payment Arrangement (Contd.)

Particulars	Tranch-I	Tranch-II	Tranch-III	Tranch-IV
Date of Grant	7th July,2022	2nd September,2023	27th June,2024	31st December, 2025
Date of Board/NRC Approval	7th July,2022	2nd September,2023	27th June,2024	31st December, 2025
Exercise period from the date of vesting (maximum) (In Years)	8.50	7.50	6.50	1.50
Options granted	14,16,600	1,25,400	22,500	1,24,500
Options exercised till 31st March 2026	13,47,300	1,22,300	-	-
Option Lapsed till 31st March 2026	48,300	3,100	6,300	-
No. of Options Outstanding	21,000	-	16,200	1,24,500
Exercise Price	82.21	118.13	239.63	152.31
Weighted Average Remaining life	8.50	-	7.50	1.50
Vesting period	1 Year	1 Year	1 Year	1 Year

B. Measurement of Fair Value

Equity-settled share-based payment arrangements

The fair value of the employee share options has been measured using the Black-Scholes formula. The fair value of options and the inputs used in the measurement of the grant date fair values of the equity-settled share based payment plans are as follows:

Particulars	TSOP 2021			
	Tranch-I	Tranch-II	Tranch-III	Tranch-IV
Date of Grant	7th July, 2022	2nd September, 2023	27th June, 2024	31st December, 2025
Fair value of options at grant date	27.40	79.37	85.61	35.46
Share price at grant date	95.51	181.44	255.85	106.16
Exercise price	82.21	118.13	239.63	152.31
Expected volatility (weighted-average)	24.19%	38.06%	55.49%	55.37%
Years to maturity	2.01	2.17	1.76	3.50
Risk-free interest rate	7.19%	7.29%	7.10%	6.13%

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

43. Disclosure in terms of Ind AS 102 on the Share-based Payment Arrangement (Contd.)

C. The number and weighted-average exercise prices of share options under the share option programme were as follows.

(₹ in Lakhs)

Particulars	As on 31st March 2026		As on 31st March 2025	
	Number of Options	Weighted Average Exercise Price	Number of Options	Weighted Average Exercise Price
Options outstanding as at the beginning of the year	44,200	93.28	4,04,100	85.13
Add: Options granted during the year	1,24,500	35.46	22,500	239.63
Less: Options lapsed during the year	7,000	212	2,400	163.69
Less: Options exercised during the year	-	-	3,80,000	93.77
Options outstanding as at the year end	1,61,700	151.95	44,200	93.28
Exercisable as at year end	1,61,700	151.95	44,200	93.28
Weighted - average contractual life		3	2	

D. Expense recognised in Consolidated Statement of Profit and Loss(Refer Note 31)

(₹ in Lakhs)

Particulars	As at 31st March, 2026	As at 31st March, 2025
Equity settled share based payments *	(3.27)	68.32

E. *Modification of ESOP Scheme

During the year, the Company extended the expiry/exercise period of the outstanding stock options under the ESOP Scheme up to 31 December 2031. Pursuant to this modification, the Company obtained a revised valuation report to determine the fair value of the modified options in accordance with the applicable accounting requirements under Ind AS 102 –Share-based Payment

Based on the revised valuation, the fair value of the options under the respective tranches is as follows: Tranche Revised Fair Value per Option (₹)

Tranche I 51.83

Tranche III 18.93

Tranche IV 35.46

The incremental fair value, if any, arising on account of the modification has been accounted for in accordance with the requirements of Ind AS 102."

F. During the preceding year 257700 options were exercised on 4th June, 2024 and the exercise price on the date of exercise of share options was ₹231.23 and 122300 options were exercised on 29th October, 2024 and the exercise price on the date of exercise of share option was ₹287.08.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

44. Expenditure on Research and Development

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Capital Expenditure	294.36	293.84
Revenue Expenditure	41.36	61.74

45. Subsidiary

Details regarding subsidiary

(₹ in Lakhs)

Nature of subsidiary	Country of Incorporation	Principal activity	Proportion of ownership interest and voting power held by the Group	
			As at 31st March, 2026	As at 31st March, 2025
Pakka Inc. USA	U.S.A.	Marketing activity	100%	100%
Pakka Pte Limited, Singapore	Singapore	Digital Platform for compostable products and related activities	100%	100%
Pakka Impact Limited, India	India	Innovation in Regenerative packaging	100%	100%

46. Expenditure on Corporate Social Responsibility (CSR)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
(a) Amount of CSR required to be spent as per the limits of Section 135 of Companies Act, 2013	146.25	138.66
(b) Amount spent during the year	235.00	127.88
(c) Amount Available of previous year set off during the year	4.59	15.37
(d) Shortfall at the end of the year	-	-
(e) Total of previous year shortfall	-	-
(f) Amount available for set off in succeeding financial years	93.34	4.59
(g) Reason for shortfall	NA	NA

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

46. Expenditure on Corporate Social Responsibility (CSR) (Contd.)

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
(h) Nature of CSR activity	Promoting Education including Vocational Skills, Woman Empowerment, Promoting Healthcare including Preventing Healthcare, Women Education and Water Conservation	Women Education and Water Conservation
(i) Details of related party transaction		
Pakka Foundation (formerly known as KK Charitable Foundation)	124.00	114.10
(j) where a provision is made with respect to a liability incurred by entering into a contractual obligation, the movement in the provision during the year.	NA	NA

47. Contingencies

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Claims against the Company not acknowledged as debts:		
- VAT/CENVAT	508.41	508.41
- Guarantees given by Banks	652.79	641.29
- Letter of Credits	649.61	1,549.57
Total	**1,810.81**	**2,699.27**

48. Capital and other commitments

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2026	For the year ended 31st March, 2025
Estimated value of contracts remaining to be executed on capital account (net of advance paid)	14,458.02	25,236.04
Other commitments - EPCG licenses	5,070.29	89.21
Total	**19,528.32**	**25,325.25**

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

49. Other disclosures as per amended Schedule III-

(i) The Group do not have any transactions with Companies stuck off.

(ii) The Group has not been declared wilful defaulter by any bank or financial institution or other lender.

(iii) The Group has no such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.

(iv) The Group have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(v) The Group have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the company shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(vi) The Group has not traded or invested in Crypto currency or Virtual currency during the financial year.

(vii) There is no Scheme of Arrangements approved by the Competent Authority in terms of sections 230 to 237of the Companies Act, 2013

(viii) The Group does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period

(ix) The Group has complied with the requirements of clause 87 of section 2 of the Companies Act 2013 read with Compliance (Restriction on number of layers) Rules, 2017.

Notes forming part of the Consolidated Financial Statements for the year ended 31st March 2026

Note 50 :

The shareholders approved the increase in the Authorised Share Capital of the Company from ₹60.05 Crores to ₹100.00 Crores by creation of 3,99,50,000 additional equity shares of ₹10 each. The shareholders also approved the issuance of up to 90,90,000 fully convertible warrants to Promoter Group entities and up to 27,20,000 equity shares to Non-Promoter investors on a preferential basis.

Note 51 :

Figures for the previous period are re-arranged/ re-grouped, wherever necessary, to correspond with the current period's classification and disclosures.

Note 52 :

In case of one subsidiary as of March 31, 2026 and 2025, the said subsidiary had working capital deficit. The Management of the said subsidiary has indicated that the Companies are dependent on financial support from related parties and shareholders to meet their financial obligations.

Note 53 : Approve of Financial Statement

The financial statements were approved for issue by the Board of Directors on August 14, 2026

As per our attached report of even date

For C N K & Associates LLP
Chartered Accountants
Firm Registration No.: 101961W/W-100036

Diwakar P. Sapre
Partner
Membership No.: 040740
Place: Mumbai
Date: August 14, 2026

For and on behalf of the Board

Ved Krishna
Managing Director
DIN: 00182260
Place: Ayodhya
Date: August 14, 2026

Gautam Ghosh
Executive Director
DIN: 10371300
Place: Ayodhya
Date: August 14, 2026

Manoj Kumar Maurya
Finance Head
Place: Ayodhya
Date: August 14, 2026

Sachin Kumar Srivastava
Company Secretary
Place: Ayodhya
Date: August 14, 2026

Notes

Notes

Corporate information

Board of Directors

Mr. Pradeep Vasant Dhobale
Chairman (Independent Director)

Mr. Ved Krishna
Managing Director (KMP)

Mr. Gautam Ghosh
Executive Director (KMP)

Ms. Manjula Jhunjhunwala
Director (Promoter)

Ms. Kimberly Ann McArthur
Director (Promoters' Group)

Mr. Himanshu Kapoor
Non-Executive Director

Mr. Basant Kumar Khaitan
Independent Director

Mr. Rahul Krantikumar Dharmadhikary
Independent Director

Mr. Alok Ranjan
Independent Director

Ms. Anna Kay Warrington
Independent Director

Ms. Dinika Bhatia
Independent Director

Finance Head

Mr. Manoj Kumar Maurya

Company Secretary & Corporate Finance Head (KMP)

Mr. Sachin Kumar Srivastava

Secretarial Auditors

Mr. Amit Gupta
Amit Gupta & Associates
Practicing Company Secretaries

C-17, Vinay Nagar, Krishna Nagar,
Lucknow - 226023

Mobile: +91 79057 98954
Email: amitguptacs@gmail.com

Statutory Auditors

CNK & Associates LLP
501, 502, Narain Chambers, 5th Floor, M.G. Road,
Vile Parle (E), Mumbai - 400057

Legal Advisor

Mr. Sudheer Sharma
Senior Advocate

House No.500, 3rd Lane, Sri Ram Puram Colony,
Devkali Bypass, Ayodhya, Uttar Pradesh - 224001

Registrar and Share Transfer Agent

Skyline Financial Services Pvt. Ltd.
D-153/A, 1st Floor, Okhla Industrial Place Phase-1,
New Delhi - 110020

Phone: 011-26812682-83
Email: admin@skylinerta.com

Works and Corporate office

Pakka Limited
Pakka Nagar, Ayodhya,
Uttar Pradesh - 224135

Mobile: +91 78000 18989
Website: https://pakka.com/
Email: connect@pakka.com

Registered office

Pakka Limited
312, Plaza Kalpana Society, 24/147,
B-49, Birhana Road, Kanpur
Uttar Pradesh - 208001

Note: KMP - Key Managerial Personnel

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