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Independent Auditor's Report

To the Members of Swara Baby Products Limited (Formerly known as Swara Baby Products Private Limited)

Report on the Audit of the Consolidated Financial Statements

Opinion

1. We have audited the accompanying consolidated financial statements of Swara Baby Products Limited (Formerly known as Swara Baby Products Private Limited) (the Holding Company) and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group'), as listed in Annexure 1, which comprise the Consolidated Balance Sheet as at 31 March 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 material accounting policy information and other explanatory information.
2. In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements and on the other financial information of the subsidiaries 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 ('Ind AS') specified under section 133 of the Act, read with the Companies (Indian Accounting Standards) Rules, 2015, and other accounting principles generally accepted in India of the consolidated state of affairs of the Group, as at 31 March 2026, and their consolidated profit (including other comprehensive income), consolidated cash flows and the consolidated changes in equity for the year ended on that date.

Basis for Opinion

3. We conducted our audit in accordance with the Standards on Auditing specified under section 143(10) of the Act. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, in accordance with the 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 Code of Ethics. We believe that the audit evidence we have obtained together with the audit evidence obtained by the other auditors in terms of their reports referred to in paragraph 13 of the Other Matters section below is sufficient and appropriate to provide a basis for our opinion.



Chartered Accountants

Offices in Ahmedabad, Bengaluru, Chandigarh, Chennai, Dehradun, Goa, Gurugram, Hyderabad, Indore, Kochi, Kolkata, Mumbai, New Delhi, Noida and Pune

Walker ChandioK & Co LLP is registered with limited liability with identification number AAC-2085 and has its registered office at L-41, Connaught Circus, Outer Circle, New Delhi, 110001, India

Information other than the Consolidated Financial Statements and Auditor's Report thereon

4. The Holding Company's Board of Directors are responsible for the other information. The other information comprises the information included in the Annual Report but does not include the consolidated financial statements and our auditor's report thereon. 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 and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. The Annual Report is not made available to us at the date of this auditor's report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

5. The accompanying consolidated financial statements have been approved by the Holding Company's Board of Directors. the Holding Company's 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 financial position, consolidated financial performance including other comprehensive income, consolidated changes in equity and consolidated cash flows of the Group in accordance with the Ind AS specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, and other accounting principles generally accepted in India. the Holding Company's Board of Directors are also responsible for ensuring accuracy of records including financial information considered necessary for the preparation of consolidated Ind AS financial statements. Further, in terms of the provisions of the Act the respective Board of Directors of the companies included in the Group, covered under the Act are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error. These financial statements have been used for the purpose of preparation of the consolidated financial statements by the Board of Directors of the Holding Company, as aforesaid.
6. In preparing the consolidated financial statements, the respective Board of Directors of the companies included in the Group are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.
7. Those respective Board of Directors are also responsible for overseeing the financial reporting process of the companies included in the Group.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

8. 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 Standards on Auditing 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.



9. As part of an audit in accordance with Standards on Auditing specified under section 143(10) of the Act 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 control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
 - Conclude on the appropriateness of Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern;
 - Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
 - 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 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 the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.
10. 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.
11. 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.
12. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Other Matters

13. We did not audit the financial statements of 2 subsidiaries, whose financial statements reflect total assets of ₹5,582.44 Million as at 31 March 2026, total revenues of ₹4,552.71 Million and net cash inflows amounting to ₹7.53 Million for the period ended on that date, as considered in the consolidated financial statements. These financial statements have been audited by other auditors whose reports have been furnished to us by the Holding Company's management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of section 143 of the Act in so far as it relates to the aforesaid subsidiaries, are based solely on the reports of the other auditors.

Our opinion above on the consolidated financial statements, and our report on other legal and regulatory requirements below, are not modified in respect of the above matters with respect to our reliance on the work done by and the reports of the other auditors.

14. The accompanying consolidated financial statements include the financial information of 1 subsidiary which have not been audited, and whose financial information reflects total assets of ₹ NIL as at 31 March 2026, total revenues of ₹NIL for the period ended on that date, as considered in the consolidated financial statements. This financial information has been furnished to us by the Holding Company's management and our opinion on the consolidated financial statements, 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-section (3) of section 143 of the Act in so far as it relates to the aforesaid subsidiary is based solely on such unaudited financial information. In our opinion and according to the information and explanations given to us by the management, this financial information is not material to the Group.

Our opinion above on the consolidated financial statements, and our report on other legal and regulatory requirements below, are not modified in respect of the above matter with respect to our reliance on the financial statements/financial information certified by the management

15. The consolidated financial statements of the Group for the year ended 31 March 2026 are the first set of consolidated financial statements prepared by the Group in accordance with the applicable accounting standards. Accordingly, the corresponding consolidated comparative figures for the previous year are management certified and have been submitted to us by the management.

Report on Other Legal and Regulatory Requirements

16. As required by section 197(16) of the Act, based on our audit, on separate financial statements of the subsidiaries, we report that the Holding Company, its subsidiaries, incorporated in India whose financial statements have been audited under the Act have paid remuneration to their respective directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act.
17. As required by clause (xxi) of paragraph 3 of Companies (Auditor's Report) Order, 2020 ('the Order') issued by the Central Government of India in terms of section 143(11) of the Act based on the consideration of the Order reports issued till date by us and by the respective other auditors as mentioned in paragraph 13 above, of companies included in the consolidated financial statements for the year ended 31 March 2026 and covered under the Act we report that:

- A) Following are the qualifications/adverse remarks reported by us and the other auditors in the Order reports of the companies included in the consolidated financial statements for the year ended 31 March 2026 for which such Order reports have been issued till date and made available to us:



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S No	Name	CIN	Holding Company / subsidiary / Associate / Joint Venture	Clause number of the CARO report which is qualified or adverse
1.	K.A. Enterprises (Hygiene) Private Limited	U85200PN2019PTC185793	Subsidiary	Clause (ii)(b)

18. As required by section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on separate financial statements and other financial information of the subsidiaries incorporated in India whose financial statements have been audited under the Act, we report, to the extent applicable, that:

- a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the aforesaid consolidated financial statements;
- b) Except for the matters stated in paragraph 18(h)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors,. Further, the back-up of the books of accounts and other books and papers maintained in electronic mode has been maintained on servers physically located in India, on a daily basis;
- c) The consolidated financial statements 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 Ind AS specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015;
- e) On the basis of the written representations received from the directors of the Holding Company , its subsidiaries and taken on record by the Board of Directors of the Holding Company , its subsidiaries and the reports of the statutory auditors of its subsidiaries, covered under the Act, none of the directors of the Holding Company, its subsidiaries, are disqualified as on 31 March 2026 from being appointed as a director in terms of section 164(2) of the Act.
- f) The reservation relating to the maintenance of accounts and other matters connected therewith with respect to the consolidated financial statements are as stated in paragraph 18(b) above on reporting under section 143(3)(b) of the Act and paragraph 18(h)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended);
- g) With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company , and its subsidiaries covered under the Act, and the operating effectiveness of such controls, refer to our separate report in 'Annexure A' wherein we have expressed an unmodified opinion; 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 report of the other auditors on separate financial statements and other financial information of the subsidiaries incorporated in India whose financial statements have been audited under the Act:
- i. There were no pending litigations as at 31 March 2026 which would impact the consolidated financial position of the Group.;



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- ii. The Holding Company, its subsidiaries, did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses as at 31 March 2026.;
- iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Holding Company, and its subsidiaries, covered under the Act, during the year ended 31 March 2026.;
- iv.
 - a. The respective managements of the Holding Company and its subsidiaries, incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries, respectively that, to the best of their knowledge and belief, on the date of this audit report as disclosed in note 56(e) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Holding Company or its subsidiaries, to or in any persons or entities, including foreign entities ('the intermediaries'), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company, or any such subsidiaries, ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;
 - b. The respective managements of the Holding Company and its subsidiaries, incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries, respectively that, to the best of their knowledge and belief, on the date of this audit report as disclosed in the note 56(f) to the accompanying consolidated financial statements, no funds have been received by the Holding Company or its subsidiaries, from any persons or entities, including foreign entities ('the Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Holding Company, or any such subsidiaries, shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
 - c. Based on such audit procedures performed by us and that performed by the auditors of the subsidiaries, as considered reasonable and appropriate in the circumstances, nothing has come to our or other auditors' notice that has caused us or the other auditors to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.
- v. The Holding Company, its subsidiaries, have not declared or paid any dividend during the year ended 31 March 2026.
- vi. As stated in note 58 to the consolidated financial statements and based on our examination which included test checks and that performed by the respective auditors of the subsidiaries of the Holding Company which are companies incorporated in India and audited under the Act, the Holding Company and its subsidiaries, in respect of financial year commencing on 1 April 2025, have used accounting software for maintaining their books of account which have a feature of recording audit trail (edit log) facility and the same have been operated throughout the year for all relevant transactions recorded in the software at the application level. In the absence of any information on existence of audit trail (edit logs) for any direct changes made at the database level in the 'Independent Service Auditor's Assurance Report on the Description of Controls, their Design and Operating Effectiveness' ('Type 2 report' issued in accordance with SAE 3402, Assurance Reports on Controls at a Service Organization), we and respective auditors of the above referred subsidiaries are unable to comment on whether audit trail feature with respect to the database of the said software was enabled and operated throughout the year for all relevant transactions or whether there were any instances of audit trail feature being tampered with at the database level. The audit trail has been preserved at the application level by the Holding Company and above referred subsidiaries as per the statutory requirements for record retention. Further, due to absence of the information in the Type 2



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report, we and respective auditors of the above referred subsidiaries are unable to comment on preservation of audit trail at the database level above.

For **Walker Chandiook & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013



Shashi Tadwalkar
Partner
Membership No.: 101797

UDIN: 26101797AVHJCQ9042

Place: Pune
Date: 25 May 2026

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Annexure 1

List of entities included in Consolidated Financial results of Swara Baby Products Limited (Formerly known as Swara Baby Products Private Limited)

Sr. No	Name of Entity	Relationship
1	Solis Hygiene Private Limited	Subsidiary
2	Swara Hygiene Private Limited	Subsidiary
3	KA Enterprises Hygiene Private Limited	Subsidiary
4	Swara Corp.*	Subsidiary

* Swara Corp. is a subsidiary of an entity incorporated in Delaware, USA on 08 December 2025. As the entity has not commenced operations as at the reporting date, it has no contribution to the Group's financial results.



Annexure A

Independent Auditor's Report on the internal financial controls with reference to financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

1. In conjunction with our audit of the consolidated financial statements of Swara Baby Products Limited (Formerly known as Swara Baby Products Private Limited) (the Holding Company) and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group'), as at and for the year ended 31 March 2026, we have audited the internal financial controls with reference to financial statements of the Holding Company, its subsidiary companies, which are companies covered under the Act, as at that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The respective Board of Directors of the Holding Company, its subsidiary companies, which are companies covered under the Act, are responsible for establishing and maintaining internal financial controls based on Internal financial control. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to Financial Statements

3. Our responsibility is to express an opinion on the internal financial controls with reference to financial statements of the Holding Company, its subsidiary companies, as aforesaid, based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India ('ICAI') prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting ('the Guidance Note') 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 financial statements were established and maintained and if such controls operated effectively in all material respects.
4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.
5. We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors in terms of their reports referred to in the Other Matter paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements of the Holding Company, its subsidiary companies, its associate companies and joint venture companies as aforesaid.

Meaning of Internal Financial Controls with Reference to Financial Statements

6. A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and



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dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

7. Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

8. In our opinion and based on the consideration of the reports of the other auditors on internal financial controls with reference to financial statements of the subsidiary companies, the Holding Company, its subsidiary companies, which are companies covered under the Act, have in all material respects, adequate internal financial controls with reference to financial statements and such controls were operating effectively as at 31 March 2026, based on Internal financial control.

Other Matter

9. We did not audit the internal financial controls with reference to financial statements insofar as it relates to 3 subsidiary companies, which are companies covered under the Act, whose financial statements reflect total assets of ₹5,582.44 Million and net assets of ₹1,296.48 Million as at 31 March 2026, total revenues of ₹4552.71 Million and net cash inflows amounting to ₹7.53 Million for the period ended on that date, as considered in the consolidated financial statements. The internal financial controls with reference to financial statements in so far as it relates to such subsidiary companies, have been audited by other auditors whose reports has been furnished to us by the management and our report on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements for the Holding Company, its subsidiary companies, as aforesaid, under Section 143(3)(i) of the Act in so far as it relates to such subsidiary companies, is based solely on the reports of the auditors of such companies. Our opinion is not modified in respect of this matter with respect to our reliance on the work done by and on the reports of the other auditors.

For **Walker Chandiook & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013



Shashi Tadwalkar
Partner
Membership No.: 101797

UDIN: 26101797AVHJCQ9042
Place: Pune
Date: 25 May 2026

Particulars	Notes	As at 31 March 2026	As at 31 March 2025
ASSETS			
Non-current assets			
Property, plant and equipment	5A	6,333.10	5,169.18
Capital work-in-progress	5B	107.42	8.72
Right-of-use assets	7	410.84	422.80
Goodwill	5C	275.77	-
Other intangible assets	6	248.09	10.23
Financial assets			
Others financial assets	8	574.29	266.57
Deferred tax assets (net)	39	5.46	-
Income tax assets (net)	9	0.04	18.49
Other non-current assets	10	916.38	234.66
Total non-current assets		8,871.39	6,130.65
Current assets			
Inventories	11	2,350.98	2,234.74
Financial assets			
(i) Trade receivables	12	1,366.92	1,049.10
(ii) Cash and cash equivalents	13	12.73	0.10
(iii) Bank balances other than (ii) above	14	29.99	100.31
(iv) Loans	15	0.63	0.21
(v) Other financial assets	16	511.72	185.55
Income tax assets (net)	17	3.66	2.56
Other current assets	18	533.95	319.91
Total current assets		4,810.58	3,892.48
Total assets		13,681.97	10,023.13
EQUITY AND LIABILITIES			
Equity			
Equity share capital	19	488.57	199.45
Instrument entirely equity in nature	19	-	128.48
Other equity	20	5,043.58	3,671.29
Total equity		5,532.15	3,999.22
Liabilities			
Non-current liabilities			
Financial liabilities			
(i) Borrowings	21	2,290.10	1,612.96
(ii) Lease liabilities	7	41.29	46.57
(iii) Other financial liabilities	22	-	36.73
Provisions	23	18.62	11.60
Deferred tax liabilities (net)	39	268.28	175.47
Other non-current liabilities	24	1,130.65	566.28
Total non-current liabilities		3,748.94	2,449.61
Current liabilities			
Financial liabilities			
(i) Borrowings	25	2,140.51	1,935.28
(ii) Lease liabilities	7	9.58	9.62
(iii) Trade payables	26		
total outstanding dues of micro enterprises and small enterprises		119.67	95.49
total outstanding dues of creditors other than micro enterprises and small enterprises		1,412.63	999.69
(iv) Other financial liabilities	27	214.05	197.83
Other current liabilities	28	495.90	326.57
Provisions	23	5.16	2.19
Current tax liability (net)	29	3.38	7.63
Total current liabilities		4,400.88	3,574.30
Total liabilities		8,149.82	6,023.91
Total equity & liabilities		13,681.97	10,023.13

Summary of material accounting policies

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The accompanying notes are an integral part of these consolidated financial information

This is the Consolidated Balance Sheet referred in our report of even date

For Walker Chandok & Co LLP
Chartered Accountants
Firm Registration Number 001076N/N500013

For and on behalf of the Board of Directors
Swara Baby Products Limited
(formerly known as Swara Baby Products Private Limited)



Shashi Tadwalkar

Shashi Tadwalkar
Partner
Membership No 101797

Place Pune
Date 25/05/26

Alok Birla

Alok Birla
Managing Director
DIN 00232079

Place Indore
Date 25/05/26

Gautam Sharma

Gautam Sharma
Director
DIN 08776136

Place Pune
Date 25/05/26

Ravindra Sancheti

Ravindra Sancheti
Chief Financial Officer

Place Indore
Date 25/05/26

Risha Sahu

Risha Sahu
Company Secretary
Membership No A59200

Place Indore
Date 25/05/26

Swara Baby Products Limited (formerly known as Swara Baby Products Private Limited)

CIN - U36999MP2016PLC068986

Consolidated Statement of Profit and Loss for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

Particulars	Notes	For the year ended 31 March 2026	For the year ended 31 March 2025
Income			
Revenue from operations	30	11,639.00	9,429.76
Other income	31	485.42	166.89
Total income		12,124.42	9,596.65
Expenses			
Cost of materials consumed	32	8,096.22	6,239.78
Purchase of stock-in-trade	33	46.87	27.31
Changes in inventories of finished goods, stock-in-trade and work-in-progress	34	(72.44)	(65.52)
Employee benefit expense			
(i) Employee benefit expense	35A	472.52	317.97
(ii) Share based payment expense	35B	3.42	-
Finance costs	36	197.10	230.57
Depreciation and amortisation expenses	37	510.40	376.13
Other expenses	38	1,650.13	1,449.92
Total expenses		10,904.22	8,576.16
Profit before tax		1,220.20	1,020.49
Tax expense			
Current tax	39	172.82	165.57
Short-(excess) provision for tax pertaining to earlier years	39	1.13	(0.81)
Deferred tax charge	39	90.36	49.00
Total tax expense		264.31	213.76
Profit for the year		955.89	806.73
Other comprehensive income/(loss)			
Items that will not be reclassified to profit or loss			
Re-measurement of post-employment benefit obligations		(1.33)	(1.33)
Income tax relating to items that will not be reclassified to profit or loss		0.33	0.26
Other comprehensive income for the year, net of tax		(1.00)	(1.07)
Total comprehensive income for the year		954.89	805.66
Earnings per share			
Basic earnings per share	40	4.24	3.69
Diluted earnings per share	40	4.24	3.69

The accompanying notes are an integral part of these consolidated financial information.
This is the Consolidated Statement of Profit and Loss referred to in our report of even date.

For Walker Chandio & Co LLP

Chartered Accountants

Firm Registration Number : 001076N/N500013

Shashi Tadwalkar

Shashi Tadwalkar
Partner

Membership No. : 101797

Place: Pune
Date: 25/05/26

For and on behalf of the Board of Directors of

Swara Baby Products Limited

(formerly known as Swara Baby Products Private Limited)

Alok Birla *Gautam Sharma* *Ravindra Sancheti* *Itisha Sahu*

Alok Birla Gautam Sharma Ravindra Sancheti Itisha Sahu
Managing Director Director Chief Financial Officer Company Secretary
DIN: 00232079 DIN: 08776136 Membership No: A59200

Place: Indore Place: Pune Place: Indore Place: Indore
Date: 25/05/26 Date: 25/05/26 Date: 25/05/26 Date: 25/05/26



Swara Baby Products Limited (formerly known as Swara Baby Products Private Limited)
CIN - U36999MP2016PLC068986
Consolidated Statement of Cash Flows for the year ended 31 March 2026
(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Cash flow from operating activities		
Profit before tax	1,220.20	1,020.49
Adjustments for :		
Depreciation and amortization expense (refer note 37)	510.40	376.13
Finance costs	191.70	227.07
Payment for Interest on lease liabilities (refer note 36)	5.40	3.50
Interest income on fixed deposits designated as amortized cost (refer note 31)	(1.19)	(0.45)
Interest income on security deposit (refer note 31)	(2.28)	(1.06)
Interest income on income tax refund (refer note 31)	(1.27)	-
Income from government grant (refer note 31)	(381.40)	(150.26)
Unwinding of discount on government grant (refer note 31)	-	-
Allowance for doubtful debts (refer note 38)	1.29	2.45
Interest income on subsidy (refer note 31)	(26.98)	-
Share based payment expense (refer note 35B)	3.42	-
Liabilities/ provisions written back to the extent no longer required (refer note 31)	(0.43)	-
Operating profit before working capital changes	1,518.86	1,477.87
Changes in working capital		
Increase in inventories	15.92	(438.86)
Increase in trade receivables	(97.69)	(494.41)
Increase in other current assets	(205.46)	(162.86)
Increase in other non current assets	(681.72)	45.58
Increase in other financials assets	(287.06)	(4.23)
Increase in trade payables	110.62	176.51
Increase in other financial liabilities	23.52	6.07
Increase in other current liabilities	(57.59)	197.26
Increase in provision	6.12	2.62
Cash generated from operating activities	345.52	805.55
Income tax paid (net of refund)	(160.76)	(191.91)
Net cash flows generated from operating activities (A)	184.76	613.64
Cash flow from investing activities		
Payment for property, plant and equipment, capital work in progress and intangible assets	(1,569.72)	(1,422.78)
Proceeds from sale of property, plant and equipment	-	8.05
Proceeds from redemption and investment in fixed deposits (net)	93.89	(100.01)
Receipt of government grant	775.88	186.90
Interest received	2.51	0.40
Loan given during the year (net)	(0.42)	(0.11)
Net cash flow used in investing activities (B)	(697.86)	(1,327.55)
Cash flow from financing activities		
Proceeds from short term borrowings (net)	(55.83)	553.78
Proceeds from long term borrowings	1,370.51	1,454.14
Repayment from long term borrowings	(567.62)	(1,120.30)
Interest paid on borrowings	(209.01)	(167.21)
Share issue expenses	(2.83)	-
Payment for lease liabilities (refer note 7)	(5.32)	(3.37)
Payment for interest on lease liabilities	(5.40)	(3.50)
Net cash flow generated from financing activities (C)	524.50	713.54
Net increase/decrease in cash and cash equivalents (A+B+C)	11.40	(0.37)
Cash and cash equivalents at the beginning of the year	0.10	0.47
Cash acquired pursuant to business combination (refer note 53 (i))	1.23	-
Cash and cash equivalents at the end of the year	12.73	0.10

Components of cash and cash equivalent as at the end of the year (refer note 13)	As at 31 March 2026	As at 31 March 2025
Cash and cash equivalent comprise of :		
Cash in hand	0.22	0.07
Balances with banks :		
Balances with bank in current accounts	12.51	0.03
Total cash and cash equivalent	12.73	0.10



Swara Baby Products Limited (formerly known as Swara Baby Products Private Limited)
 CTN - U36999MP2016PLC068986

Consolidated Statement of Cash Flows for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

Reconciliation of liabilities arising from financing activities

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Opening balance of borrowings		
Non-current borrowings	1,612.96	1,429.87
Current borrowings*	1,868.48	1,163.95
Lease liabilities	56.19	17.46
Interest accrued but not due on borrowings	66.80	6.94
Movement		
Cash flows	527.33	713.54
Non cash changes	345.33	247.05
Closing balance of borrowings		
Non-current borrowings	2,290.10	1,612.96
Current borrowings*	2,091.02	1,868.48
Lease liabilities	50.87	56.19
Interest accrued but not due on borrowings	49.49	66.80

*Current borrowings includes current maturities of non-current borrowings.

Non-cash movement represents:

- With respect to leases, accrual of interest on lease liabilities, new additions and deletions to the leases (refer note 7).

The above Consolidated Statement of Cash Flows has been prepared under the 'indirect method' as set out in Ind AS 7, 'Statement of cash flows'.

This is the Consolidated Statement of Cash Flows referred to in our report of even date.

Walker Chandok & Co LLP
 Chartered Accountants
 Firm Registration No.: 001076N/N500013

For and on behalf of the Board of Directors of
Swara Baby Products Limited
 (formerly known as Swara Baby Products Private Limited)



Shashi Tadwalkar

Shashi Tadwalkar
 Partner
 Membership No.: 101797

Place: *Pune*
 Date: *25/05/26*

Alok Birla

Alok Birla
 Managing Director
 DIN: 00232079

Place: *Indore*
 Date: *25/05/26*

Gautam Sharma

Gautam Sharma
 Director
 DIN: 08776136

Place: *Pune*
 Date: *25/05/26*

Ravindra Sancheti

Ravindra Sancheti
 Chief Financial Officer

Place: *Indore*
 Date: *25/05/26*

Trisha Sahu

Trisha Sahu
 Company Secretary
 Membership No.: A59200

Place: *Indore*
 Date: *25/05/26*

Swara Baby Products Limited (formerly known as Swara Baby Products Private Limited)
 CIN - U36999MP2016PLC068986
 Consolidated Statement of Changes in Equity for the year ended 31 March 2026
 (All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

(A) Equity share capital (Refer Note 19)

Particulars	As at 31 March 2026		As at 31 March 2025	
	No. of shares	Amount	No. of shares	Amount
Outstanding balance at the beginning of the year				
Add Issue of share capital	1,99,44,919	199.45	1,99,44,919	199.45
Add Issue on Conversion of 0.1% Compulsorily Convertible Non-cumulative Preference Shares of Rs 10/- each	38,49,572	38.50	-	-
Add Sub-division of 1 share of face value ₹10/- each into 5 shares of face value ₹2/- each	1,28,48,221	128.48	-	-
Add Bonus shares issued during the year	14,65,70,848	-	-	-
	6,10,71,187	122.14	-	-
Outstanding balance at the end of the year	24,42,84,747	488.57	1,99,44,919	199.45

(B) Instrument entirely equity in nature (Refer Note 19)

Particulars	As at 31 March 2026		As at 31 March 2025	
	No. of shares	Amount	No. of shares	Amount
Outstanding balance at the beginning of the year				
Add Issue of share capital	1,28,48,221	128.48	1,28,48,221	128.48
Less Conversion of Preference Shares into Equity Shares	-	-	-	-
Outstanding balance at the end of the year	(1,28,48,221)	(128.48)	-	-

(C) Other equity (Refer Note 20)

Particulars	Reserves and Surplus			Total other comprehensive income/(loss)	Total other equity
	Securities premium	Share Options Outstanding account	Retained earnings		
As at 01 April 2024	1,863.97	-	1,665.55	(0.17)	2,865.63
Profit for the year	-	-	806.73	-	806.73
Other comprehensive loss for the year	-	-	-	(1.07)	(1.07)
As at 31 March 2025	1,863.97	-	2,472.28	(1.24)	3,671.29
As at 01 April 2025	1,863.97	-	2,472.28	(1.24)	3,671.29
Securities premium credited on issue of shares	538.93	-	-	-	538.93
Securities premium arising on issue of bonus shares	(122.14)	-	-	-	(122.14)
Transaction cost arising on issues of shares	(2.81)	-	-	-	(2.81)
Share based Payment expense	-	3.42	-	-	3.42
Profit for the year	-	-	955.89	-	955.89
Other comprehensive income for the year	-	-	-	(1.00)	(1.00)
As at 31 March 2026	2,277.95	3.42	3,428.17	(2.24)	5,043.58

This is the Consolidated Statement of Changes in Equity referred to in our report of even date

For Walker Chandhok & Co LLP
 Chartered Accountants
 Firm Registration Number 0011076N/NS00013

Sachdev
 Shashi Tadvalkar
 Partner
 Membership No 101797

Place Pune
 Date 25/05/26

For and on behalf of the Board of Directors of
 Swara Baby Products Limited
 (formerly known as Swara Baby Products Private Limited)

Shashi Bhatia
 Alok Birla
 Managing Director
 DIN 00232079

Place Pune
 Date 25/05/26

Ravindra Sancheti
 Ravindra Sancheti
 Chief Financial Officer
 Membership No AS9200

Place Indore
 Date 25/05/26



Hisha Sahu
 Hisha Sahu
 Company Secretary
 Membership No AS9200

Place Indore
 Date 25/05/26

Swara Baby Products Limited (formerly known as Swara Baby Products Private Limited)
CIN - U36999MP2016PLC068986

Notes to the Consolidated Financial Information for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

1 General Information

Swara Baby Products Limited (the Company' or the Holding Company'), together with its subsidiaries (collectively referred to as 'the Group') is a public limited company, incorporated on 25 November 2016 under the provisions of the Companies Act, 2013. The Company is domiciled in India with its registered office situated at Plot No. 381 to 388, Sec 3, Pithampur Industrial Area, Pithampur, District - Dhar, Indore - 454 775, Madhya Pradesh.

The Group is engaged in the business of manufacturing and trading in baby and feminine hygiene products.

The Consolidated Financial Statements have been prepared to comply in all respects with Indian Accounting Standards (hereinafter referred to as the 'Ind AS') notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013 (Ind AS compliant Schedule III), as applicable to the consolidated financial statements.

The Holding Company has converted from Private Limited Company to Public Limited Company, pursuant to a special resolution passed in the extraordinary general meeting of the shareholders of the Company held on 14 January 2026 and consequently the name of the Holding Company has changed to Swara Baby Products Limited pursuant to a fresh certificate of incorporation by the Registrar of Companies on 30 January 2026.

2 Material accounting policy information

2.01 Statement of Compliance

These Consolidated Financial Statements have been prepared on accrual basis in accordance with Indian Accounting Standards (Ind AS) specified under Section 133 of the Act, read with the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time), Companies (Indian Accounting Standards) (Amendment) Rules, 2016 and the relevant provisions of the Companies Act, 2013 (the "Act") (as amended from time to time).

2.02 Basis of Preparation

The consolidated financial statements of the Group have been prepared for the first time on a voluntary basis with a view to present the financial position and performance of the Holding Company and its subsidiaries as a single economic entity.

These consolidated financial statements have been prepared in accordance with the Indian Accounting Standards ("Ind AS") notified under Section 133 of the Act, read together with the Companies (Indian Accounting Standards) Rules, 2015, as amended, Companies (Indian Accounting Standards) (Amendment) Rules, 2016 and the relevant provisions of the Companies Act, 2013 (the "Act") (as amended from time to time).

The consolidated financial statements have been prepared on a historical cost basis except for certain items that are measured at fair value in accordance with the relevant Ind AS.

The Group has applied the principles of consolidation in accordance with Ind AS 110 - "Consolidated Financial Statements" in determining control and in consolidating the financial statements of its subsidiaries.

As this is the first set of consolidated financial statements prepared by the Group, the comparative information, where presented, has been prepared in accordance with the same principles.

The consolidated financial statements are presented in Indian Rupees (INR), being the functional currency of the Holding Company, and all values are rounded off to the nearest million, unless otherwise indicated.

2.03 a) Basis of Consolidation

Subsidiary is the entity over which the Holding Company has control. Control exists when the Holding Company has power over the entity, is exposed, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns by using its power over the entity. The consolidated financial statements of subsidiary is included in the Consolidated Financial Statements from the date on which control commences until the date on which control ceases.

The financial statements of the Holding Company and the subsidiary companies are combined on a line-by-line basis by adding together the book values of like items of assets, liabilities, income and expenses, after fully eliminating intra-group balances and intra-group transactions in accordance with Indian Accounting Standard (Ind AS) 110 - "Consolidated Financial Statements". Unrealized profit / losses resulting from intra-group transactions have also been eliminated except to the extent that recoverable value of related assets is lower than their cost to the Group.

As far as possible, the consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances and are presented in the same manner as the Holding Company's consolidated financial statements.

The difference between the cost to the Company of investment in subsidiaries and the proportionate share in the equity of the investee company as at the date of acquisition of stake, if any, is recognized in the consolidated financial statements as Goodwill or Capital reserve, as the case may be. Goodwill arising on consolidation is tested for impairment at the reporting date.

Consolidated financial statements include Balance sheet, statement of profit and loss, consolidated statement of cash flows, consolidated statement of changes in equity and the summary of material accounting policies and other explanatory information that form an integral part thereof.

Consolidated subsidiaries are having consistent reporting date of 31 March 2026. Below are the details of subsidiaries included in the consolidated financial statement.

Name of entity	Country of incorporation	Proportion (%) of equity interest	Proportion (%) of equity interest
		31 March 2026	31 March 2025
Subsidiary of Swara Baby Products Limited			
1 Swara Hygiene Private Limited	India	100%	100%
2 Solis Hygiene Private Limited	India	100%	100%
3 K.A. Enterprises (Hygiene) Private Limited	India	100%	-
4 Swara Corp	USA	100%	-
5 Swara Baby Products Pvt. Ltd.-Employee Gratuity Trust	India	100%	-

b) Basis of Measurement

The Consolidated Financial Statements have been prepared on the historical cost basis.

2.04 Business combinations and goodwill

The Group applies the acquisition method in accounting for business combinations. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their acquisition date fair values. For this purpose, the liabilities assumed include contingent liabilities representing present obligation and they are measured at their acquisition date fair values irrespective of the fact that outflow of resources embodying economic benefits is not probable. However, deferred tax assets or liabilities, and the assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with Ind AS 12 Income Tax and Ind AS 19 Employee Benefits respectively. When a liability assumed is recognised at the acquisition date but the related costs are not deducted in determining taxable profits until a later period, a deductible temporary difference arises which results in a deferred tax asset. A deferred tax asset also arises when the fair value of an identifiable asset acquired is less than its tax base.

Goodwill is initially measured as excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred and where exists clear evidence of underlying reasons of classifying business combinations as bargain purchase, the difference is recognised in other comprehensive income and accumulated in equity as capital reserve. However, if there is no clear evidence of bargain purchase, the entity recognises the gain directly in equity as capital reserve, without routing the same through other comprehensive income.



Swara Baby Products Limited (formerly known as Swara Baby Products Private Limited)
CIN - U36999MP2016PLC068986

Notes to the Consolidated Financial Information for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

After initial recognition, goodwill is measured at cost less any accumulated impairment losses, if any. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

A cash generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash generating unit is less than 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 based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised in Statement of Profit and Loss. An impairment loss recognised for goodwill is not reversed in subsequent years.

2.05 Business combination under common control

A Common control business combination, involving entities or business in which all of the combining entities or businesses are ultimately controlled by the same party or parties both before and after the business combination and where control is not transitory, is accounted for in accordance with Appendix C to Ind AS 103 "Business Combination".

Business combinations involving entities or business under common control are accounted for using the pooling of interest method as follows:

- The assets and liabilities of the combining entities are reflected at their carrying amounts.
- No adjustments are made to reflect fair values, or recognize new assets or liabilities. Adjustments are made only to harmonize material accounting policies.
- The financial information in the financial statements in respect of prior period are restated as if the business combination had occurred from the beginning of the preceding period in the financial statements, irrespective of the actual date of the combination.
- The identity of the reserves are preserved and appear in the financial statements of the transferee in same form in which they appeared in the financial statements of the transferor.

The difference, if any, between the carrying values of assets and liabilities recorded and the consideration transferred is recognized as capital reserve and is presented separately from other capital reserve with disclosure of its nature and purpose in the notes.

2.06 Current versus non-current classification

The group presents assets and liabilities in the Balance sheet based on current/ noncurrent classification.

An asset is treated as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting year, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period. All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting year, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

Operating Cycle

Based on the nature of the operations and the time between the acquisition of assets for processing and their realisation in cash or cash equivalents, the group has ascertained its operating cycle as twelve months for the purpose of current/non-current classification of assets and liabilities.

2.07 Foreign currency translation

Transactions in foreign currencies are initially recorded by the Group at its functional currency spot rates at the date the transaction first qualifies for recognition. All monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities if any that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. All exchange differences, except those relating to long-term monetary foreign currency items, are dealt with in the Statement of Profit and Loss.

2.08 A) Revenue

Revenue from contracts with customers is recognised upon transfer of control of promised goods/ services to customers at an amount that reflects the consideration to which the Group expect to be entitled for those goods/services. To recognise revenues, the Group applies the following five-step approach:

- Identify the contract with a customer.
- Identify the performance obligations in the contract.
- Determine the transaction price.
- Allocate the transaction price to the performance obligations in the contract, and
- Recognise revenues when a performance obligation is satisfied.

a) Sale of products

Revenue from sale of products is recognised when the group transfers the control of the products to the customer. Revenue towards satisfaction of performance obligation is measured at amount of consideration received or receivable net of returns and allowances, trade discounts and rebates, taking into account contractually defined terms of payment excluding taxes or duties collected on behalf of the government. Goods and Service Tax (GST) is not received by the Company in its own account. Rather, it is tax collected on value added to the commodity by the seller on behalf of the government. Accordingly, it is excluded from revenue.

b) Sale of services

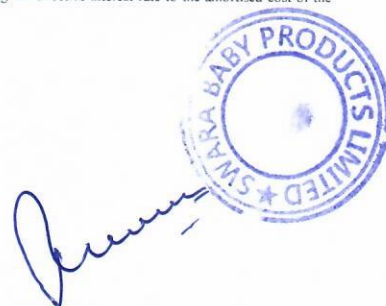
Revenue from services is recognized when the services is transferred as per the terms of the agreement with customer i.e. as and when services are rendered. In terms of the contract, excess of revenue over the billed at the year-end is carried in the Standalone Financial Statements of Assets and Liabilities as trade receivables where the amount is recoverable from the customer without any future performance obligation and the Company has unconditional right over such consideration (i.e. if only the passage of time is required before payment of such consideration is due). Cash received before the services are delivered is recognised as a contract liability.

B) Interest income

Interest income is recognised using the effective interest method. The "effective interest rate" is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset, or
- the amortised cost of the financial liability.

In calculating interest income, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.



2.09 Borrowing costs

Borrowing costs directly attributable to the acquisitions, construction or production of a qualifying asset are capitalised during the year of time that is necessary to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed in the year in which they are incurred and reported in finance costs.

2.10 Property, plant and equipment

Property, plant and equipment are initially recognised at acquisition cost or manufacturing cost, including any costs directly attributable to bringing the assets to the location and condition necessary for them to be capable of operating in the manner intended by the management. Property, plant and equipment are subsequently measured at cost less accumulated depreciation and impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred. Capital work-in-progress is stated at cost, including directly attributable expenses and borrowing costs incurred during the construction/development period, less accumulated impairment losses, if any. Upon completion and when the asset is ready for its intended use, the accumulated costs are transferred to the appropriate category of property, plant and equipment.

Based on technical assessment made by technical expert and management estimate, the Group have assessed the estimated useful lives of certain property, plant and equipment that are different from the useful life prescribed in Schedule II to the Companies Act, 2013. The management believes that these estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used. The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if required.

Depreciation and amortisation are calculated on a straight-line basis/ written down value method over the estimated useful lives of the assets as follows:

Depreciation on assets provided as follows:-

Asset Category	Estimated useful life
Leaschold improvement*	
Plant & Machinery	10 years
Furniture and Fixtures	10 years
Electrical Installation	10 years
Vehicle	8-10 years
Building	30 years
Office Equipment	5 years
Computers	3-6 years

*In the case of leaschold improvements, expected useful lives are determined as their useful life or over the term of the lease, if shorter.

De-recognition

An item of property, plant and equipment and any significant part initially recognised is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on the de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Consolidated Statement of Profit and Loss when the asset is derecognised.

2.11 Other Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses. Intangible assets with finite lives are amortised over their useful economic life and assessed for impairment whenever indicators of impairment exist, while intangible assets with indefinite lives are tested for impairment annually.

Estimated useful lives of the intangible assets are as follows:

Asset category	Estimated useful life (in years)
Software and License	5 years
Customer Relationship	8 years

Subsequent measurement

All finite-lived intangible assets, including capitalised internally developed software, are accounted for using the cost model whereby capitalised costs are amortised on a straight-line basis over their estimated useful lives. Residual values and useful lives are reviewed at each reporting date.

2.12 Capital work in progress

Directly and indirectly attributable expenditure related to and incurred during implementation (net of incidental income) of capital projects to get the assets ready for intended use and for a qualifying asset is included under "Capital work-in-progress". The same is allocated to the respective items of property, plant and equipment on completion of construction (development of project) / erection of the capital project / property, plant and equipment. Capital work in progress is stated at cost, net of accumulated impairment loss, if any.

2.13 Leases

The lease asset classes primarily consist of leases for land and building. The Group assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether: (i) the contract involves the use of an identified asset; (ii) the Group has substantially all of the economic benefits from use of the asset through the period of the lease; and (iii) the Group has the right to direct the use of the asset. At the date of commencement of the lease, the Group recognises a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The right-of-use assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated amortisation and impairment losses. Right-of-use assets are amortised from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the incremental borrowing rates. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Group changes its assessment as to whether it will exercise an extension or a termination option. Lease liability and ROU asset have been separately presented in the Balance sheet and lease payments have been classified as financing activity in statement of cash flows.

2.14 Impairment of non-financial assets

For impairment assessment purposes, assets are grouped at the lowest levels for which there are largely independent cash inflows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level. All individual assets or cash-generating units are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's (or cash-generating unit's) carrying amount exceeds its recoverable amount, which is the higher of fair value less costs of disposal and value-in-use. To determine the value-in-use, management estimates expected future cash flows from each cash-generating unit and determines a suitable discount rate in order to calculate the present value of those cash flows. The date used for impairment testing procedures are directly linked to the Group's latest approved budget, adjusted as necessary to exclude the effects of future reorganisations and asset enhancements. Discount factors are determined individually for each cash-generating unit and reflect current market assessments of the time value of money and asset-specific risk factors.

Impairment losses are charged in the Statement of Profit and Loss. Further, impairment loss is reversed if the asset's or cash-generating unit's recoverable amount exceeds its carrying amount. The reversal is limited so that the carrying of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior year.



2.15 Government grants

Government grants are recognised where there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be received

Grant relating to Assets (Capital Grants)

In case of grants relating to depreciable assets, the cost of the asset is shown at gross value and grant thereon is presented in the Balance Sheet as deferred income. The grant set up as deferred income is recognised in the Statement of Profit and Loss in period during which the underlying conditions are fulfilled. Simultaneously, the deferred grant liability is systematically credited to the Statement of Profit & Loss (as Other Income) over the stipulated Export Obligation (EO) period, matching the depreciation charge

Grant related to Income (Revenue Grants)

Revenue grants are recognised in the Statement of Profit and Loss on a systematic basis over the periods in which the Group recognises as expense the related cost for which the grants are intended to compensate

2.16 Financial instruments

Recognition, initial measurement and derecognition

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the financial instrument, and, except for trade receivables which do not contain a significant financing component, these are measured initially at

- fair value, in case of financial instruments subsequently carried at fair value through Profit and Loss (FVTPL);
- fair value adjusted for transaction costs, in case of all other financial instruments

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred. A financial liability is derecognised when the underlying obligation specified in the contract is discharged, cancelled or expires.

Classification and subsequent measurement of financial assets

Different criteria to determine impairment are applied for each category of financial assets, which are described below

For purposes of subsequent measurement, financial assets are classified in three categories:

- Financial assets at amortised cost
- Financial assets at fair value through other comprehensive income (FVOCI)
- Financial assets, derivatives and equity instruments at FVTPL

Financial Assets

(1) Financial assets at amortised cost

Classification and subsequent measurement of financial assets

The financial assets is 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 amortisation is included in finance income in the Consolidated Profit and Loss. When the financial asset is derecognised or impaired, the gain or loss is recognised in the Statement of Profit and Loss

De-Recognition of financial assets

Financial assets (or where applicable, a part of financial asset or part of a Group of similar financial assets) are derecognised from the Balance sheet when the contractual rights to receive the cash flows from the financial asset have expired, or when the financial asset and substantially all the risks and rewards are transferred. The Group also derecognises the financial asset if it has both transferred the financial asset and the transfer qualifies for derecognition

Impairment of financial assets

The Group recognises loss allowances for expected credit losses ("ECL") on financial assets measured at amortised cost in accordance with Ind AS 109 – Financial Instruments. Expected credit losses are measured using a forward-looking approach that considers historical credit loss experience, current conditions and reasonable and supportable forecasts of future economic conditions.

Trade receivables and contract assets

The Group recognises impairment loss on trade receivables and contract assets based on its internal provisioning policy and assessment of recoverability. Provision is created considering factors such as ageing of receivables, historical loss experience, customer creditworthiness and other relevant information

Other financial assets

For other financial assets, the Group applies the general approach under Ind AS 109. The Group assesses at each reporting date whether the credit risk on a financial asset has increased significantly since initial recognition. If the credit risk has not increased significantly, the loss allowance is measured at an amount equal to 12-month expected credit losses. If the credit risk has increased significantly, the loss allowance is measured at an amount equal to lifetime expected credit losses.

(2) Financial assets at fair value through other comprehensive income (FVOCI)

Financial assets at fair value through other comprehensive income (FVOCI) Financial assets that meet the following conditions are measured initially as well as at the end of each reporting date at fair value, recognised in other comprehensive income (OCI)

- 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 asset give rise on specified dates to cash flows that represent solely payment of principal and interest

(3) Financial assets at fair value through Profit and Loss (FVTPL)

Financial assets at fair value through profit or loss (FVTPL) Financial assets that do not meet the amortised cost criteria or FVOCI criteria are measured at FVTPL. Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any gains or losses arising on remeasurement recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any dividend or interest earned on the financial asset.

Financial Liability

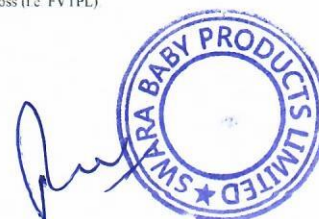
The group financial liabilities include borrowings, trade and other payables

Financial liabilities are measured subsequently at amortised cost using the effective interest method except financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in Profit and Loss. For trade and other payables maturing within one year from the reporting date, the carrying amounts approximate fair value due to the short maturity of these instruments

For trade and other payables maturing within one year from the Balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments

Financial instrument which requires the Group to deliver cash or another financial asset, or otherwise to settle in such a way that it would be a financial liability, and where Group does not have an unconditional right to avoid such obligation, are classified as financial liability. Such classification is in substance of the contractual arrangement and as per the definitions of the financial liability. Such financial instruments are recognized as financial liability at the full amount, without taking into account the timing of the contingent event. This is as per the rules of contingent settlement provisions. The equity component for such financial instruments will be nil

Initial recognition of such financial instrument as financial liability will be at fair value and subsequent changes in fair value is recognized in profit or loss (i.e. FVTPL)



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Classification and subsequent measurement of financial liabilities

Financial liabilities are measured subsequently at amortised cost using the effective interest method except for derivatives and financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss

De-Recognition of financial liability

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expired. 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 recognised in Consolidated Statement of Profit and Loss

Offsetting of financial assets and financial liabilities

Financial assets and financial liabilities are offset and the net amount is reported in the Balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously

2.17 Income taxes

Tax expense comprises current and deferred tax. Tax expense is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or other comprehensive income, in which case it is recognised in equity or in other comprehensive income

Current tax

Current tax comprises the expected tax payable on the taxable income for the year. The amount of current tax payable is the best estimate of the tax amount expected to be paid that reflects uncertainty related to income taxes, if any. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax assets and liabilities are offset only if certain criteria are met. Current Income tax related to items recognised in other comprehensive income or directly in equity is recognised in other comprehensive income or in equity as the case may be

Deferred tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and tax base i.e. amounts used for taxation purposes

A deferred tax asset is recognised for unused tax losses, unabsorbed depreciation, deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised. A deferred tax liability is recognised in respect of taxable temporary differences

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date. Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and they relate to income taxes levied by the same tax authority on the same taxable entity or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously

Deferred tax relating to items recognised outside the statement of profit and loss is recognised outside the statement of profit and loss either in comprehensive income or in equity. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity

2.18 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short-term, highly liquid investments maturing within 90 days from the date of acquisition. Cash and cash equivalent are readily convertible into known amounts of cash and are subject to an insignificant risk of changes in value

2.19 Provisions and contingent liabilities

Provisions are recognized only when there is a present obligation, as a result of past events, and measured at the estimated expenditure required to settle the present obligation, based on the most reliable evidence available at the reporting date, including the risks and uncertainties associated with the present obligations as a whole

Any reimbursement that the entities forming part of group is virtually certain to collect from a third party with respect to the obligation is recognised as a separate asset. However, this asset may not exceed the amount of the related provision

No liability is recognised if an outflow of economic resources as a result of present obligations is not probable. Such situations are disclosed as contingent liabilities unless the outflow of resource is remote

Contingent liabilities are disclosed by way of note unless the possibility of outflow is remote. Contingent assets are neither recognized nor disclosed. However, when realization of income is virtually certain, related asset is recognized

2.20 Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including nonmonetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are classified as short-term employee benefits. These benefits include salaries and wages, short-term bonus, incentives etc. These are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the Balance sheet

Post-employment benefits plans

The group provides post-employment benefits through various defined contribution and defined benefit plans

Defined contribution plans

The group pays fixed contribution into independent entities in relation to several state plans and insurances for individual employees. The group has no legal or constructive obligations to pay contributions in addition to its fixed contributions, which are recognised as an expense in the period that related employee services are received

Defined benefit plans

Under the Group's defined benefit plans, the amount of pension benefit and gratuity that an employee will receive on retirement is defined by reference to the employee's length of service and final salary. The legal obligation for any benefits remains with the Group, even if plan assets for funding the defined benefit plan have been set aside

The liability recognised in the Balance sheet for defined benefit plans is the present value of the defined benefit obligation (DBO) at the reporting date

Management estimates the DBO annually with the assistance of independent actuaries. Actuarial gains/losses resulting from re-measurements of the liability/asset are included in other comprehensive income

Service cost of the Company defined benefit plan is included in employee benefits expense. Employee contributions, all of which are independent of the number of years of service, are treated as a reduction of service cost. Net interest expense on the net defined benefit liability is included in Profit and Loss. Gains and losses resulting from re-measurements of the net defined benefit liability are included in other comprehensive income

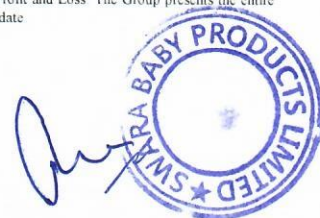
Past service cost is recognised as an expense in the statement of profit or loss at the earlier of the following dates

- when the plan amendment or curtailment occurs and
- when the Group recognises the related restructuring costs or termination benefits

Compensated absences

Accumulated compensated absences, which are expected to be availed or encashed within 12 months from the end of the year and are treated as short term employee benefit. The obligation towards the same is measured at the expected cost of accumulating compensated absences as the additional amount expected to be paid as a result of the unused entitlement as at the year end

Accumulated compensated absences, which are expected to be available or encashed beyond 12 months from the end of the year are treated as other long term employee benefits. The Group's liability is actuarially determined (using the Projected Unit Credit method) at the end of each year. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yields on Government securities. Re-measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the consolidated statement of profit and loss in the period in which they arise. Past-service costs are recognised immediately in the Statement of Profit and Loss. The Group presents the entire leave as a current liability in the Balance sheet, since it does not have an unconditional right to defer its settlement for 12 months after the reporting date



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Share based payment transactions

The grant date fair value of equity settled share-based payment awards granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees unconditionally become entitled to the awards. The amount recognised as expense is based on the estimate of the number of awards for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that do meet the related service and non-market vesting conditions at the vesting date. For share-based payment awards with non-vesting conditions, the grant date fair value of the share based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

2.21 Valuation of inventories

Inventory Finished goods, work in progress, raw materials and components, stores and spares

Inventories are stated at the lower of cost and net realisable value. Cost includes all expenses directly attributable to the manufacturing process as well as suitable portions of related production overheads, based on normal operating capacity and costs incurred in bringing the inventories to their present location and condition. The cost is calculated on weighted average cost method and it comprises all costs incurred in bringing the inventories to their present location and condition and includes, where applicable, appropriate overheads based on normal level of activity. Net realisable value is the estimated selling price in the ordinary course of business less any applicable cost of conversion from their existing state to a finished condition and directly attributable selling expenses. Obsolete, slow moving and defective inventories are identified at the time of physical verification and wherever necessary a provision is made.

2.22 Earnings per share and diluted earning per share

Basic Earnings Per Share ('EPS') is computed by dividing the net profit attributable to the equity shareholders by the weighted average number of equity shares outstanding during the year. Diluted earnings per share is computed by dividing the net profit after income tax effect of interest and other financing costs associated with dilutive potential equity shares by the weighted average number of equity shares considered for deriving basic earnings per share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. Dilutive potential equity shares are deemed converted as of the beginning of the year, unless issued at a later date. In computing diluted earnings per share, only potential equity shares that are dilutive and that either reduces earnings per share or increases loss per share are included. The number of shares and potentially dilutive equity shares are adjusted retrospectively for all periods presented in case of share splits.

2.23 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker ('CODM') [Chairperson and Chief Financial Officer]

Identification of segments

In accordance with Ind AS 108 Operating Segment, the operating segments used to present segment information are identified on the basis of information reviewed by the group CODM to allocate resources to the segments and assess their performance. An operating segment is a component of the group that engages in business activities from which it earns revenues and incurs expenses, including revenues and expenses that relate to transactions with any of the group other components. Results of the operating segments are reviewed regularly by the CODM [Managing Director, which has been identified as the CODM], to make decisions about resources to be allocated to the segment and assess its performance and for which discrete financial information is available.

Segment accounting policies

The Group is engaged in the business of manufacturing and dealing in hygiene products. Accordingly, the Group's activities/business is reviewed regularly from an overall business perspective, rather than reviewing its services as individual standalone components. Based on the dominant source and nature of risks and returns of the Group, management has identified its business segment as its primary reporting format.

3 Significant management judgement in applying accounting policies and estimation uncertainty

The preparation of consolidated financial statement requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Estimates and assumptions are continuously evaluated and are based on management's experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected.

In particular, the Group has identified the following areas where material judgements, estimates and assumptions are required. Further information on each of these areas and how they impact the various accounting policies are described below and also in the relevant notes to the consolidated financial statements. Changes in estimates are accounted for prospectively.

Significant management judgements

Judgements In the process of applying the Group's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the Consolidated Financial statement.

(a) Recognition of revenue

For some of the companies contracts with customers significant judgement is required to assess whether control of the related performance obligation(s) transfers to the customer over time or at a point in time in accordance with Ind AS 115.

(b) Contingencies

Contingent liabilities may arise from the ordinary course of business in relation to claims against the Group, including legal, contractor, land access and other claims. By their nature, contingencies will be resolved only when one or more uncertain future events occur or fail to occur. The assessment of the existence, and potential quantum, of contingencies inherently involves the exercise of significant judgments and the use of estimates regarding the outcome of future events.

(c) Income tax and deferred tax assets

Significant management judgment is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies and future recoverability of deferred tax assets. The amount of the deferred income tax assets considered realisable could reduce if the estimates of the future taxable income are reduced. In assessing the recoverability of deferred tax assets, the respective entities relies on the same forecast assumptions used elsewhere in the financial statements. A deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised. Accordingly, the Group exercises its judgement to reassess the carrying amount of deferred tax assets at the end of each reporting period.

(d) Provisions and liabilities

Provisions and liabilities are recognized in the period when it becomes probable that there will be a future outflow of funds resulting from past operations or events and the amount of cash outflow can be reliably estimated. The timing of recognition and quantification of the liability requires the application of judgement to existing facts and circumstances, which can be subject to change.

(e) Classification of leases

The Group enters into leasing arrangements for various land and building. The assessment (including measurement) of the lease is based on several factors, including, but not limited to, transfer of ownership of leased asset at end of lease term, lessee's option to extend/terminate etc. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to extend or to terminate.

Estimation uncertainty

(a) Impairment of non-financial assets

In assessing impairment, management estimates the recoverable amount of each asset or cash-generating units based on expected future cash flows and uses an interest rate to discount them. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate.

(b) Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets.



(c) Fair value measurement

In estimating the fair value of financial assets and financial liabilities, the Group uses market observable data to the extent available. Where such Level 1 inputs are not available, the Group establishes appropriate valuation techniques and inputs to the model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. Judgments include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

(d) Employee benefits

The cost of the employee benefit and other post-employment benefits and the present value of such obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. In view of the complexities involved in the valuation and its long-term nature, employee benefit is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

(e) Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs (such as market interest rates) when available.

(f) Inventory

Management estimates the net realisable values of inventories, taking into account the most reliable evidence available at each reporting date. The future realisation of these inventories may be affected by future technology or other market-driven changes that may reduce future selling prices.

(g) Defined benefit obligation (DBO)

Management's estimate of the DBO is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the DBO amount.

4 Amendment to Accounting Standards (Ind AS) issued but not yet effective

1 Changes in accounting policies and disclosures

a) New and amended standards

The Ministry of Corporate Affairs notified new standards or amendments to existing standards under the Companies (Indian Accounting Standards) Rules, 2015 (as amended) as issued from time to time. The Company applied for the first-time standards and amendments as applicable to the Company, which are effective for annual period beginning on or after April 01, 2025. The Company has not elected to early adopt any Indian Accounting Standard, interpretation or amendment that have been issued under the Companies (Indian Accounting Standards) Rules and are not yet effective.

Amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates

The amendment specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendment does not have any impact on the Company's standalone financial statements.

Amendments to Ind AS 1 - Classification of liabilities with covenants

In August 2025, the MCA notified amendments to Ind AS 1 relating to the classification of liabilities as current or non-current. The amendments clarify the requirements for determining when an entity has a substantive right to defer settlement, that such right must exist at the reporting date, and that classification is unaffected by the likelihood of exercising that right. The amendments also clarify that terms of a convertible liability affect classification unless the embedded derivative is itself an equity instrument.

A new disclosure requirement has been introduced for non-current classification of loan liabilities when the right to defer settlement depends on compliance with covenants within the next twelve months. In cases of material covenant breaches existing at the reporting date, a lender's post-reporting-date waiver (before approval of the financial statements) is considered an adjusting event, and the liability need not be classified as current.

These amendments are effective for annual reporting periods beginning on or after April 1, 2025, and are to be applied retrospectively in accordance with Ind AS 8. The amendment has not had an impact on the classification of Company's liabilities.

Amendments to Ind AS 7 and Ind AS 107 - Supplier Finance Arrangements

In August 2025, the MCA notified amendments to Ind AS 7 Statement of Cash Flows and Ind AS 107 Financial Instruments Disclosures to clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

The amendment does not have any impact on the Company's standalone financial statements.

Standards issued but are not yet effective

The amendments to the standards that are notified by the Ministry of Corporate Affairs (MCA), but not yet effective, up to the date of approval of the Company's financial statements are disclosed below. The Company will adopt these amendments to the standards, when they become effective.

Amendments to Ind AS 1 and Ind AS 10 - Classification of liabilities and events after the reporting period

Ind AS 10 has been amended to remove the earlier requirement that a lender's waiver of a covenant breach, if obtained after the reporting date but before approval of the financial statements, be treated as an adjusting event (refer Note 2.2 a). For annual periods beginning on or after 1 April 2026, any covenant breach occurring on or before the reporting date whether material or immaterial will require classification of the related liability as current under Ind AS 1, unless the lender has granted, on or before the reporting date, a waiver covering at least 12 months after the reporting date. Such waivers will be considered adjusting events. The amendments are to be applied retrospectively in accordance with Ind AS 8.



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5A Property, plant and equipment

Particulars	Computers	Buildings	Electrical Equipments & installations	Plant and machinery	Furniture & Fixtures	Office Equipment	Motor Vehicles	Total
Gross carrying value								
Balance as at 01 April 2024	20.57	1,530.76	151.77	3,081.00	68.01	20.12	6.07	4,878.30
Additions for the year	10.44	236.93	18.66	910.22	26.22	3.36	1.26	1,207.09
Disposals during the year	-	-	1.26	6.79	-	-	-	8.05
Balance as at 31 March 2025	31.01	1,767.69	169.17	3,984.43	94.23	23.48	7.33	6,077.34
Balance as at 01 April 2025	31.01	1,767.69	169.17	3,984.43	94.23	23.48	7.33	6,077.34
Additions for the year	7.21	654.77	46.42	467.82	12.53	7.18	2.48	1,198.41
Additions pursuant to business combination (refer note 53(i))	0.66	7.04	-	419.01	0.32	2.07	30.99	460.09
Adjustment during the year	(3.32)	-	-	-	-	-	-	(3.32)
Disposals during the year	-	-	-	-	-	-	-	-
Balance as at 31 March 2026	35.56	2,429.50	215.59	4,871.26	107.08	32.73	40.80	7,732.52
Accumulated Depreciation								
Balance as at 01 April 2024	11.17	49.40	21.05	437.04	12.13	6.84	1.58	539.21
Depreciation for the year	5.46	49.48	14.58	287.25	7.78	3.65	0.75	368.95
Disposals during the year	-	-	-	-	-	-	-	-
Balance as at 31 March 2025	16.63	98.88	35.63	724.29	19.91	10.49	2.33	908.16
Balance as at 01 April 2025	16.63	98.88	35.63	724.29	19.91	10.49	2.33	908.16
Additions pursuant to business combination (refer note 53(i))	0.01	-	-	4.16	-	-	-	4.17
Depreciation for the year	5.90	56.79	16.85	391.07	9.41	4.82	2.25	487.09
Disposals during the year	-	-	-	-	-	-	-	-
Balance as at 31 March 2026	22.54	155.67	52.48	1,119.52	29.32	15.31	4.58	1,399.42
Carrying amounts (net)								
Balance as at 31 March 2025	14.38	1,668.81	133.54	3,260.14	74.32	12.99	5.00	5,169.18
Balance as at 31 March 2026	13.02	2,273.83	163.11	3,751.74	77.76	17.42	36.22	6,333.10

Notes

- For charges created on property, plant and equipment refer note 25 and note 51.
- The Group has not revalued its Property, plant and equipment (including Right-of-use assets) or intangible assets or both.
- The title deeds of all the immovable properties (including the properties where the Group is the lessee and the lease agreement are duly executed in favour of the lessee) are held in the name of the Group.
- Detailed accounting policy for Property, plant and equipment and depreciation refer note 2.09.



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 Notes to the Consolidated Financial Information for the year ended 31 March 2026
 (All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

5B. Capital work in progress ('CWIP')

Particulars	As at 31 March 2026	As at 31 March 2025
Balance at beginning of year	8.72	-
Additions during the year	1,130.60	1,098.53
Capitalised during the year*	(1,031.90)	(1,089.81)
Balance at end of year	107.42	8.72

*Constructed of Swara Baby Product Limited phase at Smart Industrial Park, Plot no. 70-71.

Ageing schedule of Capital-work-in progress (including the project whose completion is overdue)

As at 31 March 2026

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	107.42	-	-	-	107.42
Projects temporarily suspended	-	-	-	-	-

As at 31 March 2025

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	8.72	-	-	-	8.72
Projects temporarily suspended	-	-	-	-	-

Note: There are no capital-work-in progress whose completion is overdue or has exceeded its cost compared to its original plan.

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Notes to the Consolidated Financial Information for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

5C Goodwill

Particulars	Goodwill	Total
Gross carrying value		
Balance as at 01 April 2024	-	-
Additions for the year	-	-
Disposals during the year	-	-
Balance as at 31 March 2025	-	-
Balance as at 01 April 2025	-	-
Additions pursuant to business combination (refer note 53(i))	275.77	275.77
Additions for the year	-	-
Balance as at 31 March 2026	275.77	275.77
Impairment		
Balance as at 01 April 2024	-	-
Impairment during the year	-	-
Disposals during the year	-	-
Balance as at 31 March 2025	-	-
Balance as at 01 April 2025	-	-
Impairment for the year	-	-
Balance as at 31 March 2026	-	-
Carrying amounts (net)		
Balance as at 31 March 2025	-	-
Balance as at 31 March 2026	275.77	275.77

Impairment testing

For the purpose of annual impairment testing, goodwill is allocated to the cash generating unit expected to benefit from the synergies of the business combinations in which the goodwill arises and is compared to its recoverable value:

The Group tests cash-generating units with goodwill annually for impairment, or more frequently if there is an indication that a cash-generating unit to which goodwill has been allocated may be impaired. The recoverable amount of a cash generating unit is the higher of the cash-generating unit's fair value less cost of disposal ('FVLCD') and its value-in-use.

FVLCD is determined based on the market capitalisation approach, using the turnover and earnings multiples derived from observable market data. The fair value measurement is categorised as a level 2 fair value based on the inputs in the valuation techniques used

Calculation of the value-in-use is determined based on a forecast, approved by the management, with expected cash flows beyond the five year period extrapolated for the remaining useful lives using a declining growth rate determined by management. The present value of the expected cash flows of each cash generating unit is determined by applying a suitable discount rate reflecting current market assessments of the time value of money. The average range of key assumptions used for calculation of value in use are as follows:

Particulars	As at 31 March 2026	As at 31 March 2025
Discount Rate	16.55%	NA
Terminal growth rate	4.00%	NA

The discount rate is a pre-tax measure based on the rate of 10 year government bonds issued by government in the relevant market and in the same currency as the cash flows, adjusted for risk premium to reflect both the increased risk of investing in equities generally and the systemic risk of specified CGU. The cash flow projection include specific estimates for five years and a terminal growth rate thereafter. The terminal growth rate has been determined based on management's estimate at which company's free cash flow are expected to grow perpetually beyond the explicit period, consistent with assumption that a market participant would make. The Group believes that any reasonably possible change in the key assumptions on which a recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash-generating unit.

Based on the above, no impairment was identified as of 31 March 2026 as the recoverable value of the CGUs exceeded the carrying value.

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6 Other intangible assets

Particulars	Software & Licence	Customer relationship	Total
Gross carrying value			
Balance as at 01 April 2024	0.44	-	0.44
Additions for the year	10.45	-	10.45
Disposals during the year	-	-	-
Balance as at 31 March 2025	10.89		10.89
Balance as at 01 April 2025	10.89	-	10.89
Additions for the year	1.68	-	1.68
Adjustment during the year	3.32	-	3.32
Additions pursuant to business combination (refer note 53(i))	-	244.21	244.21
Disposals during the year	-	-	-
Balance as at 31 March 2026	15.89	244.21	260.10
Accumulated Amortisation			
Balance as at 01 April 2024	0.04	-	0.04
Amortisation for the year	0.62	-	0.62
Disposals during the year	-	-	-
Balance as at 31 March 2025	0.66		0.66
Balance as at 01 April 2025	0.66	-	0.66
Amortisation for the year	2.82	8.53	11.35
Disposals during the year	-	-	-
Balance as at 31 March 2026	3.48	8.53	12.01
Carrying amounts (net)			
Balance as at 31 March 2025	10.23		10.23
Balance as at 31 March 2026	12.41	235.68	248.09

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7 Right-of-use assets

The changes in the carrying value of ROU assets for the year ended 31 March 2026 are as follows:

Particulars	Leasehold land	Building	Total
Gross carrying value			
Balance as at 01 April 2024	217.12	-	217.12
Addition during the year	179.32	38.90	218.22
Disposals during the year	-	-	-
Balance as at 31 March 2025	396.44	38.90	435.34
Balance as at 01 April 2025	396.44	38.90	435.34
Additions pursuant to business combination (refer note 53(i))	-	-	-
Addition during the year	-	-	-
Disposals during the year	-	-	-
Balance as at 31 March 2026	396.44	38.90	435.34
Accumulated Depreciation			
Balance as at 01 April 2024	5.98	-	5.98
Depreciation expenses for the year	3.62	2.94	6.56
Disposals during the year	-	-	-
Balance as at 31 March 2025	9.60	2.94	12.54
Balance as at 01 April 2025	9.60	2.94	12.54
Depreciation expenses for the year	4.12	7.84	11.96
Disposals during the year	-	-	-
Balance as at 31 March 2026	13.72	10.78	24.50
Carrying amounts (net)			
Balance as at 31 March 2025	386.84	35.96	422.80
Balance as at 31 March 2026	382.72	28.12	410.84

The aggregate depreciation expense on ROU assets is included under depreciation and amortization expense in the Consolidated Statement of Profit and Loss. (refer note 37)

The break-up of current and non-current lease liabilities as at 31 March 2026 is as follows:

Particulars	As at 31 March 2026	As at 31 March 2025
Current lease liabilities	9.58	9.62
Non-current lease liabilities	41.29	46.57
Total lease liabilities	50.87	56.19

The movement in lease liabilities during the year ended 31 March 2026 is as follows:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Opening Balance	56.19	17.46
Additions during the year	-	42.10
Finance cost accrued during the year	5.40	3.50
Payments during the year	(10.72)	(6.87)
Closing Balance	50.87	56.19

Amounts recognised in the Consolidated Statement of Profit and Loss during the year ended 31 March 2026 is as follows:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Interest expenses on lease liabilities (Refer Note 36)	5.40	3.50
Expenses related to short-term leases or low value leases (included in other expenses)	80.47	70.93
Depreciation expense of right-of-use assets	11.96	6.56
Total	97.83	80.99

The table below provides details regarding the contractual maturities of lease liabilities on an undiscounted basis:

Particulars	As at 31 March 2026	As at 31 March 2025
Less than 1 year	11.11	10.01
1- 5 years	35.93	40.04
More than 5 years	156.23	219.44

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8 Non-current other financial assets		
Particulars	As at 31 March 2026	As at 31 March 2025
Carried at amortised cost		
Unsecured, Considered good		
Security deposits	25.05	22.37
Government grants receivables	547.44	244.20
Fixed deposits with banks with maturity period of more than 12 months	1.80	-
Total	574.29	266.57

9 Income tax assets (net)		
Particulars	As at 31 March 2026	As at 31 March 2025
Income tax assets	0.04	18.49
Total Income tax assets (net)	0.04	18.49

10 Other non-current assets		
Particulars	As at 31 March 2026	As at 31 March 2025
Unsecured, Considered good		
Capital advances	599.00	35.05
Balances with government authorities	313.18	196.95
Prepaid expenses	4.20	2.66
Total	916.38	234.66

11 Inventories		
Particulars	As at 31 March 2026	As at 31 March 2025
Raw material *	1,736.25	1,758.15
Work in progress	9.69	1.44
Finished goods **	394.67	314.77
Stock in trade	102.44	97.80
Store and spares parts	107.93	62.58
Total inventories at the lower of cost and net realisable value	2,350.98	2,234.74

* Above inventories includes Raw materials-in-transit amounting to INR 77.01 million (31 March 2025: INR 103.19 million)
** Above inventories includes Finished goods-in-transit amounting to INR 42.24 million (31 March 2025: INR 25.77 million)

12 Trade receivable		
Particulars	As at 31 March 2026	As at 31 March 2025
Unsecured Trade Receivables		
- Considered good	1,374.75	1,052.72
Less - Allowance for expected credit loss	(7.83)	(3.62)
Total	1,366.92	1,049.10
Further classified as		
Receivable from related parties (refer note 42)	76.60	64.57
Receivable from others	1,298.15	988.15
Total	1,374.75	1,052.72

(a) Trade receivables ageing schedule as at 31 March 2026							
Particulars	Not due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed Trade receivables - considered good	550.91	665.09	63.38	53.14	27.13	2.06	1,361.71
Undisputed Trade Receivables - which have significant increase in credit risk	-	-	-	9.52	3.52	-	13.04
Undisputed Trade Receivables - credit impaired	-	-	-	-	-	-	-
Disputed Trade Receivables - considered good	-	-	-	-	-	-	-
Disputed Trade Receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed Trade Receivables - credit impaired	-	-	-	-	-	-	-
Sub Total	550.91	665.09	63.38	62.66	30.65	2.06	1,374.75
Less - Allowance for expected credit loss	-	-	-	(4.31)	(3.52)	-	(7.83)
Total	550.91	665.09	63.38	58.35	27.13	2.06	1,366.92

Trade receivables ageing schedule as at 31 March 2025							
Particulars	Not due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed Trade receivables - considered good	457.03	296.99	249.89	44.84	0.35	-	1,049.10
Undisputed Trade Receivables - which have significant increase in credit risk	-	-	-	3.62	-	-	3.62
Undisputed Trade Receivables - credit impaired	-	-	-	-	-	-	-
Related Parties	-	-	-	-	-	-	-
Disputed Trade Receivables - considered good	-	-	-	-	-	-	-
Disputed Trade Receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed Trade Receivables - credit impaired	-	-	-	-	-	-	-
Sub Total	457.03	296.99	249.89	48.46	0.35	-	1,052.72
Less - Allowance for expected credit loss	-	-	-	-	-	-	(3.62)
Total	457.03	296.99	249.89	48.46	0.35	-	1,049.10



(b) Movements in allowance for expected credit loss is as below:

Particulars	As at 31 March 2026	As at 31 March 2025
Opening balance	3.62	1.17
Additions pursuant to business combination (refer note 53(i))	1.15	-
Add Allowance made during the year	3.06	2.45
Closing balance	7.83	3.62

- i) For charges created on trade receivables refer note 25 and 51
 ii) No trade or other receivables are due from directors or other officers of the company either severally or jointly with any other person. Nor any trade or other receivable are due from firms or private companies respectively in which any director is a partner, a director or a member.
 iii) There are no unbilled receivables, hence the same is not disclosed in ageing schedule.
 iv) There is no significant financing component as the Group's credit terms do not exceed 60 days.

13 Cash and cash equivalents

Particulars	As at 31 March 2026	As at 31 March 2025
Cash in hand	0.22	0.07
Balances with banks - In current accounts	12.51	0.03
Total	12.73	0.10

Note: There are no restrictions with regard to cash and cash equivalents as at the end of the reporting year.

14 Bank balances other than Cash and cash equivalent

Particulars	As at 31 March 2026	As at 31 March 2025
Fixed deposits with banks with original maturity period of more than 3 months but remaining maturity of less than 12 months	29.99	100.31
Total	29.99	100.31

15 Loans

Particulars	As at 31 March 2026	As at 31 March 2025
Loan to employees	0.63	0.21
Total	0.63	0.21

16 Other current financial assets

Particulars	As at 31 March 2026	As at 31 March 2025
Unsecured, Considered good		
Government grants receivables	487.47	166.16
Interest accrued on deposits	-	0.05
Security deposits	10.02	10.03
Other recoverable	-	9.31
Fixed deposits with original maturity more than 12 months but remaining maturity less than 12 months	14.23	-
Total	511.72	185.55

17 Current income tax assets (net)

Particulars	As at 31 March 2026	As at 31 March 2025
Income tax assets	3.66	2.56
Total	3.66	2.56

18 Other current assets

Particulars	As at 31 March 2026	As at 31 March 2025
Unsecured, Considered good		
Advance recoverable in kind	93.93	91.20
Balances with government authorities	390.61	212.24
Prepaid expenses	18.37	16.47
Amount recoverable towards share issue expenses*	31.04	-
Total	533.95	319.91

*The Holding Company has incurred share issue expenses in connection with proposed initial public offer of equity shares amounting to Rs. 31.04 million, recoverable from selling shareholders or adjustable against securities premium portion of the Initial Public Offer (IPO) proceeds.

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19 Share capital

Particulars	As at 31 March 2026	As at 31 March 2025
Authorised		
29,00,00,000 Equity Shares of ₹ 2 each (31 March 2025: 1,60,00,000 Equity Shares of ₹ 10 each)	580.00	160.00
Nil (31 March 2025: 1,30,00,000 CCPS (Compulsorily Convertible Preference Shares) of ₹ 10 each)	-	130.00
	580.00	290.00
Issued, subscribed and fully paid up		
24,42,84,747 Equity Shares of ₹ 2 each (31 March 2025: 1,28,52,719 Equity Shares of ₹ 10 each)	488.57	128.53
Equity shares to be issued pursuant to business combination (refer 53 (ii)): Nil Equity Shares of ₹ 10 each (31 March 2025: 70,92,200 Equity Shares of ₹ 10 each)	-	70.92
Nil (31 March 2025: 1,28,48,221) 0.1% CCPS (Compulsorily Convertible Non-cumulative Preference Shares) of ₹ 10 each	-	128.48
Total	488.57	327.93

During year ended 31 March 2026, the authorised share capital was increased by ₹ 290 million i.e. 145 million equity shares of ₹ 2 each

(a) Reconciliation of equity shares outstanding at the beginning and at the end of the reporting year

(i) Equity Share capital

Particulars	As at 31 March 2026		As at 31 March 2025	
	Number of shares	Amount	Number of shares	Amount
Outstanding at the beginning of the year	1,99,44,919	199.45	1,99,44,919	199.45
Add: Shares issued during the year	38,49,572	38.50	-	-
Add: Issue on Conversion of 0.1% Compulsorily Convertible Non-cumulative Preference Shares of Rs. 10/- each	1,28,48,221	128.48	-	-
Add: Sub-division of 1 share of face value ₹10- each into 5 shares of face value ₹2- each	14,65,70,848	-	-	-
Add: Bonus shares issued during the year	6,10,71,187	122.14	-	-
Outstanding at the end of the year	24,42,84,747	488.57	1,99,44,919	199.45

(ii) Instrument entirely equity in nature (0.1% Compulsorily Convertible cumulative Preference Shares)

Particulars	As at 31 March 2026		As at 31 March 2025	
	Number of shares	Amount	Number of shares	Amount
Outstanding at the beginning of the year	1,28,48,221	128.48	1,28,48,221	128.48
Add: shares issued during the year	-	-	-	-
Less: Conversion of Preference Shares into Equity Shares	(1,28,48,221)	(128.48)	-	-
Outstanding at the end of the year	-	-	1,28,48,221	128.48

(b) Rights, preferences and restrictions attached to equity shares

The Holding Company has only one class of equity shares having par value of Rs. 2 per share. Each shareholder is entitled to one vote per share held. Dividend if any declared is payable in Indian Rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

In the event of liquidation of the Holding Company, the holders of equity shares will be entitled to receive remaining assets of the Holding Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

(c) Rights, preferences and restrictions attached to preference shares

The Holding Company had only one class of Compulsorily Convertible Preference Shares (CCPS) having par value of Rs. 10 per share. Each shareholder is entitled to one vote per share held. Dividend if any declared is payable in Indian Rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

The dividends would be cumulative and would be paid prior to payment of any dividend with respect to Equity Shares. The holders of CCPS shall have the right to convert all or any portion of the CCPS held by them at any time at conversion ratio of 1:1 into Equity Shares, prior to expiry of 19 years from the allotment of shares.

During the period all CCPS were converted in equity shares at the conversion ratio 1:1 in accordance with term of issue consequently there were no CCPS outstanding at the reporting date.

(d) Shares held by Holding Company

Name of Shareholder	Numbers	Amount
Equity Share Capital		
As at 31 March 2026		
Equity Shares at par value of ₹ 2 each		
Brainbees Solutions Limited	18,70,86,380	374.17
As at 31 March 2025		
Equity Shares at par value of ₹ 10 each		
Brainbees Solutions Limited	1,52,14,736	152.15
Preference share capital		
As at 31 March 2026		
Preference Shares at par value of ₹ 10 each		
Brainbees Solutions Limited	-	-
As at 31 March 2025		
Preference Shares at par value of ₹ 10 each		
Brainbees Solutions Limited	1,28,48,221	128.48



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(e) Details of shareholders holding more than 5% of the shares

Name of the shareholder	As at 31 March 2026		
	Number of shares	% of holding in the class	% of change during the year
Equity shares of INR 2 each fully paid			
Brainbees Solutions Limited	18,70,86,380	76.59%	0.30%
Anadya Bon Merchari LLP	1,83,38,013	7.51%	(6.28%)

Name of the shareholder	As at 31 March 2025		
	Number of shares*	% of holding in the class	% of change during the year
Equity shares of INR 10 each fully paid			
Brainbees Solutions Limited	1,52,14,736	76.28%	1.66%
Anadya Bon Merchari LLP	27,50,702	13.79%	(1.66%)

(f) Shares held by promoters at the end of the year

Name of the shareholder	As at 31 March 2026		
	Number of shares	% of Total shares	% of change during the year
Anadya Bon Merchari LLP	1,83,38,013	7.51%	(6.28%)
Brainbees Solutions Limited	18,70,86,380	76.59%	0.30%
Mr. Udit Alok Birla	1,17,29,375	4.80%	2.13%
Mrs. Sangita Birla	1,19,28,720	4.88%	3.55%
Mr. Alok Birla	34,26,793	1.40%	(1.17%)

Name of the shareholder	As at 31 March 2025		
	Number of shares	% of Total shares	% of change during the year
Anadya Bon Merchari LLP	27,50,702	13.79%	(1.66%)
Brainbees Solutions Limited	1,52,14,736	76.28%	1.66%
Mr. Udit Alok Birla	5,31,928	2.67%	-
Mrs. Sangita Birla	2,65,964	1.33%	-
Mr. Alok Birla	5,14,019	2.58%	-

(g) Aggregate number of bonus shares issued, shares issued for consideration other than cash and shares bought back during the period of five years immediately preceding the reporting date:

Particular	As at 31 March 2026		As at 31 March 2025	
	Number	Amount	Number	Amount
Equity shares allotted as fully paid bonus shares	6,10,71,187	122.14	-	-
Equity shares allotted to be allotted as fully paid-up pursuant to contracts for consideration other than cash				
- K.A Enterprises (Hygiene) Private Limited	38,49,572	38.50	-	-
- Solis Hygiene Private Limited	70,92,200	70.92	70,92,200	70.92
Equity shares allotted on conversion of Compulsorily Convertible Preference Shares (CCPS)	1,28,48,221	128.48	-	-
Equity shares bought back by the Company	-	-	-	-

Particular	As at 31 March 2024		As at 31 March 2023	
	Number	Amount	Number	Amount
Equity shares allotted as fully paid bonus shares	-	-	-	-
Equity shares to be allotted as fully paid-up pursuant to contracts for consideration other than cash				
- Solis Hygiene Private Limited	70,92,200	70.92	-	-
Equity shares allotted on conversion of Compulsorily Convertible Preference Shares (CCPS)	-	-	-	-
Equity shares bought back by the Company	-	-	-	-

Particular	As at 31 March 2022	
	Number	Amount
Equity shares allotted as fully paid bonus shares	-	-
Equity shares to be allotted as fully paid-up pursuant to contracts for consideration other than cash	-	-
Equity shares allotted on conversion of Compulsorily Convertible Preference Shares (CCPS)	-	-
Equity shares bought back by the Company	-	-



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- (h) No class of shares have been bought back by the Holding Company during the period of five years immediately preceding the current year end.
- (i) There are no securities convertible into equity shares outstanding as on reporting date.
- (j) Pursuant to the resolution passed at board meeting and extraordinary general meeting held on 14 January 2026 and 14 January 2026 respectively, shareholders have approved a sub-division of the equity shares of the Holding Company. All the existing issued, subscribed and paid-up equity shares of face value of Rs. 10- each have been sub-divided into two equity shares of Rs. 2 - each.

20 Other equity

Particulars	As at 31 March 2026	As at 31 March 2025
(A) Securities premium		
Opening balance	1,863.97	1,863.97
Add : Securities premium credited on issue of shares	538.93	-
Less: Securities premium utilised on issue of bonus shares	(122.14)	-
Less: Transaction cost on issues of shares	(2.81)	-
Closing balance	2,277.95	1,863.97
(B) Common control adjustment deficit account		
Opening balance	(663.72)	(663.72)
Closing balance	(663.72)	(663.72)
(C) Share Options Outstanding account		
Opening balance at the beginning of the year	-	-
Add : Share based payment expense	3.42	-
Closing balance at the end of the year	3.42	-
(D) Retained earnings		
Opening balance	2,471.04	1,665.38
Add: Net profit for the current year	955.89	806.73
Add: Other comprehensive loss	(1.00)	(1.07)
Closing balance	3,425.93	2,471.04
Total other equity (A+B+C+D)	5,043.58	3,671.29

Securities premium

Securities premium represents premium received on issue of shares. The amount is utilised in accordance with the provisions of the Companies Act 2013.

Common control adjustment deficit account

This capital reserve represents reserve arising on business combination pertaining to common control transaction (refer note 53(ii)(d))

Retained earnings

Retained earnings are used to record the restated profit/(loss) earned by the Group. The reserve is utilised in accordance with the provisions of the Act. It includes impact of remeasurement gain/(loss) net of taxes on defined benefit plans on account of change in actuarial assumption or experience adjustments within the plan.

21 Non-current borrowings

Particulars	As at 31 March 2026	As at 31 March 2025
Secured, at amortised cost		
Term loans from banks	1,790.10	1,112.77
Vehicle loan	-	0.19
Unsecured, at amortised cost		
Loan from Brainbees Solutions Limited (refer note 25(ii))	500.00	500.00
Total non current borrowings	2,290.10	1,612.96

22 Other non-current financial liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Capital creditors	-	36.73
Total other non-current financial liabilities	-	36.73

23 Provisions

Particulars	As at 31 March 2026	As at 31 March 2025
	Current	Current
Provision for employee benefits (Refer note 41)		
Provision for gratuity	3.56	1.77
Provision for compensation absences	1.60	0.42
Total Current Provision	5.16	2.19
	Non-Current	Non-Current
Provision for gratuity	16.70	10.84
Provision for compensation absences	1.92	0.76
Total Non Current Provision	18.62	11.60



Swara Baby Products Limited (formerly known as Swara Baby Products Private Limited)
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Notes to the Consolidated Financial Information for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

24 Other non-current liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Deferred government grant income	1,130.65	566.28
Total	1,130.65	566.28

25 Short-term borrowings

Particulars	As at 31 March 2026	As at 31 March 2025
Secured, from bank		
Cash credit facility	920.83	930.91
Bank overdraft	44.85	-
Working capital demand loan from a bank	-	-
Current maturity of vehicle loan	-	0.34
Current maturity of long term loans	675.34	487.23
Interest accrued but not due on loan	13.49	7.58
Unsecured, Loans from related parties		
Loan from Brainbees Solutions Limited	450.00	450.00
Interest accrued on related parties loans	36.00	59.22
Total	2,140.5100	1,935.28

i) Refer note 51 for details of quarterly return for borrowings secured against current asset.

ii) **Related Party**

The Group has obtained unsecured loans from Brainbees Solutions Limited in one or more tranches, amounting to Rs. 486.00 million as at 31 March 2026, which are repayable on demand. In addition, the Group has obtained unsecured loans amounting to Rs. 500.00 million as at 31 March 2026, which are repayable within five years from the date of the respective agreements unless mutually extended by the parties. The Group has agreed to utilise the loan facilities exclusively for its business and operations, and the loans carry interest at rates of 8.00% per annum, payable as mutually agreed between the parties.

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Swaras Baby Products Limited (formerly known as Swaras Baby Products Private Limited)
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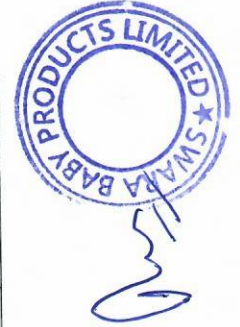
Notes to the Consolidated Financial Information for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

Terms of borrowings

Note no. 25 continued

Entity Name	Particular	Maturity Date	Name of Bank	Terms of Repayment and Interest Rate	Nature of Security	As at 31 March 2026			As at 31 March 2025		
						Non Current Liability	Current Liability	Total	Non Current Liability	Current Liability	Total
Swaras Baby Products Limited	Term Loan	13 September 2029	HDFC Bank			59.62	23.84	83.46	83.49	23.81	107.30
Swaras Baby Products Limited	Term Loan	13 September 2029	HDFC Bank			13.82	5.53	19.35	19.35	5.52	24.87
Swaras Baby Products Limited	Term Loan	13 October 2029	HDFC Bank	Interest rate ranging from 7.99% to 11.65% with monthly instalments payable over a tenure of 5 years	1 Equitable Mortgage of Factory Land & Building at Pithampur	26.91	10.76	37.67	37.67	10.76	48.43
Swaras Baby Products Limited	Term Loan	17 April 2026	HDFC Bank		2 First Charge of Plant & Machinery of the Company & including Assets Both Present and Future	-	1.65	1.65	1.66	19.79	21.45
Swaras Baby Products Limited	Term Loan	17 April 2026	HDFC Bank			-	1.71	1.71	1.66	20.57	22.23
Swaras Baby Products Limited	Term Loan	31 August 2030	HDFC Bank			875.00	125.00	1,000.00	-	-	-
Swaras Baby Products Limited	Term Loan	30 March 2031	HDFC Bank			4.50	-	4.50	-	-	-
Swaras Baby Products Limited	Term Loan	17 April 2026	HDFC Bank			-	1.84	1.84	1.85	22.12	23.97
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank			32.83	24.62	57.45	57.33	24.62	81.95
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank			33.82	25.36	59.18	59.13	25.37	84.50
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank			32.67	24.50	57.17	57.09	24.50	81.59
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank			32.78	24.58	57.36	57.25	24.58	81.83
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank	Interest rate ranging from 6.96% to 11.45% with monthly instalments payable over a tenure of 5 years	a) Fixed Deposits b) Plant and Machinery c) Factory Land and Building d) Corporate Guarantee of the Company	34.34	25.75	60.09	59.96	25.75	85.71
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank			25.68	19.26	44.94	44.84	19.26	64.10
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank			23.53	17.65	41.18	41.18	17.65	58.83
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank			21.53	16.15	37.68	37.68	16.15	53.83
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank			11.69	8.77	20.46	20.46	8.77	29.23
Swaras Baby Products Private Limited	Term Loan	05 July 2028	HDFC Bank			-	26.38	26.38	26.24	26.60	52.84
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	11.47	11.47	11.41	11.57	22.98
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	7.53	7.53	7.49	7.59	15.08
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	4.88	4.88	4.86	4.92	9.78
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	3.18	3.18	3.16	3.21	6.37
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	7.54	7.54	7.50	7.60	15.10
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	31.04	31.04	30.87	31.30	62.17
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	1.57	1.57	1.56	1.59	3.15
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank	Interest rate ranging from 6.8% to 9.2% with monthly instalments payable over a tenure of 4 years	Exclusive charge on Current Assets (Present & Future) of the company, Land and Building in the name of company, Plant & Machinery (Present & Future) of the company and fixed deposit	-	2.30	2.30	2.28	2.32	4.60
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	4.64	4.64	4.61	4.68	9.29
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	3.26	3.26	3.24	3.29	6.53
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	4.80	4.80	4.78	4.84	9.62
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	5.29	5.29	5.26	5.33	10.59
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	0.86	0.86	0.86	0.87	1.73
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	1.83	1.83	1.82	1.84	3.66
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	0.90	0.89	0.89	0.91	1.80
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	0.22	0.22	0.22	0.22	0.44
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	0.98	0.98	0.98	0.98	1.97
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	1.13	1.13	1.12	1.14	2.26
Swaras Baby Products Private Limited	Term Loan	16 March 2027	HDFC Bank			-	31.58	31.58	31.42	31.82	63.24



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Terms of borrowings

Note no. 25 continued

Entity Name	Particular	Maturity Date	Name of Bank	Terms of Repayment and Interest Rate	Nature of Security	As at 31 March 2026			As at 31 March 2025		
						Non Current Liability	Current Liability	Total	Non Current Liability	Current Liability	Total
						Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank		
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			14,445	4,444	18,889	19,500	2,332	21,832
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			5,733	7,749	13,482	13,866	8,066	21,532
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			1,377	0,422	1,799	1,866	0,222	2,088
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			4,222	1,300	5,522	5,700	0,688	6,388
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			17,922	8,511	26,433	24,200	2,888	27,088
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			0,855	0,366	1,221	1,155	0,144	1,299
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			8,988	2,766	11,754	12,133	1,444	13,577
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			2,299	0,711	3,010	3,100	0,377	3,477
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			4,100	1,366	5,466	5,553	0,666	6,222
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			10,588	3,255	13,843	14,288	1,700	15,988
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			1,300	0,400	1,700	1,766	0,211	1,977
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			6,219	19,122	25,341	23,433	9,999	35,432
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			2,655	0,811	3,466	3,577	0,433	4,010
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			3,577	1,100	4,677	4,822	0,577	5,399
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			4,933	1,522	6,455	6,666	0,700	7,366
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			88,000	27,055	115,055	118,811	14,144	132,955
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			1,800	0,555	2,355	2,433	0,299	2,732
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			1,855	0,577	2,432	2,500	0,300	2,800
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			0,588	0,188	0,776	0,788	0,099	0,887
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			2,400	0,744	3,144	3,244	0,399	3,643
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			2,322	0,711	3,033	3,133	0,377	3,510
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			4,599	1,411	6,010	6,199	0,744	6,943
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			1,233	0,388	1,621	1,666	0,200	1,866
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			0,700	0,244	0,944	1,066	0,133	1,199
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			8,244	2,533	10,777	11,122	1,299	12,421
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			0,666	0,200	0,866	0,899	0,100	0,999
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			1,099	0,344	1,443	1,477	0,177	1,654
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			0,800	0,255	1,055	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			13,033	4,011	17,044	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			0,288	0,099	0,387	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			8,900	2,744	11,644	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			0,911	0,288	1,199	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			16,488	5,077	21,565	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			3,766	1,166	4,932	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			2,400	0,744	3,144	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			2,777	0,855	3,632	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			106,100	32,622	138,722	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			0,377	0,122	0,499	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			6,522	2,000	8,522	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			13,999	4,411	18,410	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			2,500	0,777	3,277	-	-	-
Solis Hygiene Private Limited	Term Loan	31 March 2030	HDFC Bank			5,577	1,722	7,299	-	-	-



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 Notes to the Consolidated Financial Information for the year ended 31 March 2026
 (All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

Terms of borrowings
 Note no. 25 continued

Terms of borrowings

Entity Name	Particular	Maturity Date	Name of Bank	Terms of Repayment and Interest Rate	Nature of Security	As at 31 March 2026		As at 31 March 2025	
						Non Current Liability	Current Liability	Non Current Liability	Current Liability
Solis Hygiene Private Limited	Vehicle Loan	05 September 2025	Mahindra Finance	3 year Interest rate is 9.75%		-	-	-	0.53
K.A. Enterprises (Hygiene) Private Limited	Term Loan	07 July 2022	HDFC Bank	Interest rate 8.50%, with monthly instalments payable over a tenure of 7 years	Commercial property of director, Machinery, Stock and Fixed deposit of ₹ 5.50 Million.	93.49	23.03	-	-
Swara Baby Products Limited	Cash Credit Facility	Repayable on demand	HDFC Bank			-	396.88	-	472.90
Solis Hygiene Private Limited				Floating rate of interest from 7.32% to 8.41% Linked to 3 Month T-bill.	Secured by way of exclusive charge on Current Assets (Present & Future) of the company, Land and building in name of company, Plant & Machinery (Present & Future) of the Company.	-	67.56	-	184.49
Swara Hygiene Private Limited						-	456.39	-	273.52
K.A. Enterprises (Hygiene) Private Limited	Bank Overdraft	Repayable on demand	HDFC Bank	Interest rate 7.75%, with repayable on demand	Commercial property of director, Machinery, Stock and Fixed deposit of ₹ 5.50 Million.	-	43.27	-	-
K.A. Enterprises (Hygiene) Private Limited			ICICI Bank	Interest rate 8.25%, Repayable on demand	Fixed deposit of 3.72 Million.	-	1.56	-	-
						1,790.10	1,641.02	1,112.96	1,418.48
								3,431.12	2,531.44

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Swara Baby Products Limited (formerly known as Swara Baby Products Private Limited)

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Notes to the Consolidated Financial Information for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

26 Trade payables

Particulars	As at 31 March 2026	As at 31 March 2025
Total outstanding dues of micro and small enterprises (refer note 47)	119.67	95.49
Total outstanding dues of creditors other than micro and small enterprises	1,412.63	999.69
Total	1,532.30	1,095.18

Trade payable ageing schedule as at 31 March 2026

Particulars	Outstanding for following periods from due date of payments					Total
	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade payable						
Total outstanding dues of micro and small enterprises	85.13	26.87	7.67	-	-	119.67
Total outstanding dues of creditors other than micro and small enterprises	732.54	678.25	1.73	0.11	-	1,412.63
Disputed trade payable						
Total outstanding dues of micro and small enterprises	-	-	-	-	-	-
Total outstanding dues of creditors other than micro and small enterprises	-	-	-	-	-	-
Total	817.67	705.12	9.40	0.11	-	1,532.30

Trade payable ageing schedule as at 31 March 2025

Particulars	Outstanding for following periods from due date of payments					Total
	Not Due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade payable						
Total outstanding dues of micro and small enterprises	71.55	23.94	-	-	-	95.49
Total outstanding dues of creditors other than micro and small enterprises	688.71	308.83	2.15	-	-	999.69
Disputed trade payable						
Total outstanding dues of micro and small enterprises	-	-	-	-	-	-
Total outstanding dues of creditors other than micro and small enterprises	-	-	-	-	-	-
Total	760.26	332.77	2.15	-	-	1,095.18

27 Other financial liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Other financial liabilities at amortised cost		
Capital creditors	152.75	162.37
Accrued employee liability	59.65	35.30
Other payable	1.65	0.16
Total	214.05	197.83

28 Other current liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Statutory due payable	40.46	32.73
Revenue received in advance	234.77	202.27
Deferred government grant	220.67	91.57
Total	495.90	326.57

29 Current tax Liability (net)

Particulars	As at 31 March 2026	As at 31 March 2025
Income tax provision	3.38	7.63
Total	3.38	7.63

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Notes to the Consolidated Financial Information for the year ended 31 March 2026
(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

30 Revenue from operations

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Sale of products*	11,532.97	9,333.77
Sale of services		
Other services	32.88	36.15
Other operating revenue	73.15	59.84
Revenue from operations	11,639.00	9,429.76
* Sale of products consist of: (net of returns, discounts, etc.)		
Diapers	11,285.22	9,199.20
Wipes & Napkins	94.74	29.70
Others	153.01	104.87
Total	11,532.97	9,333.77

a) Reconciliation of revenue from contract with customer

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
(a) Contract balances		
Contract assets		
Trade receivables	1,366.92	1,049.10
Contract liabilities		
Revenue received in advance	234.77	202.27
(b) Reconciliation of revenue as recognized in the Consolidated Statement of Profit & Loss with the contracted price		
Revenue as per contracted price	12,130.12	9,875.47
Less: Sales return	(2.46)	-
Less: Discount	(488.66)	(445.71)
Revenue as per Statement of Profit & Loss	11,639.00	9,429.76

b) Disaggregation of revenue information

Set out below is the disaggregation of the Group's revenue from contracts with customers

Type of goods/services		
Sale of hygiene products	11,532.97	9,333.77
Other services	32.88	36.15
Other operating revenue	73.15	59.84
Total Revenue from operations	11,639.00	9,429.76
Geographical information		
- Within India	11,464.38	9,319.65
- Outside India	174.62	110.11
Total Revenue from operations	11,639.00	9,429.76
Timing of revenue recognition		
Goods transferred at a point in time	11,606.12	9,393.61
Services provided over the time	32.88	36.15
Total Revenue from operations	11,639.00	9,429.76

c) Performance obligations

Sales of goods: Performance obligation is satisfied when control of goods is transferred to the customer, generally on delivery of the goods

Sales of services: The performance obligation in respect of professional services is satisfied over a period of time and acceptance of the customer. In respect of these services, payment is generally due upon completion of services

d) The Group does not have any remaining performance obligation as contracts entered for sale of goods and services are for a shorter duration. There are no contracts for sale of goods and services wherein, performance obligation is unsatisfied to which transaction price has been allocated

e) Revenue amounting to Rs. Nil has been generated during Trial run period which has been reversed and same has been adjusted against trial run costs

31 Other income

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Interest income		
- on fixed deposits designated as amortized cost	1.19	0.45
- security deposits	2.28	1.06
- on income tax refund	1.27	-
- on subsidy	26.98	-
Insurance claim	-	2.37
Gain on foreign currency translations (net)	-	9.26
Income from government grant	381.40	150.26
Liabilities: provisions written back to the extent no longer required	0.43	-
Rental Income	54.43	-
Miscellaneous income	17.44	3.49
Total	485.42	166.89



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Notes to the Consolidated Financial Information for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

Government Grants and Incentives

-Government grants are recognised when there is a reasonable assurance that the Company will comply with the relevant conditions and the grant will be received
-Government grants related to assets are deferred and amortised over the useful life of the asset. Government grants related to income are deferred on a systematic basis over the period of the grant

32 Cost of materials consumed

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Inventory at the beginning of the year	1,758.15	1,392.61
Add Additions pursuant to business combination (refer note 53(i))	108.34	-
Add Purchases*	7,984.99	6,615.69
Less Inventory at the end of the year	1,736.25	1,758.15
Less Material captively used in capital projects	19.01	10.37
Cost of raw materials consumed	8,096.22	6,239.78

* Includes packing material, Custom duty, Clearing Charges, Carriage Inward, etc incurred in order to bring the materials in its intended use

33 Purchase of stock-in-trade

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Purchase of stock in trade*	46.87	27.31
Total	46.87	27.31

* Includes packing material, Custom duty, Clearing Charges, Carriage Inward, etc incurred in order to bring the materials in its intended use

34 Changes in inventories of finished goods, traded goods and work-in-progress

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Inventories at the beginning of the year		
-Finished goods	314.77	271.27
-Work-in-progress	1.44	7.34
-Stock in trade	97.80	69.88
Total	414.01	348.49
Less: Inventories at the end of the year		
-Finished goods	394.67	314.77
-Work-in-progress	9.69	1.44
-Stock in trade	102.44	97.80
Total	506.80	414.01
Additions pursuant to business combination (refer note 53(i))	20.35	-
Net increase	(72.44)	(65.52)

35A Employee benefits expense

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Salaries, wages, bonus and other allowances	422.84	286.43
Contribution to provident and other funds	18.38	12.76
Gratuity expenses	1.53	-
Staff welfare expenses	29.77	18.78
Total	472.52	317.97

35B Share based payment expense

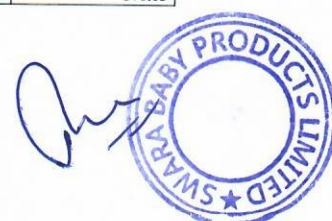
Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Share based payment expense (refer note 54)	3.42	-
Total	3.42	-

36 Finance costs

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Interest on borrowings	187.32	201.45
Interest on delay in payment of taxes	0.89	0.40
Interest expenses on lease liability (refer note 7)	5.40	3.50
Others (commission on funding, bank charges)	3.49	25.22
Total	197.10	230.57

37 Depreciation and amortization expense

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Depreciation on property, plant and equipment (Refer note 5A)	487.09	368.95
Amortization on intangible assets (Refer note 6)	11.35	0.62
Depreciation on right of use assets (Refer note 7)	11.96	6.56
Total	510.40	376.13



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38 Other expenses

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Power and fuel	238.47	163.78
Consumption of stores and spares	48.82	32.48
Labour charges	176.78	132.41
Freight and forwarding charges	155.90	104.19
Repairs and maintenance	25.00	19.16
Rent	80.47	70.93
Rates and taxes	1.69	3.69
Vehicle running expenses	1.46	0.52
Travel and conveyance	56.26	40.32
Postage and courier	4.32	3.17
Insurance	28.06	15.53
Printing and stationery	2.48	2.06
Communication, broadband and internet expenses	2.41	1.89
Security expenses	34.74	25.07
Legal and professional charges	34.93	27.34
Payment to auditors#	3.50	3.47
Advertisement and business promotion	544.03	671.28
License and registration	1.49	0.19
Warehouse expenses	14.68	7.10
Cleaning expenses	5.38	2.97
Vehicle hire charges	7.14	5.61
Allowance for expected credit loss	1.29	2.45
Commission	38.50	24.57
Expenditure towards Corporate Social Responsibility activities (refer note 49)	17.26	13.49
Loss on foreign currency translations (net)	7.01	-
Miscellaneous expenses	118.06	76.25
Total	1,650.13	1,449.92

#Note: Payment to auditors includes

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
As auditor:		
Statutory audit	3.50	2.65
Fees for limited review	-	0.60
In other capacity:		
Tax audit	-	0.15
Reimbursement of expenses	-	0.07
Total	3.50	3.47

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39 Income Tax

(A) Deferred tax relates to the following:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Deferred tax assets		
On unabsorbed depreciation and carry forward business losses*	9.55	-
On disallowance u/s 43B of Income-tax act, 1961	4.11	1.97
Allowance for bad and doubtful debts	0.55	0.20
Provisions for employee benefit expenses	3.13	1.19
Government grants	71.56	41.13
Right-of-use assets	0.64	0.38
Others	0.67	-
	90.21	44.87
Deferred tax liabilities		
Property, plant and equipment	343.05	220.24
Impact of Interest Subsidy	3.96	-
Capital Subsidy	6.02	-
Borrowings	-	0.10
	353.03	220.34
Deferred tax liability	(268.28)	(175.47)
Deferred tax assets	5.46	-

*Based on approved plans and budgets, the K.A Enterprises (Hygiene) Private Limited one of the subsidiaries of the Group has estimated that future taxable income will be sufficient to absorb carried forward unabsorbed depreciation and business losses, which management believes is probable, and accordingly KAEHPL has recognised deferred tax assets on aforesaid losses aggregating to Rs. 37.96 million.

(B) Recognition of deferred tax asset to the extent of deferred tax liability

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Deferred tax asset	175.02	44.87
Deferred tax liabilities	(437.84)	(220.34)
Deferred tax assets/ (liabilities), net	(262.82)	(175.47)

(C) Reconciliation of deferred liabilities/assets:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Opening balance as of 1 April 2025	(175.47)	(126.73)
Acquisition under business combination (refer note 53(i))	2.69	-
Tax liability recognized in Consolidated Statement of Profit and Loss	(90.36)	(49.00)
Tax liability recognized through OCI	0.31	0.26
Closing balance as at 31 March 2026 (net)	(262.83)	(175.47)

(D) Deferred tax liabilities to be recognized in Consolidated Statement of Profit and Loss

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Tax liability	(217.50)	(49.79)
Tax asset	127.46	1.05
Deferred tax liabilities recognized in Consolidated Statement of Profit and Loss	(90.04)	(48.74)



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(E) Income tax expense

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Income tax expense		
- Current tax taxes	172.82	165.57
- Tax adjustment of earlier years	1.13	(0.81)
- Deferred tax charge	90.36	49.00
- Deferred tax charge OCI	(0.33)	(0.26)
Income tax expense reported in the statement of profit or loss	263.98	213.50

(F) Reconciliation of tax charge

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Profit before tax	1,219.92	1,020.41
Income tax expense at tax rates applicable @ 25.168%	307.03	256.82
Tax effects of:		
- Change in tax rate	(68.60)	(35.01)
- Item not deductible for tax	12.25	(1.07)
- Other income not liable to tax	(40.46)	3.34
- Others	53.76	(10.58)
Income tax expense	263.98	213.50

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40 Earnings per share ("EPS")

Basic earnings per share amounts are calculated by dividing the profit for the year attributable to equity shareholders by the weighted average number of equity shares outstanding during the year

Diluted earnings (loss) per share amounts are calculated by dividing the profit / loss attributable to equity holders (after adjusting for interest on the convertible preference shares) by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares that would be issued on conversion of all the dilutive equity shares into equity shares

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Profit attributable to equity shareholders	955.89	806.73
Weighted average number of shares outstanding during the year	22,54,41,180	3,27,93,140
Total number of shares outstanding post stock split in the ratio of 5:1 (absolute) ¹	-	16,39,65,700
Add: Impact of bonus shares issued subsequent to year end in the ratio of 1:3 (absolute) ²	-	5,46,55,233
Total weighted average number of shares as at year end	22,54,41,180	21,86,20,933
Basic earnings per share (INR)	4.24	3.69
Weighted average number of equity shares for diluted EPS	22,54,41,180	21,86,20,933
Diluted earnings per share (INR)	4.24	3.69

¹The Company has sub-divided each of its equity shares bearing face value of ₹ 10/- each into 5 Equity Shares bearing face value of ₹ 2/- each pursuant to a resolution of our Board and a resolution of our shareholders each dated 14 January 2026. A bonus issuance had been carried out of 1 new share per every 3 fully paid-up shares, pursuant to a resolution of our Board and a resolution of our shareholders each dated 19 January 2026.

²The number of shares used for the calculation of basic and diluted earnings per share for current year and previous years have been calculated after giving retrospective effect to the sub-division and the bonus issuance as per the requirement / principles of Ind AS 33, as applicable.

41 Employee benefits

(A) Defined Contribution Plans

The Group operates defined contribution retirement benefit plans under which the Group pays fixed contributions to separate entities (funds) or financial institutions or state managed benefit schemes. The Group has no further payment obligations once the contributions have been paid. Following are the schemes covered under defined contribution plans of the Group: Provident Fund Plan and Employee Pension Scheme. The Group makes monthly contributions at prescribed rates towards Employee Provident Fund/ Employee Pension Scheme, a fund administered and managed by the Government of India.

During the year, the Group has recognized the following amounts in the Special Purpose Interim Consolidated Statement of Profit and Loss –

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Employers' Contribution to Provident Fund and other funds (Refer note 35A)	18.38	12.76

(B) Defined benefit plans

The Group operates the following post-employment defined benefit plans:

Compensated absences which are expected to occur within twelve months after the end of the year in which the employee renders the related services are recognised as undiscounted liability at the Special Purpose consolidated statement of assets and liabilities date. Compensated absences which are not expected to occur within twelve months after the end of the year in which the employee renders the related services are recognised as liability at the present value of the defined benefit obligation at the consolidated summary statement of assets and liabilities date.

The Group has a defined benefit gratuity plan in India, governed by the Payment of Gratuity Act, 1972. Plan entitles an employee, who has rendered at least five years of continuous service, to gratuity at the rate of fifteen days wages for every completed year of service or part thereof in excess of six months, based on the rate of wages last drawn by the employee concerned.

These defined benefit plans expose the Group to actuarial risks, such as longevity risk, interest rate risk and salary risk.

Description of actual risk as mentioned above:

1. Interest rate risk - The present value of the defined benefit liability is calculated using a discount rate determined by reference to market yields of Government bonds. The estimated term of the bonds is the estimated term of the defined benefit obligation (DBO) and it is denominated in INR. A decrease in market yield on government bonds will increase the Group's defined benefit liability, although it is expected that this would be offset partially by an increase in the fair value of certain of the plan assets.

2. Longevity risk - The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

3. Salary risk - The present value of the defined benefit plan obligation is calculated with reference to the future salaries of employees. An increase in the salary of the plan participants will increase the plan obligation.

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
a) Gratuity payable to employees (refer note 23)	20.26	12.61
b) Compensated absences for employees (refer note 23)	3.52	1.18

i) Actuarial assumptions

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Discount rate (per annum)	6.65%-6.85%	6.50%
Rate of increase in salary	10.00%	10.00%
Expected average remaining working lives of employees (years)	3.42 yrs - 4.43 yrs	3.43 yrs - 4.44 yrs
Attrition rate	20%-25%	20%-25%



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ii) Changes in the present value of defined benefit obligation

Particulars	Employee's gratuity obligation	
	For the year ended 31 March 2026	For the year ended 31 March 2025
Present value of obligation at the beginning of the year	12.61	7.50
Interest cost	0.88	0.53
Past service cost	-	-
Current service cost	5.56	3.65
Changes in financial assumption	-	0.13
Transfer In / (Out)	2.12	-
Benefits paid	(0.23)	-
Re-measurement (or Actuarial) (gain) / loss arising from		
-change in demographic assumptions	-	-
-change in financial assumptions	(0.19)	0.39
-experience variance (i.e. Actual experience vs assumptions)	1.53	0.41
Present value of obligation at the end of the year	22.28	12.61

iii) Changes in the present value of plan assets

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Present value of plan assets at the beginning of the year	-	-
Interest income on plan assets	-	-
Employer contribution to plan assets	2.00	-
Return on plan assets excluding interest income	-	-
Benefits paid	-	-
Present value of plan assets at the end of the year	2.00	-

iv) Expense recognized in the Consolidated Statement of Profit and Loss and other comprehensive income

Particulars	Employee's gratuity obligation	
	For the year ended 31 March 2026	For the year ended 31 March 2025
Expense recognized in the Consolidated Statement of Profit and Loss		
Current service cost	5.56	3.65
Past service cost	-	-
Interest cost	0.88	0.53
Total expenses recognized in the Consolidated Statement of Profit and Loss	6.44	4.18
Expense recognized in the Other comprehensive income/(loss)		
Actuarial (gain) / loss on obligations (OCI)	1.33	1.33
Total expenses recognized in the Other comprehensive income/(loss)	1.33	1.33

v) Assets and liabilities recognized in the consolidated statement of assets and liabilities

Particulars	Employee's gratuity obligation	
	For the year ended 31 March 2026	For the year ended 31 March 2025
Present value of unfunded obligation as at the end of the year	22.26	12.61
Present value of plan assets as at the end of the year	2.00	-
Unfunded net (asset) / liability recognized in consolidated statement of assets and liabilities*	20.26	12.61

*Included in provision for employee benefits (Refer note 23)

Amounts to be recognised in consolidated statement of assets and liabilities

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Gratuity		
Non-current	16.70	10.84
Current	3.56	1.77
	20.26	12.61

vi) A quantitative sensitivity analysis for significant assumption as at 31 March 2026 is as shown below:

Particulars	Employee's gratuity obligation	
	For the year ended 31 March 2026	For the year ended 31 March 2025
Impact on defined benefit obligation		
Discount rate		
1% increase	5.34	0.61
1% decrease	(5.61)	(0.63)
Rate of increase in salary		
1% increase	6.17	0.58
1% decrease	(4.79)	(0.55)
Attrition Rate		
1% increase	4.63	0.97
1% decrease	(6.96)	(0.63)



vii) Maturity profile of defined benefit obligation

For the year ended 31 March 2026

Particulars	Employee's gratuity obligation	
	For the year ended 31 March 2026	
Year		
Apr 2025- Mar 2026		3.57
Apr 2026- Mar 2030		13.81
Apr 2030- Mar 2035		9.10
Apr 2035 onwards		5.95

For the year ended 31 March 2025

Particulars	Employee's gratuity obligation	
	For the year ended 31 March 2025	
Year		
Apr 2024- Mar 2025		1.77
Apr 2025- Mar 2029		7.98
Apr 2029- Mar 2034		5.23
Apr 2034 onwards		3.25

viii) Expected Contribution during the next annual reporting period

Particulars	As at	As at
	31 March 2026	31 March 2025
The Group's best estimate of Contribution during the next year	-	-

* Please note that since the scheme is managed on unfunded basis, the next year contribution is taken as nil.

ix) Maturity Profile of Defined Benefit Obligation

Particulars	As at	As at
	31 March 2026	31 March 2025
Weighted average duration (based on discounted cashflows)	4-6 years	4-6 years

42 Related Party Disclosures:

I Names of related parties and description of relationship as identified by the Group:

Parent Company

Brambees Solutions Limited

Wholly owned subsidiaries

Swara Hygiene Private Limited
 Solis Hygiene Private Limited (w.e.f. 25 December 2025)
 KA Enterprises (Hygiene) Private Limited (w.e.f. 25 December 2025)
 Swara Corp (w.e.f. 08 December 2025)
 Swara Baby Products Pvt. Ltd.-Employee Gratuity Trust

Fellow Subsidiaries

Intellibeas Solutions Private Limited
 Firstery Management DWC - LLC
 Shenzhen Starbees Services Limited
 Joybees Private Limited
 Digital Age Retail Private Limited
 Firmroots Private Limited
 Globalbees Brands Private Limited
 Firstery Retail DWC - LLC
 Firstery Trading Company
 Firstery General Trading LLC
 Merhaki Foods and Nutrition Private Limited
 Maximique Solutions Private Limited
 Better and Brighter Homecare Private Limited
 Eyezen Technologies Private Limited
 Cloud Lifestyle Private Limited
 HealthyHey Foods LLP
 Butternut Ventures Private Limited
 Dynamic IT Solution Private Limited
 Kubermart Private Limited
 Mush Textiles Private Limited
 Globalbees Brands DWC LLC
 HS Fitness Private Limited
 DF Pharmacy Limited
 Candes Technology Private Limited
 Solarista Renewables Private Limited
 Encasa Homes Private Limited
 Frootle India Private Limited
 Prayosha Expo Private Limited
 Wellspire India Private Limited
 Plantex E-Commerce Private Limited
 JW Brands Private Limited
 Kitchenopedia Appliances Private Limited
 Edubees Educational Trust
 Brambees ESOP Trust
 Solis Hygiene Private Limited (upto 25 December 2025)
 Brambees Employee Welfare Trust



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Enterprises over which KMP/Director and relatives of KMP/Director exercises significant influence

Anadya Baby Products
Anadya Residency LLP
M's K A Enterprises
Kairos Hygiene Private Limited
Catering By S Kitchen LLP
Aditi Birla
Udit Alok Birla

Nature of relationship

Entities over which a director has significant influence
Entities over which a director has significant influence
Entities over which a director has significant influence
Entities over which a director has significant influence
Entities over which a director has significant influence
Relative of Director
Relative of Director

Key Management Personnel (KMP)

Name

Alok Birla
Supam Maheshwari
Gautam Sharma
Sangita Birla
Prashant Prakash Jadhav
Tushar Gunjalkar
Itisha Sahu
Ravindra Sancheti

Nature of relationship

Managing Director
Director
Director
Director
Director
Company Secretary (Upto 12 February 2026)
Company Secretary (w e f 13 February 2026)
Chief Financial Officer (w e f 24 May 2025)

II Summary of the transactions with related parties post inter-group eliminations is as follows :

S. No	Particular	For the year ended	
		31 March 2026	31 March 2025
1	Remuneration to directors/ Relative of director/ key managerial personnel*		
	Mr. Alok Birla	36.23	31.50
	Mr. Tushar Gunjalkar	0.75	0.75
	Mr. Ravindra Sancheti	4.60	-
	Mr. Udit Alok Birla	48.48	11.00
	Mrs. Itisha Sahu	0.20	-
2	Sale of Products		
	Brainbees Solutions Limited	2,634.61	2,233.36
	KA Enterprises	314.15	85.70
	Firstery Trading Company	43.06	9.40
	Firstery Retail DWC LLC	2.88	51.59
	Kairos Hygiene Private Limited	0.17	0.07
3	Purchase of traded goods		
	KA Enterprises	47.61	1.54
	Kairos Hygiene Private Limited	310.97	232.12
4	Interest expenses on loan		
	Brainbees Solutions Limited	76.00	76.00
5	Rent income		
	Brainbees Solutions Limited	54.98	-
6	Legal and professional expenses		
	Mrs. Aditi Birla	1.00	-
7	Reimbursement of expenses		
	KA Enterprises	0.14	-
8	Expenses		
	KA Enterprises	0.50	-
9	Catering by S Kitchen LLP		
	Staff welfare expenses	4.65	-

*The above remuneration excludes provision for post employee benefits and termination benefits. Since the liability for post employee benefits and termination benefits is determined for the Group as a whole.

III Summary of the balances with related parties post inter-group balances eliminations is as follows :

S. No	Particular	As at	
		31 March 2026	31 March 2025
1	Trade Receivable		
	Firstery Retail DWC LLC	-	2.64
	Firstery Trading Company	-	0.44
	KA Enterprises	75.96	61.21
	Brainbees Solutions Limited	0.64	0.28
2	Trade Payable		
	Kairos Hygiene Private Limited	12.14	1.96
	Catering by S Kitchen LLP	0.99	-
3	Borrowings		
	Brainbees Solutions Limited	950.00	950.00
	Mrs. Sangita Birla	-	-
5	Interest payable		
	Brainbees Solutions Limited	36.00	59.22
6	Advance from customer		
	Firstery Retail DWC LLC	1.34	-
	Firstery Trading Company	0.89	-
	Brainbees Solution Limited	119.43	-

Unless otherwise stated, all related party transactions have been entered on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured, for terms of the borrowings refer note 25 and settlement occurs in cash.



43 Segment Reporting

The Group has disaggregated revenue from contracts with customers based on geographical regions, which is consistent with the basis of segment reporting in accordance with paragraph 4 of Ind AS 108, Operating Segments. This is also aligned with the manner in which revenue information is reviewed by the Chief Operating Decision Maker (CODM) for evaluating financial performance and allocating resources.

The management believes that such disaggregation appropriately reflects the nature, timing and uncertainty of revenue and related cash flows.

The Group categorizes its revenue & non current assets by geographical region, as summarized below, which as per management is most appropriate.

Revenue from operations

Particulars	For the year ended 31 March 2026		For the year ended 31 March 2025	
	Amount (INR million)	%	Amount (INR million)	%
From India	11,464.38	98.50%	9,319.65	98.83%
From foreign countries	174.62	1.50%	110.11	1.17%
	11,639.00	100.00%	9,429.76	100.00%

The Group has three customers whose revenues amounted to ₹4,598.71 million, each representing more than 10% of the Company's total revenue for the corresponding year.

44 Capital management

For the purpose of the group's capital management, capital includes issued equity capital, convertible preference shares, securities premium and all other equity reserves attributable to the equity holders. The primary objective of the group's capital management is to ensure the group's ability to continue as a going concern and maximise the shareholder value. Management assesses the group's capital requirements in order to maintain an efficient overall financing structure while avoiding excessive leverage. No changes were made in the objectives, policies or processes for managing capital during the year ended 31 March 2026 and 31 March 2025.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholder or issue new shares. The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group's policy is to keep an optimum gearing ratio. The Group includes within net debt, interest bearing loans and borrowings, less cash and cash equivalents.

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Borrowings	4,430.61	3,548.24
Less: Cash and cash equivalents	12.73	0.10
Less: Bank balances other than cash and cash equivalents above	29.99	100.31
Net debt	4,387.89	3,447.83
Equity share capital	488.57	128.53
Instrument entirely equity in nature	-	128.48
Other equity	5,043.58	3,671.29
Total equity	5,532.15	3,928.30
Capital and net debt	9,920.04	7,376.13
Gearing Ratio (%)	44.23%	46.74%

The gearing ratio decreased primarily due to significant increase in equity during the year. The increase in equity was mainly attributable to the rise in securities premium recognised on acquisition of a new subsidiaries.

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45 Fair value measurements

A Financial instruments by category

Fair value of cash and short-term deposits, trade and other short term receivables, trade payables and other current financial liabilities approximates their carrying amounts largely due to short term maturities of these instruments.

The carrying value and fair value of financial instruments by categories as at 31 March 2026

Particulars	Amortized Cost	Financial assets/ liabilities at fair value through profit or loss		Financial assets/ liabilities at fair value through OCI		Total carrying value	Total fair value
		Designated upon	Mandatory	Equity instruments	Mandatory		
Financial assets:							
Other financial assets	1,086.01	-	-	-	-	1,086.01	-
Trade receivables	1,366.92	-	-	-	-	1,366.92	-
Cash and cash equivalents	12.73	-	-	-	-	12.73	-
Bank balances other than cash and cash equivalents	29.99	-	-	-	-	29.99	-
Loans	0.63	-	-	-	-	0.63	-
Total	2,496.28	-	-	-	-	2,496.28	-
Financial liabilities:							
Lease liabilities	50.87	-	-	-	-	50.87	-
Borrowings	4,430.61	-	-	-	-	4,430.61	-
Trade payables	1,532.30	-	-	-	-	1,532.30	-
Other financial liabilities	214.05	-	-	-	-	214.05	-
Total	6,227.83	-	-	-	-	6,227.83	-

The carrying value and fair value of financial instruments by categories as at 31 March 2025

Particulars	Amortized Cost	Financial assets/ liabilities at fair value through profit or loss		Financial assets/ liabilities at fair value through OCI		Total carrying value	Total fair value
		Designated upon initial recognition	Mandatory	Equity instruments designated upon initial recognition	Mandatory		
Financial assets:							
Other financial assets	452.12	-	-	-	-	452.12	-
Trade receivables	1,049.10	-	-	-	-	1,049.10	-
Cash and cash equivalents	0.10	-	-	-	-	0.10	-
Bank balances other than cash and cash equivalents	100.31	-	-	-	-	100.31	-
Loans	0.21	-	-	-	-	0.21	-
Total	1,601.84	-	-	-	-	1,601.84	-
Financial liabilities:							
Lease liabilities	56.19	-	-	-	-	56.19	-
Borrowings	3,548.24	-	-	-	-	3,548.24	-
Trade payables	1,095.18	-	-	-	-	1,095.18	-
Other financial liabilities	234.56	-	-	-	-	234.56	-
Total	4,934.17	-	-	-	-	4,934.17	-

Fair value hierarchy:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - 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 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

The Group does not have assets and liabilities which are measured at fair value on a recurring basis as of 31 March 2026 and 31 March 2025.

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46 Financial instruments - Risk management

Financial risk management framework

A financial risk management framework is in place in the form of a treasury policy approved by board of directors of the Holding Company which has been adopted by the Group. In accordance with its treasury policy, the Group actively monitors and manages financial risk with the objectives of reducing fluctuations in reported earnings and cash flows from these risks and providing economic protection against cost increases. These objectives are achieved through (a) an assessment of the impact of market risks against defined risk limits, which take into account the risk appetite of the Group and (b) the use of a variety of derivative and non-derivative financial instruments. This policy also guides the manner of investing the surplus funds of the Group. Also, the Group has a Trade Finance Credit policy which guides on managing the customer credit limits.

Financial risk factors:

The nature of the Group's business exposes it to a range of financial risks. These risks include:

- (i) market risks, which include potential unfavourable changes in foreign exchange rates, interest rates, commodity prices and other market prices,
- (ii) credit risk and
- (iii) liquidity and refinancing risk

(i) Market risk factors:

Foreign exchange risk:

Market risk is the risk that changes in market prices such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

The following table analyzes the Group's foreign currency risk exposure as a result of financial instruments designated in major foreign currencies as at 31 March 2026

Particulars	Currency	Amount in Foreign Currency	INR	Total
Trade receivables	USD	0.65	61.77	61.77
Trade payables	EURO	0.03	2.92	2.92
Trade payables	USD	2.73	258.48	258.48
Capital creditors	USD	1.25	117.51	117.51
Total		4.66	440.68	440.68

The following table analyzes the Group's foreign currency risk exposure as a result of financial instruments designated in major foreign currencies as at 31 March 2025

Particulars	Currency	Amount in Foreign Currency	INR	Total
Trade receivables	USD	0.05	4.52	4.52
Trade payables	USD	1.77	151.38	151.38
Capital creditors	USD	0.41	35.33	35.33
Total		2.23	191.23	191.23

Foreign currency sensitivity analysis

The impact of 5% depreciation/appreciation in the exchange rate between the Indian Rupee and U.S. Dollar on Profit before tax of the Group, given in below table.

Particulars	As at 31 March 2026		As at 31 March 2025	
	Rupee depreciate by 5%	Rupee appreciate by 5%	Rupee depreciate by 5%	Rupee appreciate by 5%
Against USD	(15.71)	15.71	(9.11)	9.11
Against EURO	(0.15)	0.15	-	-

The Group's exposure to foreign currency risk is limited as majority of the transactions are in its functional currency. As at the reporting dates, the Group had following foreign currency exposures which have not been hedged by any derivative financial instruments as they are not material.

Interest rate risk:

The Group's borrowings carries variable rate of interest and are measured at amortised cost. They are, therefore, subject to interest rate risk as defined in IND AS 107, since the carrying amount and the future cash flows will fluctuate due to change in market interest rates.

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings affected. With all other variables held constant, the Group's profit before tax is affected through the impact interest rate of borrowings is as follows:

Particulars	Type of currency	Increase/ decrease in basis points	As at 31 March 2026	As at 31 March 2025
Effect on profit before tax - Decrease of profit	INR	(+) 50	(15.60)	(8.95)
Effect on profit before tax - Increase of profit	INR	(-) 50	15.60	8.95

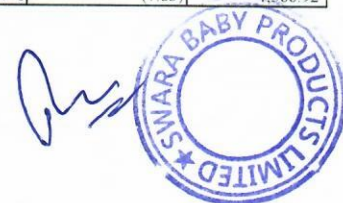
(ii) Credit risk:

Provision for expected credit losses

In respect to other financial assets, the Group follows a 12-months expected credit loss approach. The management does not foresee a material loss on account of credit risk due to the nature and credit worthiness of these financial assets. Further, the Group has not observed any material defaults in recovering such financial assets except trade receivables and hence the Group has not provided for credit impairment of these financial assets. The Group has provided for expected credit loss on trade receivables as follows.

Trade and other receivables

Particulars	Estimated gross carrying amount at default	Expected probability of default	Expected credit losses	Carrying amount net of impairment provision
31 March 2026	1,374.75	0.57%	(7.83)	1,366.92



Expected credit loss for trade receivables under simplified approach

As at March 31, the Group has certain trade receivables that have not been settled by the contractual due date but are not considered to be impaired. The amounts as at March 31, analysed by the length of time past due, are:

31 March 2026

Particulars	Estimated gross carrying amount at default	Expected probability of default	Expected credit losses	Carrying amount net of impairment provision
Not due	550.91	-	-	550.91
Not more than 6 months	665.09	-	-	665.09
More than 6 months	158.75	(4.93%)	(7.83)	150.92

Credit risk on cash and cash equivalents is limited as the Group generally invests in deposits with banks and financial institutions with high credit ratings assigned by domestic credit rating agencies. All of the Group's loans at amortised cost are considered to have low credit risk, and the loss allowance, if any, is limited to 12 months' expected losses. Management considers instruments to be low credit risk when they have a low risk of default and the borrower has a strong capacity to meet its contractual cash flow obligations in the near term.

(iii) Liquidity risk:

The Group's principal sources of liquidity are cash and cash equivalents, other financial assets and cash flow that is generated from operations. The Group believes that the current working capital is sufficient to meet its current obligatory requirements. Accordingly, no liquidity risk is perceived.

The Group had a working capital as follows:

Particulars	As at 31 March 2026	As at 31 March 2025
Current assets	4,810.58	3,892.48
Current liabilities	4,400.88	3,574.30
Working capital	409.70	318.18

The table below provides details regarding the contractual maturities of significant financial liabilities as of 31 March 2026 and 31 March 2025.

As at 31 March 2026

Particulars	Carrying amount	Contractual cash flows			Total
		Less than 1 year	1-3 years	More than 3 years	
Trade payables	1,532.30	1,532.30	-	-	1,532.30
Lease liabilities	50.87	10.41	22.14	170.72	203.27
Borrowing	4,430.61	2,140.51	1,912.71	377.39	4,430.61
Other financial liabilities	214.05	214.05	-	-	214.05

As at 31 March 2025

Particulars	Carrying amount	Contractual cash flows			Total
		Less than 1 year	1-3 years	More than 3 years	
Trade payables	1,095.18	1,095.18	-	-	1,095.18
Lease liabilities	56.19	6.59	16.05	187.30	209.94
Borrowing	3,548.24	1,935.28	405.84	1,207.12	3,548.24
Other financial liabilities	234.56	197.83	36.73	-	234.56

47 Dues to micro and small enterprises

The Group has certain dues to suppliers registered under Micro, Small and Medium Enterprises Development Act, 2006 ('MSMED Act'). The disclosures pursuant to the said MSMED Act are as follows:

Particulars	As at 31 March 2026	As at 31 March 2025
a) Principal amount payable to suppliers as at year end	119.67	95.49
b) Interest due thereon as at year end	0.04	0.07
c) Interest amount for delayed payments to suppliers pursuant to provisions of MSMED Act actually paid during the year, irrespective of the year to which interest relates	-	-
d) Amount of delayed payments actually made to suppliers during the year	172.38	237.68
e) Amount of interest due and payable for the year of delay in making payment (which has been paid but beyond the appointed day during the year) but without adding interest specified under the MSMED Act	1.39	2.65
f) Interest accrued and remaining unpaid at the end of the year	1.43	2.69
g) The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under the MSMED Act, 2006	6.10	4.64

48 Contingent Liabilities and commitments

i. Contingent Liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Indirect tax matters*	10.62	10.62
Bank Guarantee issued by HDFC Bank Limited in favour of the Assistant deputy of customs	0.64	-
Bank Guarantee issued by ICICI Bank Limited in favour of commissioner of customs	0.80	-
Total	12.06	10.62



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*The Holding Company has received a demand notice from Commissioner of Customs, Indore on 26th July 2023 for an amount of Rs. 10.62 millions (equivalent amount of penalty plus interest) for recovery of custom duty

The Holding Company has filed appeal in Appellate Tribunal.

Subsequent to the reporting date, on 2nd April 2026, the Company has received a favourable order from the appropriate authority, whereby the aforesaid demand has been set aside.



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Provident fund contribution

There are numerous interpretative issues relating to the Supreme Court (SC) judgement dated 28th February, 2019, relating to the employer's contribution of provident fund under the Employees' Provident Funds and Miscellaneous Provident Act, 1952. The Holding Company has also obtained a legal opinion on the matter and basis the same the Group has assessed and implemented the recent SC judgement prospectively from March 2019 onwards. The Holding Company would record any further effect on its financial statements, on receiving additional clarity from the relevant authorities on the subject.

ii. a) Commitments

The estimated amount of contracts remaining to be executed on capital account and not provided for:

Particulars	As at 31 March 2026	As at 31 March 2025
Property, plant and equipments (net of advances)	1,079.66	45.64
Total	1,079.66	45.64

b) Other Commitments

The Group has imported certain machinery under the Export Promotion Capital Goods (EPCG) Scheme and accordingly has an export obligation of 31 March 2026 Rs. 4,135.14 million. In this respect the Group has submitted Bond of 31 March 2026 Rs. 363.72 million to the Commissioner of Customs.

Year of issue	Export obligation to be fulfilled till F.Y	Unfulfilled export obligation	
		As at 31 March 2026	As at 31 March 2025
2021-2022	2027-2028	350.00	474.33
2022-2023	2028-2029	348.64	351.59
2023-2024	2029-2030	1,829.30	1,838.14
2024-2025	2030-2031	1,031.60	1,031.60
2025-2026	2031-2032	913.12	-
Total		4,472.66	3,695.66

49 Corporate Social Responsibility

The areas for CSR activities are promoting education, healthcare and ensuring environmental sustainability. Amount spent during the year on activities which are specified in Schedule VII of the Companies Act 2013 are as mentioned below :

Particulars	As at 31 March 2026	As at 31 March 2025
(a) Amount required to be spent by the Group during the period.	17.26	13.49
(b) Amount of expenditure incurred till date	17.26	13.49
From April 25 to March 26	17.26	-
Paid		
(i) Construction acquisition of asset	-	-
(ii) On purposes other than (i) above	17.26	13.49
Yet to be paid		
(i) Construction acquisition of asset	-	-
(ii) On purposes other than (i) above	-	-
Total (b)	17.26	13.49
(c) (Shortfall) excess at the end of the year.	-	-
(d) reason for shortfall.	NA	NA
(e) total of previous years shortfall.	NA	NA
(f) Movement in provision	-	-
(g) nature of CSR activities.	Education, employment opportunities, health care, livelihood enhancement projects, empowering women, child education and protection	Education, employment opportunities, health care, livelihood enhancement projects, empowering women, child education and protection

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50 Ratio analysis & calculation

1 Current ratio (in times)

Particulars	As at 31 March 2026	As at 31 March 2025
Current assets	4,810.58	3,892.48
Current liabilities	4,400.88	3,574.30
Ratio	1.09	1.09
Change from preceding year	0.37%	1.73%

2 Debt- Equity ratio (in times)

Particulars	As at 31 March 2026	As at 31 March 2025
Debt	4,481.48	3,604.43
Equity	5,532.15	3,999.22
Ratio	0.81	0.90
Change from preceding year	(10.12%)	9.93%
Reason for more than 25% change	-	-

3 Debt service coverage ratio (in times)

Particulars	As at 31 March 2026	As at 31 March 2025
Earnings available for debt service	1,663.39	1,413.43
Debt service	787.35	1,294.38
Ratio	2.11	1.09
Change from preceding year	93.47%	(7.53%)
Reason for more than 25% change	The increase in Debt Service Coverage Ratio is primarily attributable to reduction in debt service obligations during the year, resulting in improved debt servicing capacity.	

4 Return on equity (ROE) (in %)

Particulars	As at 31 March 2026	As at 31 March 2025
Net Profit (After Tax)	955.89	806.73
Opening Shareholder Equity	3,999.22	3,193.56
Closing Shareholder Equity	5,532.15	3,999.22
Average Shareholder's Equity	4,765.69	3,596.39
Ratio	20.06%	22.43%
Change from preceding year	(10.58%)	(35.04%)
Reason for more than 25% change	-	The decrease in ROE is on account of decrease in Net profit in the current year.

5 Inventory turnover ratio (in times)

Particulars	As at 31 March 2026	As at 31 March 2025
Sales	11,639.00	9,429.76
Opening inventory	2,234.74	1,795.85
Closing inventory	2,350.98	2,234.74
Average inventory	2,292.86	2,015.30
Ratio	5.08	4.68
Change from preceding year	8.49%	(7.74%)



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6 Trade receivables turnover ratio (in times)

Particulars	As at 31 March 2026	As at 31 March 2025
Credit sales	11,639.00	9,429.76
Opening accounts receivables	1,049.10	557.14
Closing accounts receivables	1,366.92	1,049.10
Average accounts receivables	1,208.01	803.12
Ratio	9.63	11.74
Change from preceeding year	(17.94%)	(25.17%)
Reason for more than 25% change	-	The decrease in trade receivables turnover ratio is on account of increase in trade receivables.

7 Trade payables turnover ratio (in times)

Particulars	As at 31 March 2026	As at 31 March 2025
Purchases	8,031.86	6,643.00
Opening trade payables	1,095.18	918.67
Closing trade payables	1,532.30	1,095.18
Average trade payables	1,313.74	1,006.93
Ratio	6.11	6.60
Change from preceeding year	(7.33%)	(14.07%)
Reason for more than 25% change	-	-

8 Net capital turnover ratio (in times)

Particulars	As at 31 March 2026	As at 31 March 2025
Net sales	11,639.00	9,429.76
Current assets	4,810.58	3,892.48
Current liabilities	4,400.88	3,574.30
Working capital	409.70	318.18
Ratio	28.41	29.64
Change from preceeding year	(4.14%)	(26.74%)
Reason for more than 25% change	-	The significant increase in Net Capital Turnover Ratio as at 31 March 2026 is mainly due to reduction in working capital

9 Net profit ratio (in %)

Particulars	As at 31 March 2026	As at 31 March 2025
Net profit (after tax)	955.89	806.73
Net sales	11,639.00	9,429.76
Ratio	8.21%	8.56%
Change from preceeding year	(4.00%)	(31.72%)
Reason for more than 25% change	-	The decrease in Net Profit Ratio during is mainly due to increase in operating and other expenses, resulting in moderation of profit margins despite growth in revenue.

10 Return on capital employed (in %)

Particulars	As at 31 March 2026	As at 31 March 2025
EBIT	1,417.30	1,251.06
Capital employed	10,231.04	7,722.93
Ratio	13.85%	16.20%
Change from preceeding year	(14.48%)	(26.08%)
Reason for more than 25% change	-	The decrease in Return on capital employed during is mainly due to increase in operating and other expenses, resulting in moderation of profit margins despite growth in revenue



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51 (a) Borrowings secured against assets

The carrying amounts of assets pledged as security for current and non-current borrowings are

Particulars	Notes	As at 31 March 2026	As at 31 March 2025
Current			
Financial Assets			
Trade receivables	12	1,366.92	1,049.10
Non Financial Assets			
Inventories			
a) Raw material	11	1,736.25	1,758.15
b) Finished Goods	11	394.67	314.77
c) Stock-in-trade	11	102.44	97.80
d) Work in progress	11	9.69	1.44
e) Stores and spare parts	11	107.93	62.58
Other current assets	18	533.95	319.91
Total current assets pledged as security		4,251.85	3,603.75
Non Current			
Non Financial Assets			
Buildings	5	2,273.83	1,668.81
Plant & Machineres	5	3,751.74	3,260.14
Leasehold Land and Building	7	410.84	422.80
Total non current assets pledged as security		6,436.41	5,351.75
Total assets pledged as security		10,688.26	8,955.50

(b) The details of quarterly returns or statements of current assets filed by the Holding Company & its subsidiaries with bank or financial institution which are not in agreement with books of accounts are as follows:

Swara Baby Products Limited (Holding Company)

Quarter	Name of bank	Particulars of Securities Provided	Amount as per books of account	Amount as reported in the quarterly return/ statement	Amount of difference	Reason for material discrepancies
Mar-25	HDFC Bank	Finished Goods	209.56	208.46	1.10	Goods sold but material in transit
Mar-25	HDFC Bank	Raw material	1,001.29	900.89	100.40	Goods in transit
Mar-25	HDFC Bank	Trade receivables	521.15	533.35	(12.20)	Deduction from receivables on account of goods in transit

Swara Baby Products Limited (Holding Company)

Quarter	Name of bank	Particulars of Securities Provided	Amount as per books of account	Amount as reported in the quarterly return/ statement	Amount of difference	Reason for material discrepancies
Dec-24	HDFC Bank	Finished Goods	188.71	182.12	6.59	Goods sold but material in transit
Dec-24	HDFC Bank	Raw material	1,042.30	983.19	59.11	Goods in transit
Dec-24	HDFC Bank	Trade receivables	510.75	510.75	-	-

Swara Baby Products Limited (Holding Company)

Quarter	Name of bank	Particulars of Securities Provided	Amount as per books of account	Amount as reported in the quarterly return/ statement	Amount of difference	Reason for material discrepancies
Sep-24	HDFC Bank	Finished Goods	171.19	171.19	-	-
Sep-24	HDFC Bank	Raw material	739.88	739.88	-	-
Sep-24	HDFC Bank	Trade receivables	497.50	481.33	16.17	Deduction from receivables on account of goods in transit

Swara Baby Products Limited (Holding Company)

Quarter	Name of bank	Particulars of Securities Provided	Amount as per books of account	Amount as reported in the quarterly return/ statement	Amount of difference	Reason for material discrepancies
Jun-24	HDFC Bank	Finished Goods	226.02	226.02	-	-
Jun-24	HDFC Bank	Raw material	707.41	626.93	80.48	Goods in transit
Jun-24	HDFC Bank	Trade receivables	326.35	326.35	-	-

K.A Enterprises (Hygiene) Private Limited (Subsidiary)
31 March 2026

The Bank Overdraft limits were obtained by K A Enterprises, which is acquired by K A Hygiene Private Limited. The quarterly returns have also been filed under the name of K A Enterprises. Following the acquisition, K A Hygiene Private Limited has assumed responsibility for the existing loan liabilities.

The Company received an updated sanction letter dated on March 20, 2026. However, the transfer of the facility balance is still pending, and accordingly, the related charges have not yet been created. Additionally, the process of updating the loan documentation and transferring all associated records into the Company's name is currently in progress.



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52A Disclosure of interest in Subsidiaries and Non Controlling Interest

Information about subsidiaries

The Group has following subsidiaries held directly and indirectly by the Holding Company i.e. Swara Baby Products Limited. Following are the details of shareholdings

Name of the entity	Principal activities	Country of incorporation	Ownership interest held by the Group		Ownership interest held by Non-controlling interest	
			31 March 2026	31 March 2025	31 March 2026	31 March 2025
Swara Hygiene Private Limited	Company is engaged in the business of manufacturing and dealing in hygiene products for infants having diapers as its main finished product	India	100%	100%	-	-
Solis Hygiene Private Limited (refer note 53(ii))	Company is engaged in the business of manufacturing and dealing in Baby diapers and Adult diapers	India	100%	100%	-	-
K A Enterprises (Hygiene) Private Limited (refer note 53(i))	Company is engaged in the business of manufacturing and dealing in Sanitary Napkins	India	100%	-	-	-
Swara Corp	Swara corp- Trading of diaper and other hygiene product	USA	100%	-	-	-

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52B Additional information pursuant to paragraph 2 of Division II of Schedule III to the Companies Act 2013- General instructions for the preparation of Special Purpose Consolidated Financial Information' of Division II of Schedule III:

Name of entity	As at 31 March 2026									
	Net assets		Profit and Loss		Other comprehensive income		Total comprehensive income			
	Amount	% of Consolidated net assets	Amount	% of Consolidated Profit and loss	Amount	% of Consolidated Other comprehensive income	Amount	% of Consolidated Total comprehensive income	Amount	% of Consolidated Total comprehensive income
Swara Baby Products Limited	4,847.67	87.63%	286.78	30.00%	(0.55)	55.00%	286.23	29.98%		
Swara Hygiene Private Limited	749.90	13.56%	517.85	54.17%	0.06	(6.00%)	517.91	54.24%		
Solis Hygiene Private Limited	1,007.64	18.21%	158.90	16.62%	(0.19)	19.00%	158.71	16.62%		
K. A Enterprises (Hygiene) Private Limited	546.58	9.88%	(7.91)	-0.83%	(0.32)	32.00%	(8.23)	-0.86%		
Swara Corp	-	-	-	-	-	-	-	-		
Intercompany adjustment/elimination	(1,619.64)	(29.28%)	0.27	0.03%	-	0.00%	0.27	0.03%		
	5,532.15	100.00%	955.89	100.00%	(1.00)	100.00%	954.89	100.00%		

Name of entity	As at 31 March 2025									
	Net assets		Profit and Loss		Other comprehensive income		Total comprehensive income			
	Amount	% of Consolidated net assets	Amount	% of Consolidated Profit and loss	Amount	% of Consolidated Other comprehensive income	Amount	% of Consolidated Total comprehensive income	Amount	% of Consolidated Total comprehensive income
Swara Baby Products Limited	2,919.57	73.00%	428.84	53.16%	(0.34)	31.40%	428.51	53.19%		
Swara Hygiene Private Limited	231.54	5.79%	103.67	12.85%	(0.04)	3.74%	103.63	12.86%		
Solis Hygiene Private Limited	848.18	21.21%	274.17	33.99%	(0.69)	64.49%	273.48	33.94%		
Intercompany adjustment/elimination	(0.07)	0.00%	0.05	0.01%	(0.00)	0.38%	0.04	0.01%		
	3,999.22	100.00%	806.73	100.00%	(1.07)	100.00%	805.66	100.00%		

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53 Business Combination

(i) Acquisition of business of K.A Enterprises (Hygiene) Private Limited

Acquisition of business of K.A Enterprises (Hygiene) Private Limited Pursuant to a share purchase agreement, the Holding Company acquired 100% stake in K.A Enterprises (Hygiene) Private Limited on 25 December 2025 for a consideration of ₹ 577.44 Million. The acquisition of the said businesses is accounted for using the acquisition method of accounting under Ind AS 103. The Company is in the process of performing the complete exercise of purchase price allocation of assets and liabilities assumed as at the reporting date. The Company based on option available under Ind AS 103, has accounted the purchase price allocation on provisional basis.

Details of the purchase consideration, net assets acquired and goodwill recognised

A) Consideration transferred

The following table summarises the acquisition date fair value of each major class of consideration transferred:

Particulars	Amount
Cash consideration transferred	Nil
Issue of 1,92,47,860 equity shares of face value of Rs. 2 each	577.56
Total consideration transferred	577.56

* Actual number of shares issued was 38,49,572 of face value of Rs. 10 each. Pursuant to the resolution passed at board meeting and extraordinary general meeting held on 14 January 2026 and 14 January 2026 respectively, shareholders have approved a sub-division of the equity shares of the Holding Company. All the existing issued, subscribed and paid-up equity shares of face value of Rs. 10/- each have been sub-divided into two equity shares of Rs. 2/- each.

B) Acquisition related costs

Acquisition related cost incurred by the Group have been charged to Special Purpose Interim Consolidated Statement of Profit and Loss and considered in legal and professional expenses.

C) Identified assets acquired and liabilities assumed and Goodwill

The fair values of the identifiable assets and liabilities of K.A Enterprises (Hygiene) Private Limited as at the date of acquisition were:

Particulars	Fair value recognised on acquisition
Assets	
Non-current assets	
Property, plant and equipment	455.91
Right-of-use assets	7.97
Intangible assets	244.20
Other non-current financial assets	32.80
Deferred tax assets (net)	2.69
Non-current tax assets	0.08
Current assets	
Inventories	132.19
Trade receivables	221.42
Cash and cash equivalents	1.23
Other current financial assets	14.04
Other current assets	13.93
Total Assets	1,126.46
Liabilities	
Borrowings	152.62
Lease liabilities	8.11
Provisions	2.54
Other non-current liabilities	4.02
Trade payables	327.03
Other current financial liabilities	232.01
Other current liabilities	98.46
Total Liabilities	824.79
Total identifiable net assets at fair value	301.67
Equity share issued	38.50
Securities premium	538.94
Goodwill arising on acquisition (refer note 5C)	275.77

Impact of the acquisition on profit or loss

From the acquisition date, the K.A Enterprises (Hygiene) Private Limited has contributed Rs. 348.43 million of revenue and a loss of Rs. 7.91 million to the Group's profit for the respective period. If the combination had taken place at the beginning of the year ended 31 March 2026, revenue from operations would have been higher by Rs. 616.94 million and profit before tax for the Group would have been higher by Rs. 26.36 million.



53 Business Combination (continued)

ii) Acquisition of business of Solis Hygiene Private Limited

On 25 December 2025, the Holding Company has entered into Share purchase agreement with Solis Hygiene Private Limited (acquired entity) to acquire the business of manufacturing, sale and distribution of diapers and other products.

The above acquisition has been accounted for as business combination under common control as per the provisions of Appendix C of Ind AS 103 "Business Combinations". Pursuant to the above, all the assets, liabilities and reserves of have been accounted for from the beginning of the earliest period special purpose consolidated financial information, i.e., 01 April 2023, as under:

- (a) The Group has recorded all the assets and liabilities of acquired entity as at the carrying values as appearing in the standalone financial statement of acquired entity.
(b) The identity of the reserves pertaining to acquired entity have been preserved and the Group has recorded them in the same form and at the carrying values as appearing in the standalone of acquired entity.
(c) The value of equity share capital and securities premium thereon issued by the Company as consideration of above acquisition has been disclosed as "equity share capital to be issued pursuant to business combination" and "security premium to be issued pursuant to business combination" respectively.
(d) The difference between the value of assets, liabilities and reserves of acquired entity taken over by the Group and the value of equity share capital and securities premium accounted for has been disclosed as "Common control adjustment deficit account".

Details of the purchase consideration, net assets acquired and goodwill recognised

A) Consideration transferred

The following table summarises the acquisition date fair value of each major class of consideration transferred:

Particulars	Amount
Cash consideration transferred	
Issue of 3,54,61,000 equity shares of face value of Rs. 2 each	1,064.61
Total consideration transferred	1,064.61

* Actual number of shares issued was 70,92,200 of face value of Rs. 10 each. Pursuant to the resolution passed at board meeting and extraordinary general meeting held on 14 January 2026 and 14 January 2026 respectively, shareholders have approved a sub-division of the equity shares of the Holding Company. All the existing issued, subscribed and paid-up equity shares of face value of Rs. 10/- each have been sub-divided into two equity shares of Rs. 2/- each.

B) Acquisition related costs

Acquisition related cost incurred by the Group have been charged to Consolidated Statement of Profit and Loss and considered in legal and professional expenses.

C) Below are the details of assets, liabilities and reserves taken over of Solis Hygiene Private Limited as on 01 April 2024

Particulars	Amount
Assets taken over (A)	
Non-current assets	
Property, plant and equipment	957.39
Capital work-in-progress	-
Right-of-use assets	77.72
Other non-current financial assets	131.84
Other non-current assets	2.40
Current assets	
Inventories	353.09
Trade receivables	93.63
Income tax assets	0.13
Cash and cash equivalents	0.40
Other financial assets	78.73
Other current assets	106.71
Total Assets	1,802.04
Liabilities taken over (B)	
Borrowings	825.26
Lease liabilities	7.00
Provisions	2.13
Other non-current liabilities	112.25
Trade payables	212.21
Other current financial liabilities	12.78
Deferred tax liability	21.19
Other current liabilities	34.52
Total Liabilities	1,227.34
Reserves taken over (C)	
Other equity	174.59
Total reserves	174.59
Net Assets Taken over (D) (D=A-B-C)	400.11
Equity share capital issued (E)	70.92
Securities premium (F)	992.91
Capital reserve pursuant to business combination G=(D-E-F)	(663.72)



Swara Baby Products Limited (formerly known as Swara Baby Products Private Limited)
CIN - U36999MP2016PLC068986

Notes to the Consolidated Financial Information for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

54 Share-based payments

Employee Stock Option Scheme, 2026

Under the Employee Stock Option Scheme, 2026 (ESOP), share options of the Company are granted to employees of the Company and eligible employees of subsidiary companies (group employees) as defined under Employee Stock Option Scheme, 2026 which is administered by Board, shall not represent more than 10% of fully diluted share capital of the Company at any given point (Ceiling limit). The ESOPs provide a right to its holders i.e., Group employees to purchase one (Swara baby Products Limited) share for each option at a pre-determined strike price on the expiry of the vesting period. The share options granted will not vest until performance condition is met i.e., service. The ESOP hence represents an option that provides a right but not an obligation to the group employees to exercise the option by paying the strike price at any time on completion of the vesting period, subject to an outer boundary on the exercise period.

The Company has granted ESOPs under the plan to its employees and employees of the subsidiaries (group employees) on an equity-settled basis. The fair value of the share options is estimated at the grant date using a Black Scholes pricing model, taking into account the terms and conditions upon which the share options were granted. Further, there are no cash settlement alternatives with respect to these options.

The vesting of options is subject to the employee's continued employment with the Swara group. The ESOPs shall vest in a graded manner over a period of 4 Years.

The expense recognised for employee services received for the Company during the year is shown in the following table:

Particular	As at 31 March 2026	As at March 31, 2025
Share based payment expenses (Refer note below)	3.42	-
Total	3.42	-

There were no cancellations or modifications to the awards in year ending 31 March 2026.

Movements during the year

The following table illustrates the number and weighted average exercise prices (WAEP) of, and movements in, share options during the year:

Particular	Number of shares	WAEP
Outstanding at 01 April 2025	-	-
Granted during the year	30,20,460	2.00
Forfeited during the year	-	-
Exercised during the year	-	-
Expired during the year	-	-
Outstanding at 31 March 2026	30,20,460	2.00
Exercisable at 31 March 2026	-	-

The following principal assumptions were used in the valuation:

Grant date	13-02-2026
Vesting period ends	13-02-2030
Fair value per option at grant date (in Rs.)	20.64 - 20.97
Exercise price at date of grant (in Rs.)	2
Risk-free interest rate (%)	5.65% - 6.31%
Time to Expiration (years)	1.25 - 4.25
Dividend yield (%)	0.00%
Expected volatility (%)	30.72% - 32.13%



55 Government grant

Swara Baby Products Limited (Holding Company)

Madhya Pradesh Industrial Development Corporation ("MPIDC")

- 1 Holding Company got sanction from Madhya Pradesh Industrial Development Corporation for establishment of main (Investment) unit in F.Y 2018-19 amount Rs. 51.90 million. Till 31st March 2026 amount Rs. 51.67 million has been received, in P&L no amount recognized during the year.
- 2 Holding Company got sanction from Madhya Pradesh Industrial Development Corporation for Investment purpose (first expansion) in F.Y 2019-20 amount Rs. 82.56 million. Till 31st March 2026 amount Rs. 70.74 million has been received, in P&L amount Rs. 10.98 million recognized during the year.
- 3 Holding Company got sanction from Madhya Pradesh Industrial Development Corporation for Investment purpose (Second expansion) in F.Y 2022-23 amount Rs. 246.50 million. Till March 2026 amount Rs. 106.57 million has been received, in P&L amount Rs. 38.06 million recognized during the year.
- 4 Holding Company got sanction from Madhya Pradesh Industrial Development Corporation in FY 2023-24 for interest subsidy on term loan disbursed for TUFS approved P&M of INR 300 millions.

Technology Upgradation Fund Scheme ("TUFS")

- 1 Holding Company got sanction under Technology Upgradation Fund Scheme for Machine 2 in F.Y 2020-21 amount Rs. 22.65 million full amount has been received F.Y 22-23, in P&L amount Rs. 2.06 million recognized during the year.
- 2 Holding Company got sanction under Technology Upgradation Fund Scheme for Machine 3 amount Rs. 73.63 million full amount has been received F.Y 23-24, in P&L amount Rs. 9.25 million recognized during the year.

Solis Hygiene Private Limited (Subsidiary)

Madhya Pradesh Industrial Development Corporation ("MPIDC")

- 1 The Subsidiary Company got sanction from Madhya Pradesh Industrial Development Corporation for establishment of main (Investment) unit in F.Y 2023-24 amount Rs. 225.70 million. Till F.Y 2025-26 amount Rs. 126.50 million has been received, in P&L amount Rs.39.27 million recognized during the year.
- 2 The Subsidiary Company got sanction from Madhya Pradesh Industrial Development Corporation for Investment purpose (first expansion) in F.Y 2024-25 amount Rs. 122.00 million. And in P&L amount Rs. 21.50 million recognized during the year.
- 3 The Subsidiary Company got sanction from Madhya Pradesh Industrial Development Corporation for Investment purpose (second expansion) in F.Y 2025-26 amount Rs. 294.52 million Till F.Y 2025-26 amount Rs. 42.81 million has been received, in P&L amount Rs.49.60 million recognized during the year.
- 4 The Subsidiary Company got sanction from Madhya Pradesh Industrial Development Corporation in FY 2023-24 for interest subsidy on term loan disbursed for TUFS approved P&M.Till F.Y 2025-26 amount Rs. 35.30 million has been received, in P&L amount Rs.7.01 million recognized during the year.
- 5 The Subsidiary Company got sanction from Madhya Pradesh Industrial Development Corporation in FY 2025-26 for interest subsidy on term loan disbursed for approved P&M.In FY 2025-26 P&L amount Rs.15.21 million recognized during the year.

Technology Upgradation Fund Scheme ("TUFS")

- 1 The Subsidiary Company got sanction under Technology Upgradation Fund Scheme for Machine in F.Y 2024-25 amount Rs. 59.20 million full amount has been received F.Y 24-25, in P&L amount Rs. 5.93 million recognized during the year.

Swara Hygiene Private Limited (Subsidiary)

Production Linked Incentive Scheme (PLI)

The Subsidiary Company has applied for grant under Production Linked Incentive Scheme under Ministry of Textiles (Govt of India) and the project has been approved under the scheme. In accordance with the established criteria for the performance-linked incentive, the conditions are:

- a. Capital expenditure of INR 1,000 million.
- b. Turnover of INR 2,000 million in the first year of operations.

The Subsidiary Company had complied all condition related to investments and performances in FY 2024-25 and had received Rs. 319.78 millions as grant in the current fiscal year and Rs.63.96 millions is amortised to Profit and Loss account on systematic basis for 10 years.

Madhya Pradesh Industrial Development Corporation ("MPIDC")

- 1 The Subsidiary Company got sanction (pending realisation) from Madhya Pradesh Industrial Development Corporation for establishment of main (Investment) unit in F.Y 2023-24 amount Rs. 591.50 million. Till March 31, 2026 no amount has been received. Rs.139.81 million recognized in P&L during the year.
- 2 The Subsidiary Company also got sanction (pending realisation) from Madhya Pradesh Industrial Development Corporation in FY 2023-24 for interest subsidy on term loan disbursed of INR 46.02 millions which is recognised in P&L during the year. Out of Rs. 46.02 millions, the amount of Rs. 19.05 millions has been netted off with finance cost, being interest subsidy for FY 25-26. The amount pertains to previous period i.e. Rs. 26.98 millions has been recognised in other income.

Export Promotion Capital Goods Scheme (EPCG)

The Company had imported the Capital Goods under EPCG and saved the custom duty amounting to Rs 239.68 millions. No amount has been recognised in the statement of profit and loss during the year.

K.A Enterprises (Hygiene) Private Limited (Subsidiary)

Madhya Pradesh Industrial Development Corporation ("MPIDC")

- 1 Subsidiary Company got sanction of an amount of ₹6.40 millions in the F.Y 2023-24 under the Madhya Pradesh Udyog Protsahan Yojana, 2019, in P&L amount Rs.0.18 million recognized during the year.

56 Other statutory information:

- a) The Group does not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property.
- b) The Group has no transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956.
- c) The Group does not have any charges or satisfactions pending registration with the Registrar of Companies beyond the statutory period, except for the Bank Overdraft facilities of K.A. Hygiene Private Limited ("KAEHPL"). These facilities were originally in the name of M/s K.A. Enterprises and assumed by KAEHPL pursuant to the Business Transfer Agreement. Although the Company received an updated sanction letter dated 20 March 2026, transfer of the facility balance and creation of the related charges are pending, along with completion of loan documentation updates (refer note 51).



Notes to the Consolidated Financial Information for the year ended 31 March 2026

(All amounts in ₹ millions except number of shares and per share data, unless otherwise stated)

- d) The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- e) The Group has not advanced or loaned or invested funds to any other person(s) or entity(is), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:
- (i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or
- (ii) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries
- f) The Group has not received any fund from any person(s) or entity(is), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:
- (i) 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
- (ii) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- g) The Group does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
- h) The Group is not declared wilful defaulter by any bank or financial Institution or government or any government authority.
- i) The Group has not entered into any scheme of arrangement which has an accounting impact on current or previous financial year.
- j) The Group has not revalued its Property, Plant and Equipment (including Right-of-Use Assets) or Intangible assets or both during the current or previous year.
- k) The Group has used the borrowings from banks and financial institutions for the specific purpose for which it was taken at the Special Purpose consolidated statement of assets and liabilities date.
- l) The Group has complied with the number of layers prescribed under the Companies Act, 2013.

57 On November 21, 2025, the Government of India notified the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020 (collectively referred to as the "Labour Codes"), which consolidate existing labour laws into a unified framework governing employee benefits.

The Company has evaluated the potential impact of the Labour Codes on its employee benefit obligations. The estimated incremental impact on gratuity and leave liabilities is immaterial. Considering that the impact is not material to the Standalone Financial Statements, no adjustment has been recognised in the Standalone Financial Statements for the year ended 31 March 2026.

The Company will continue to monitor further developments and recognise the impact, if any, when the provisions become effective.

58 The Holding Company is using SAP as their accounting software from 1st April 2025 earlier using Tally as their accounting software. The accounting software is operated by a third-party software service provider for maintaining its books of account which has a feature of recording audit trail facility and the same has been operated throughout the year for all relevant transactions recorded in the software at the application level. The audit trail has been preserved at the application level by the Holding Company as per the statutory requirements for record retention.

59 During the year ended 31 March 2026, the Company reclassified regrouped certain balances as at 31 March 2025 for better disclosure, as follows, which are not considered material to these financial statements:

Swara baby Products Limited (Standalone)

Particulars	As at 31 March, 2025 (Published)	Adjustment	As at 31 March, 2025 (Restated)
Trade Receivables	521.15	-62.36	458.79
Deferred Revenue	1.48	-1.48	-
Refund Liability	60.88	-60.88	-

Reclassification of Refund Liability & Deferred Revenue from Other current liabilities to Trade

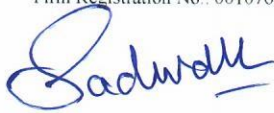
Solis Hygiene Private Limited

Particulars	As at 31 March, 2025 (Published)	Adjustment	As at 31 March, 2025 (Restated)
Trade payables	359.21	-50.27	308.94
Trade Receivables	134.52	-50.27	84.25

Reclassification of Refund Liability from Trade payables to Trade receivables.

As per our report of even date attached

Walker Chandio & Co LLP
Chartered Accountants
Firm Registration No.: 001076N/N500013



Shashi Tadwalkar
Partner
Membership No.: 101797

Place: Pune
Date: 25/05/26

For and on behalf of the Board of Directors
Swara Baby Products Limited
(formerly known as Swara Baby Products Private Limited)



Alok Birla
Managing Director
DIN: 00232079

Place: Indore
Date: 25/05/26



Gautam Sharma
Director
DIN: 08776136

Place: Pune
Date: 25/05/26



Ravindra Sancheti
Chief Financial Officer

Place: Indore
Date: 25/05/26



Iritsha Sahu
Company Secretary
Membership No.: A59200

Place: Indore
Date: 25/05/26

