Board's Report

Dear Members,

Your Directors are pleased to present to you the report on the business and operations of your Company along with the Audited Financial Statements, both Standalone and Consolidated of the Company, for the Financial Year ended March 31, 2026.

1. FINANCIAL HIGHLIGHTS

(₹ In Lakhs)

Particulars	Standalone		Consolidated	
	Financial Year ended March 31, 2026	Financial Year ended March 31, 2025	Financial Year ended March 31, 2026	Financial Year ended March 31, 2025
Revenue and Other Income (Total Revenue)	2,73,363.82	2,45,016.44	2,73,279.50	2,45,147.89
Earnings before Finance Cost, Depreciation, Share of Net Profit of Joint ventures and before Exceptional Items & Tax	30,974.99	26,289.03	31,329.02	26,558.72
Profit after Finance Cost, Depreciation, Share of Net Profit of Joint ventures and before Exceptional Items & Tax	25,613.91	21,379.25	25,974.22	21,652.09
Profit before Tax	21,569.73	21,886.94	21,930.04	22,069.78
Tax Expense	5,549.03	5,558.29	5,667.67	5,628.31
Profit for the year	16,020.70	16,328.65	16,262.37	16,441.47
Other Comprehensive Income/(Loss)	524.92	(343.41)	524.10	(344.96)
Total Comprehensive Income	16,545.62	15,985.24	16,786.47	16,096.51
Earnings Per Share - Basic (₹)	8.24	8.40	8.36	8.46
Earnings Per Share - Diluted (₹)	8.24*	8.40*	8.36*	8.46*

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

The Standalone and Consolidated Financial Statements of your Company for the Financial Year ended March 31, 2026 have been prepared in accordance with Indian Accounting Standards (IND-AS), the relevant provisions of Sections 129 and 133 of the Companies Act, 2013 ("the Act") and Regulation 33 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations/SEBI LODR") which have been audited by the Statutory Auditors.

2. OVERVIEW OF COMPANY'S FINANCIAL PERFORMANCE

The Company continued to advance its transformation agenda during the year, strengthening its position as a leading health and hygiene solutions provider. Guided by a consumer-centric approach, the Company remained focused on driving sustainable growth through innovation, portfolio expansion, enhanced customer engagement, and service excellence.

The transformation initiatives undertaken by the Company are aimed at strengthening its core water business, expanding its presence in adjacent health and hygiene categories such as robotic vacuum cleaning, enhancing direct-to-consumer and omni-channel capabilities, and leveraging digital technologies to improve customer experience and operational effectiveness. The Company also continued to invest in product innovation, brand building, talent development, and capability enhancement to support its long-term growth aspirations.

Leveraging its trusted brand portfolio, extensive service network, and deep consumer relationships, the Company remains well positioned to capitalise on the growing demand for health and hygiene solutions in India. The Board believes that the continued focus on innovation, execution excellence, productivity improvement, and customer-centricity will further strengthen the Company's competitive position and support sustainable value creation for all stakeholders.

The Company delivered consistent double-digit revenue growth for the second consecutive year, with revenue increasing by 11.3% in both FY25 and FY26. This growth was accompanied by sustained margin expansion, with adjusted EBITDA margin improving from 6.3% in FY23 to 12.2% in FY26, and robust cash generation resulting in a net cash surplus of ₹44,325.30 lakhs as of FY26, compared to a net debt position of ₹3,142.41 lakhs in FY23.

3. MANAGEMENT DISCUSSION & ANALYSIS REPORT

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

4. DIVIDEND

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

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

5. TRANSFER TO RESERVES

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

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

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

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

Members whose shares are transferred to IEPF as stated above, can still claim the shares from the IEPF Authority by submitting an application in Web Form No. IEPF-5 available on www.iepf.gov.in. The voting rights on shares transferred to the IEPF Authority shall remain frozen until the rightful owner claims the shares. The shares held in such Demat account shall not be transferred or dealt with in any manner whatsoever except for the purpose of transferring the shares back to the claimant as and when he approaches the Authority. All benefits except rights issue accruing on such shares e.g. bonus shares, split, consolidation, fraction shares etc., shall also be credited to such Demat account. Any further dividend received on such shares shall be credited to the IEPF Fund.

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

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

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

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

9. SUBSIDIARY, JOINT VENTURE AND ASSOCIATE COMPANIES

The details of the Subsidiaries of the Company are as follows:

a. Forbes Aquatech Limited

Forbes Aquatech Limited having CIN: U28122KA2003PLC032492 is a Subsidiary of the Company incorporated on September 03, 2003 to manufacture, buy, sell, exchange, alter, improve, market, distribute, import or export or otherwise deal in all kinds of water filters, water purifiers, purifiers of all types and kinds, and allied products and also to supply, undertake and execute any works involving or relating to water purifiers, water filters, other products for purification of water or any other liquids or material of all kinds.

Total Revenue booked for the Financial Year ended March 31, 2026 was ₹ 622.16 Lakhs (including ₹ 31.32 Lakhs as other income). The Loss After Tax for the current year was ₹ 7.63 Lakhs as compared to a profit of ₹ 12.47 Lakhs in the previous year.

b. Infinite Water Solutions Private Limited

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

Total Revenue booked for the Financial Year ended March 31, 2026 was ₹ 4,875.36 Lakhs (including ₹ 78.50 Lakhs as other income). The Profit After Tax for the current year was ₹ 292.18 Lakhs as compared to a profit of ₹ 172.36 Lakhs in the previous year.

c. Euro Forbes Limited

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

Total Revenue booked for the Financial Year ended March 31, 2026, was ₹ 6.87 Lakhs, entirely comprising other income. Net Loss After Tax was ₹ 885.70 Lakhs as compared to a loss of ₹ 1.65 Lakhs in the previous year.

d. Forbes Lux FZE, Dubai

During the year under review, Forbes Lux FZE, Dubai has been liquidated pursuant to the letter received from the Jebel Ali Free Zone authority dated November 13, 2025.

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

Total Revenue booked till November 13, 2025 was ₹ 17.53 Lakhs, entirely comprising of other income. Net Loss After Tax was ₹ 16.38 Lakhs as compared to a loss of ₹ 56.46 Lakhs in the previous year.

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

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

Further, your Company does not have any Associate or Joint Ventures. Further, no Companies became or ceased to be subsidiaries, Joint Ventures or Associate Companies of the Company during the year under review except Forbes Lux FZE, Dubai which has been liquidated.

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

10. EMPLOYEE STOCK OPTION PLAN 2022

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

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

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

During the year under review, 19,36,596 (Nineteen Lakhs Thirty-Six Thousand Five Hundred and Ninety Six) options were granted to the eligible employees under ESOP 2022.

In compliance with the requirements of the SEBI SBEB Regulations, a Certificate from the Secretarial Auditors is obtained, confirming that the Schemes have been implemented in accordance with the SEBI SBEB Regulations and will also be available for electronic inspection by the members during the Annual General Meeting ("AGM") of the Company.

Further, the disclosures required to be made under SEBI SBEB Regulations are available at www.eurekaforbes.com/media/investor-relations/ESOP-Disclosure/FY-2025-26.pdf.

11. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

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

The details of investments made by the Company under Section 186 of the Act forms part of this Integrated Annual Report and are given in the Notes to the Standalone Financial Statements for the Financial Year ended March 31, 2026.

12. BOARD OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

a. Board of Directors

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

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

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

In accordance with the provisions of Section 152 of the Act and the Company's Articles of Association, Mr. Sahil Dalal (DIN: 07350808), Non-Executive, Non-Independent Director is liable to retire by rotation at the AGM and being eligible offers himself for re-appointment. The Board recommends re-appointment of Mr. Sahil Dalal (DIN: 07350808) for the consideration of the Members of the Company at the forthcoming AGM. The relevant details as required under Secretarial Standard – 2 and Regulation 36 of SEBI Listing Regulations including profile of Mr. Sahil Dalal (DIN: 07350808) is included separately in the Notice of AGM and Report on Corporate Governance, forming part of this Integrated Annual Report.

b. Key Managerial Personnel (KMP)

Following were the KMPs as on March 31, 2026 and as on date pursuant to Sections 2(51) and 203 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014:

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

During the year under review, Ms. Pragya Kaul ceased to serve as the Company Secretary & Compliance Officer (Key Managerial Personnel) of the Company, effective from the close of business hours on August 29, 2025.

Subsequently, the Board, based on the recommendation of the Nomination and Remuneration Committee, appointed Ms. Shilpa Jain as the Company Secretary & Compliance Officer (Key Managerial Personnel) of the Company, with effect from September 02, 2025.

13. BOARD OF DIRECTORS

a. Declaration by Independent Director

The Board confirms that based on the written affirmations from each Independent Director, all Independent Directors fulfil the conditions specified for independence as stipulated in Regulation 16 of the SEBI Listing Regulations, as amended, read with Section 149(6) of the Act along with rules framed thereunder and are independent of the Management. Further, the Independent Directors have also registered their names in the Databank maintained by the Indian Institute of Corporate Affairs ("IICA"), Manesar, Gurgaon as mandated in the Companies (Appointment and Qualification of Directors), Rules, 2014. None of the Independent Directors have any other material pecuniary relationship or transaction with the Company, its Promoters, or Directors, or Senior Management which, in their judgement, would affect their independence. In terms of Regulation 25(8) of the SEBI Listing Regulations, they have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence. Further, none of the Directors are related to each other.

b. Number of Meetings of Board

During the year under review, 07 (Seven) Meetings of the Board of Directors were held. The details of such meetings held and attended by the Directors during the Financial Year 2025-26 are given in the Report on Corporate Governance forming part of this Integrated Annual Report.

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

c. Annual Evaluation of the Board

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

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

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

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

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

e. Familiarisation Programme for Independent Directors

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

During the Financial Year 2025-26, familiarisation programmes were conducted and the Independent Directors were updated from time to time on continuous basis on Company's business model, risks & opportunities, significant changes in the regulations and duties and responsibilities of Independent Directors under the Act and SEBI Listing Regulations and other matters.

The policy on Company's familiarisation programme for Independent Directors is available at www.eurekaforbes.com/cms/assets/prod/Familiarization_Programme_FY_26_d179d37df2.pdf

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

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

14. COMMITTEES OF THE BOARD

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

As on March 31, 2026, the Board has the following Statutory Committees:

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

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

15. DEPOSITS

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

16. RISK MANAGEMENT POLICY

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

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

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

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

17. INTERNAL FINANCIAL CONTROLS

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

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

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

18. CORPORATE SOCIAL RESPONSIBILITY ("CSR")

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

Disclosures as required under Rule 9 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 are annexed to this Report as Annexure – 2. The CSR Policy of the Company is available at www.eurekaforbes.com/cms/assets/prod/CSR_Policy_33a9d74e5a.pdf.

19. AUDITORS AND AUDITORS' REPORT

a. Statutory Auditors:

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

Statutory Auditors' Report

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

Details in respect of frauds reported by Auditors

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

b. Secretarial Auditors

In terms of the amended provisions of Regulation 24A of the SEBI Listing Regulations, the Members of the Company had approved appointment of M/s. Mihen Halani & Associates, Practicing Company Secretaries (Peer Review Certificate No. 6925/2025), as the Secretarial

Auditors of the Company for a term of five (5) consecutive years from Financial Year 2025–26 to Financial Year 2029–30, at the remuneration as mutually agreed between the Board and Auditor at the 16th Annual General Meeting held on September 19, 2025.

Secretarial Audit Report

M/s. Mihen Halani & Associates conducted Secretarial Audit pursuant to the provisions of Section 204 of the Act and submitted the Secretarial Audit Report for the Financial Year ended March 31, 2026. The said report does not contain any observation or qualification requiring explanation or comments from the Board under Section 134(3) of the Act. The Secretarial Audit Report is annexed herewith as Annexure - 3 to this Report.

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

Annual Secretarial Compliance Report

Annual Secretarial Compliance Report for the Financial Year ended March 31, 2026 on compliance of all applicable SEBI Regulations and circulars / guidelines issued thereunder, was obtained from M/s. Mihen Halani & Associates, Practicing Company Secretaries, Secretarial Auditors.

Details in respect of frauds reported by Auditors

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

c. Cost Auditors:

Maintenance of Cost Records

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

20. SHARE CAPITAL

a. During the year under review, the paid-up equity share capital of the Company has increased from ₹ 193,47,92,400/- consisting of 19,34,79,240 fully paid-up equity shares of ₹ 10/- each to ₹ 193,49,18,160/- consisting of 19,34,91,816 fully paid-up equity shares of ₹ 10/- each on account of allotment of 12,576 equity shares of face value of ₹ 10/- each upon exercise of Stock Options granted under “Eureka Forbes – Stock Option Plan – 2022”.

b. During the year under review, the Company has not:

   i. Bought back any of its securities.

   ii. Issued any Sweat Equity Shares or any Bonus Issue.

   iii. Issued any equity shares with differential rights as to dividend, voting or otherwise.

c. During the year under review, the Company has not made any provision of money for the purchase of, or subscription for, shares in your Company or its holding Company, to be held by or for the benefit of the employees of the Company and hence the disclosure as required under Rule 16(4) of Companies (Share Capital and Debentures) Rules, 2014 is not required.

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

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

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

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

a) Number of complaints of sexual harassment received in the year – NIL

b) Number of complaints disposed-off during the year – NIL

c) Number of cases pending for more than 90 days – NIL

22. COMPLIANCE WITH SECRETARIAL STANDARDS

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

23. CREDIT RATING

During the year under review, CARE Ratings Limited upgraded the Company’s Long-Term Bank Facilities Rating and Issuer Rating from CARE AA-/Stable to CARE AA, Stable.

Additionally, CRISIL Ratings Limited upgraded its Corporate Credit Rating from AA-/Stable to AA-/Positive, further endorsing its creditworthiness and financial stability.

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

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

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

25. PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES

All Related Party Transactions (“RPTs”) during the Financial Year 2025-26, were reviewed and approved by the Audit Committee and were on arm’s length basis and in the ordinary course of business. There were no material transactions with Related Parties during the year as per the last Audited Financial Statements. Accordingly, the disclosure of transactions entered into with Related Parties pursuant to the provisions of Section 188(1) of the Act and Rule 8(2) of the Companies (Accounts), Rules 2014 in Form AOC-2 is not applicable.

The Policy on Materiality of Related Party Transactions and on dealing with Related Party Transactions was amended by the Board at its meeting held on February 04, 2026 to align with the relevant changes in law. In accordance with the requirements of the Act and the SEBI Listing Regulations, the Policy is available on the Company’s website and can be accessed at: www.eurekaforbes.com/cms/assets/prod/Annex_9_EFL_RPT_Policy_Final_for_website_uploading_e825081221.pdf.

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

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

26. DIRECTORS’ RESPONSIBILITY STATEMENT

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

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

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

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

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

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

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

27. HUMAN RESOURCE DEVELOPMENT & INDUSTRIAL RELATIONS

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

28. ANNUAL RETURN

Pursuant to Section 134(3)(a) and Section 92 of the Act and Rule 12 of the Companies (Management and Administration) Rules, 2014, the draft Annual Return of the Company is available on the website at www.eurekaforbes.com/media/investor-relations/Eureka-Forbes-Limited-AnnualReturn-FY-2025-26.pdf.

29. PARTICULARS OF EMPLOYEES AND REMUNERATION

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

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

30. WHISTLE BLOWER POLICY

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

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

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

31. CORPORATE GOVERNANCE

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

32. BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (BRSR)

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

33. OTHER DISCLOSURES

During the year:

a. the Company has complied with the applicable provisions of the Maternity Benefit Act, 1961;

b. no applications have been made by the Company under the Insolvency and Bankruptcy Code. However, an application is pending at the pre-admission stage. The Company has disputed the frivolous claim and is contesting the application on merits.

c. disclosures relating to difference between the amount of the valuation in case of one-time settlement is not applicable.

d. there was no change in the nature of business.

34. INTEGRATED REPORTING

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

35. APPRECIATION & ACKNOWLEDGEMENTS

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

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

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal
Chairman
(DIN: 00104992)

Place: Gurugram
Date: May 19, 2026

Annexure – 1

FORM AOC -1

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

PART "A": SUBSIDIARIES

1	Sr No.	1	2	3		4	
2	**Name of Subsidiary**	**Forbes Aquatech Limited**	**Infinite Water Solutions Private Limited**	**Euro Forbes Limited, Dubai**		**Forbes Lux FZE, Dubai******	
		₹ Lakhs	**₹ Lakhs**	**US$- Lakhs**	**₹ Lakhs**	**US$- Lakhs**	**₹ Lakhs**
3	Reporting Period of Subsidiary concerned, if different from the Holding Company's reporting period.*	31-03-2026	31-03-2026		31-03-2026		31-03-2026
4	Reporting currency and Exchange rate as on the last date of the relevant Financial Year in the case of foreign subsidiaries	-	-		1 US$ = 94.6543		1 US$ = 88.7923
5	Share Capital	56.51	700.00	513.07	34,732.26	-	-
6	Reserves & Surplus**	986.95	3,275.62	(523.02)	(35,674.28)	-	-
7	Total Assets***	1,254.96	4,401.95	0.31	29.20	-	-
8	Total Liability	211.50	426.33	10.26	971.22	-	-
9	Investments	-	-	-	-	-	-
10	Turnover	590.84	4,796.86	-	-	-	-
11	Profit Before Taxation	(12.67)	415.86	(9.97)	(885.70)	(0.19)	(16.38)
12	Provision for Taxation	(5.04)	123.68	-	-	-	-
13	Profit After Taxation	(7.63)	292.18	(9.97)	(885.70)	(0.19)	(16.38)
14	Other Comprehensive Income	(2.56)	(1.72)	-	-	-	-
15	Proposed Dividend	-	-	-	-	-	-
16	% of Shareholding	88.49%	100%	100%		100%	

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

* A special audit was conducted for Euro Forbes Limited for the period ending March 31, 2026, for India consolidation, with the figures in AOC-1 reflecting this audited period, as no audit was required for the year ending December 31, 2025 (as Euro Forbes Limited follows a January-December reporting period). Further, Forbes Lux FZE, Dubai has been liquidated pursuant to the letter received from the JAFZA authority dated November 13, 2025.

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

*** Includes Investment.

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

PART "B": ASSOCIATE COMPANIES/JOINT VENTURES

Not Applicable as there are no Associate Companies and Joint Ventures

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal
Chairman
(DIN: 00104992)
Place: Gurugram

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

Shilpa Jain
Company Secretary
Membership No. A24978
Place: Mumbai

Gaurav Khandelwal
Chief Financial Officer
Place: Mumbai

Date: May 19, 2026

Annexure – 2

ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY ("CSR") ACTIVITIES FOR THE FINANCIAL YEAR 2025-26

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

1. BRIEF OUTLINE ON CSR POLICY OF THE COMPANY

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

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

2. COMPOSITION OF CSR COMMITTEE AS ON MARCH 31, 2026

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

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

a. Composition of CSR Committee: www.eurekaforbes.com/investor-relations/corporate-social-responsibility

b. CSR Policy: www.eurekaforbes.com/cms/assets/prod/CSR_Policy_33a9d74e5a.pdf

c. CSR Projects approved by the Board are disclosed on the website of the Company: www.eurekaforbes.com/investor-relations/corporate-social-responsibility

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

5. CSR DETAILS

a. Average net profit of the Company as per section 135(5): ₹ 1,30,57,21,029/-

b. Two percent of average net profit of the Company as per section 135(5): ₹ 2,61,14,421/-

c. Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years: NIL

d. Amount required to be set off for the Financial Year, if any: NIL

e. Total CSR obligation for the Financial Year [(b)+(c)- (d)]: ₹ 2,61,14,421/-

6. a. Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): ₹ 2,49,94,599/-

b. Amount spent in Administrative Overheads: ₹ 11,19,822/-

c. Amount spent on Impact Assessment, if applicable: Not applicable

d. Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹ 2,61,14,421/-

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

Total Amount spent for the Financial Year (₹)	Amount Unspent (₹)				
	Total Amount transferred to unspent CSR Account as per Section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of Transfer
2,61,14,421/-	NIL		NIL		

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

Sr. No.	Particulars	Amount (₹)
1	Two percent of average Net Profit of the Company as per Section 135(5)	2,61,14,421
2	Total Amount spent for the Finance Year	2,61,14,421
3	Excess amount spent for the Financial Year [(ii)-(i)]	0
4	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Year, if any	Nil
5	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	0

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

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

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

On behalf of the Board of Directors of
Eureka Forbes Limited

Gurveen Singh
(Chairperson, CSR Committee)
(DIN: 09507365)
Place: Dubai, UAE

Arvind Uppal
Chairman
(DIN: 00104992)
Place: Gurugram

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

Date: May 19, 2026

Annexure – 3

FORM No. MR-3

SECRETARIAL AUDIT REPORT

for the Financial Year ended March 31, 2026

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

To,
The Members,
EUREKA FORBES LIMITED
CIN: L27310MH2008PLC188478
B1/B2, 7th Floor, 701, Marathon Innova,
Ganpatrao Kadam Marg, Lower Parel,
Mumbai – 400 013, Maharashtra, India

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

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorised representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2026, **(the "Audit Period")** complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed, and other records maintained by the Company for the financial year ended on March 31, 2026 according to the provisions of:

i. The Companies Act, 2013 ("the Act") and the rules made there under;

ii. The Securities Contracts (Regulation) Act, 1956 ("SCRA") and the Rules made thereunder;

iii. The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;

iv. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

v. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ("SEBI Act");

a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 as amended from time to time;

b) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time;

c) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 as amended from time to time;

d) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 as amended from time to time - **Not applicable to the Company during the Audit period;**

e) Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 as amended from time to time;

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

g) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;

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

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

j) The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;

vi. We have relied on the representations made by the Company and its officers for systems and mechanism formed by the Company for compliances under other various applicable Acts, Laws, Rules and Regulations to the Company.

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

(i) Secretarial Standards (SS-1 and SS-2) issued by The Institute of Company Secretaries of India;

(ii) The Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited read with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI LODR Regulations”).

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

We further report that:

a) During the year under review, the Board of Directors of the Company was duly constituted with proper balance of Executive Director, Non-Executive Directors and Independent Directors. The Committees of the Board are duly constituted. No changes in the composition of the Board of Directors took place during the Audit Period.

b) Adequate notice is given to all directors to schedule the Board Meetings and Committee Meetings, the agenda and notes on agenda were sent at least seven days in advance or with due consents for shorter notice from the directors and an adequate system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

c) All decisions at Board Meetings and Committee Meetings are carried out unanimously / with requisite majority, as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board, as the case may be. Further, the dissenting members’ views, if any, are captured and recorded as part of the minutes.

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

We further report that during the audit period the Company has not undertaken any event/action having a major bearing on the Company’s affairs in pursuance of the above-mentioned laws, rules, regulations, guidelines, standards, etc.

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

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

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

Date: May 19, 2026
Place: Mumbai
UDIN: F009926H000410524

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

Annexure A to Annexure – 3

To,
The Members,
EUREKA FORBES LIMITED
CIN: L27310MH2008PLC188478
B1/B2, 7th Floor, 701, Marathon Innova,
Ganpatrao Kadam Marg, Lower Parel,
Mumbai – 400 013, Maharashtra, India

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

Management’s Responsibility

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.

Auditor’s Responsibility

2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in Secretarial records. We believe that the process and practices, we followed to provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

4. Wherever required, we have obtained the Management representation about the Compliance of laws, rules and regulations and happening of events etc.

Disclaimer

5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of the management. Our examination was limited to the verification of procedure on test basis.

6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

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

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

Date: May 19, 2026
Place: Mumbai
UDIN: F009926H000410524

Annexure – 4

Information under Section 134(3) (m) of the Companies Act, 2013 and Rule 8(3) of the Company (Accounts) Rules, 2014 made thereunder forming part of the Board's Report for the year ended March 31, 2026

A. CONSERVATION OF ENERGY

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

Green Features of Dehradun Plant:

i) **The Dehradun factory is a landmark with green building construction, incorporating a list of eco-friendly features, which are as follows:**

- **Pre-fabricated Steel Structure:** The prefabricated steel structure is a unique feature of this building. The building was developed with minimum site disturbance and the materials were effectively used by adopting the design specification based on the internal load requirements thereby optimising the use of natural resources.
- **Fly Ash based Bricks & Hollow blocks:** The construction was made with fly ash based bricks, cement and concrete blocks. This reduces the burden of earth and increases the life of spend materials. In addition, the fly ash material acts as a better thermal insulation and increases the physical comfort of the people and is environment-friendly.
- **Natural Light Harvesting:** The building is designed with a daylight view and adequate daylight harvesting. This saves energy for power requirements.
- **Thermal Comfort at Factory Premises:** The building is insulated with fly ash based bricks, cement and hollow blocks thus resisting the external temperature influences. In addition, the roof is insulated with specialised media, and Turbo ventilators are strategically installed to maintain air circulation.
- **Turbo Ventilators:** Unlike the traditional ventilation methods, Turbo vent works up the hot air from inside the building by natural convection. This roof-top wind driven ventilator is cost-effective and runs without electricity.
- **Rainwater Recharge Initiative:** Rainwater harvesting pits have been installed and are operational within the facility premises to support groundwater recharge. These systems facilitate the percolation of rainwater into the subsurface, contributing to replenishment of groundwater reserves and enhancing the water table level over time.

ii) **The common sustainability features and eco-friendly initiatives implemented across both manufacturing facilities are outlined below:**

- **Energy Efficient Compressor:** Variable Frequency Drive ("VFD") (new energy-efficient) air compressor installed which resulted into reducing the energy consumption.
- **Energy efficiency initiatives:** Implemented via deployment of HVLS (High-volume Low Speed) fans, LED lighting, and high efficiency compressors, supporting reduced energy intensity.
- **Product Energy Optimisation Initiative:** Implemented the transition to more efficient double pass UV reflector housing in UV / UV+UF models of the largest volume platform, resulting in reduced power consumption and improved energy efficiency of the product portfolio.

II. Steps taken towards conservation of Environment

Your Company has been constantly innovating ways to reduce usage of plastics and other material that could pollute environment and follows the Environmental, Health & Safety ("EHS") norms. Following activities have been taken and followed under this initiative:

1. **Sustainable Mobility Initiative**

1.1. Electric scooters have been introduced across both manufacturing facilities and the R&D centre as part of the Company's sustainable mobility initiatives, contributing towards reduction of carbon emissions and supporting broader decarbonisation objectives

1.2. Mobility initiatives were further strengthened through increased adoption of CNG/EV-based transportation both within and outside the premises, along with implementation of packaging recirculation practices and material optimisation measures, contributing to reduced environmental impact and advancing the Company's sustainability objectives.

2. **Renewable Energy and Energy Efficiency Initiatives:** During Financial Year 2025-26, rooftop solar plants with capacities of 246.5 kWp and 165.3 kWp were installed at the Dehradun and Bengaluru facilities, respectively. This initiative strengthened the Company's renewable energy portfolio, increasing the contribution of renewable energy to over 20% through enhanced adoption of solar power across manufacturing operations. In addition, the Company continued its energy efficiency efforts through selective replacement of conventional streetlights with Solar/Light Emitting Diode (LED) lighting solutions, supporting optimised energy consumption and sustainable operations.

3. **Sustainable Packaging and Plastic Reduction Initiatives:** The Company continued to strengthen its sustainable packaging strategy through focused initiatives aimed at reducing plastic consumption and improving resource efficiency. Key measures included elimination of polythene covers used for packaging and finished goods, transition to scratch/shrink cover solutions to optimise packaging material usage, and implementation of a reusable packaging model through collection and recirculation of polythene covers with supplier collaboration. These initiatives contributed towards reduction of plastic waste and supported the Company's broader environmental conservation objectives

4. **Digital Documentation:** The Company continued the use of QR code-enabled digital user manuals, supporting reduction in paper consumption and promoting digital adoption.

5. **Environment-Friendly Packaging Design:** Continued adoption of brown cartons across selected product categories helped reduce the use of printing inks and eliminate laminated plastic layers, supporting sustainable packaging practices.

6. **Reusable Packaging Solutions:** Continued use of recyclable and reusable plastic cartons for transportation of raw materials supported reduced dependence on corrugated packaging and strengthened circular resource utilisation practices.

7. **Reduction of Non-Recyclable Materials:** Continued elimination of transparent stickers from products contributed towards reduction of non-recyclable waste and improved material sustainability.

8. **Continued Water Conservation and Resource Management Initiatives:** The Company has continued to strengthen its water stewardship efforts through sustained implementation of the following practices over the years.

9. **Water Reuse:** Continued utilisation of RO reject water for toilet flushing, supporting reduction in freshwater consumption and promoting efficient water use practices.

10. **Wastewater Treatment and Recycling:** Continued operation of Sewage Treatment Plants (STPs) and Effluent Treatment Plants (ETPs) at both manufacturing facilities for treatment and reuse of wastewater, supporting zero-water wastage objectives.

11. **Groundwater Monitoring:** Continued use of a Piezometer system at the Dehradun facility for periodic monitoring and assessment of groundwater levels.

12. **Digital Water Management:** Continued deployment of an IoT-enabled borewell water flow monitoring system to track daily water extraction and strengthen water resource management through data-driven monitoring practices.

13. **Process Optimisation and Water Conservation Initiative:** The Company continued to strengthen its water conservation practices through adoption of advanced process technologies and operational improvements. Transition from conventional water-based processes to air leak testing for specific applications, along with implementation of a closed-loop recirculation system for fire pump testing using an MS return pipeline, enabled reduction in water consumption and elimination of water wastage during operational activities. These initiatives contributed towards improved resource efficiency and enhanced operational sustainability.

14. A zero-energy gravity spiral roller conveyor has been installed at the Bengaluru factory, enabling efficient material movement without any power consumption.

15. **Emission Control Initiative:** The Company continued operation of the Retrofitting Emission Control Device (RECD) installed at the Bengaluru manufacturing facility in FY25 for mitigation of emissions, including Particulate Matter (PM), Hydrocarbons (HC), and Carbon Monoxide (CO). This ongoing initiative supports improved air quality management and reinforces the Company's commitment towards reducing environmental impact from operations–

16. Disposal of bio medical waste, e-waste and used oil as per the protocols through Government approved handlers.

17. Energy-efficient Air Conditioners ("AC") with environmentally friendly refrigerants installed as replacements for the old AC units.

18. Registered under Government's EPR ("Extended Producers' Responsibility") scheme, to ensure proper waste management of plastic packaging material.

19. The Dehradun and Bengaluru manufacturing facilities are BIS certified for Reverse Osmosis based water purifiers for higher recovery products.

20. **Product Design Optimisation Initiative:** The Company continued to strengthen sustainable product design through implementation of innovation design enhancements aimed at optimising material usage and reducing plastic consumption. Building on the introduction of the "Q Fit" connector technology in FY25, which enabled elimination of larger plastic connectors at pipe junction points, the Company further expanded the initiative in FY26 through integration of "Q Fit" type SVs across RO and RO+UV product models. These initiatives supported component reduction, improved resource efficiency, and reinforced the Company's commitment to sustainable product development practices.

21. **Sustainable Product Assessment Initiative:** The Company conducted a Life Cycle Assessment (LCA) of Aquaguard products, which indicated a lower cradle-to-gate carbon footprint and reinforced the Company's focus on sustainable manufacturing and environmentally responsible product development practices.

B. TECHNOLOGY ABSORPTION

During the year, your company upgraded the R&D Centre as a purpose-driven, future-ready ecosystem, with a sustainability-focused high-technology infrastructure enabling accelerated prototyping, performance simulation, process development, and advanced validation while optimising energy efficiency and environmental footprint.

Made significant progress with introduction of market leading technologies:

- Successfully launched the 2X Life Filtration Platform, enhancing filter longevity and reducing consumer maintenance costs.
- Introduced Copper + Alkaline Technology to strengthen the health and wellness proposition across the water purifier portfolio.
- Commercialised ultra-premium Hot, Cold & Ambient Water Purifier with Auto-Cleaning Technology, DIY filters improving hygiene automation and user convenience.
- Launched the patented Auto Mineral Guard™ platform with smartphone-enabled mineral customisation and personalised taste control.
- Deployed Water Quality Indicator (WQI) Technology to enable real-time water quality monitoring and consumer assurance.
- Introduced Automatic Regeneration POU Softeners, improving operational efficiency and user convenience.
- Enabled premium product customisation through Water Transfer Printing Technology for personalisation.
- Expanded IoT-enabled smart appliance platforms to strengthen connectivity, diagnostics, and digital service capabilities.
- Launched the Smart Clean Robotic Cleaning Station with AI-enabled automation, hot water mop washing, hot air drying, and hands-free dust disposal, strengthening the premium smart cleaning portfolio.
- Developed and localised Forbes GermGuard Floor Cleaning Solution with anti-scaling, anti-foam, long-lasting fragrance, and 99.99% germ elimination performance.
- Introduced next-generation energy-efficient vacuum cleaners, delivering up to 20% lower power consumption across key models.
- Expanded the affordable air purifier portfolio with higher coverage models and real-time PM indication technology.
- **Introduction of Green Packaging:** As part of its commitment to sustainable or green packaging, the Company has been actively working to reduce the use of thermocol buffers by promoting recyclable alternatives such as pulp buffers and Expanded Polystyrene (EPS). Pulp packaging offers several environmental advantages, including zero manufacturing waste and 100% recyclability. Building on last year's progress, the Company has further advanced its efforts by initiating the transition to eco-friendly honeycomb packaging for water purifiers. In the first phase of this initiative, 50%+ of the product portfolio has successfully adopted this sustainable packaging solution, reinforcing the Company's dedication to environmental responsibility and circular economy practices.
- **Water Efficiency and Product Optimisation Initiative:** The Company redesigned the system architecture and optimised the firmware and control logic of the Autoflushing technology in its Institutional RO product portfolio. The enhancement significantly reduced the frequency and duration of membrane autoflush cycles while retaining the functional benefits of improved membrane life, fouling prevention, and operational efficiency. The initiative also enabled compliance with BIS requirements of ≥40% water recovery, while improving overall system performance, enhancing water utilisation efficiency, and supporting sustainable water management practices.

Expenditure on Research and Development:

a. Capital: ₹ 1,290.62 Lakhs

b. Recurring: ₹ 1,656.81 Lakhs

c. Total: ₹ 2,947.43 Lakhs

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

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

Your Company has initiated the process of developing new international markets to increase its export business which at present is less than 1% of its turnover.

b. **Total Foreign Exchange used and earned**

Earnings in foreign exchange during the year under review were ₹ 12.7 Lakhs and the outgo was ₹ 41,626 Lakhs.

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal
Chairman
(DIN: 00104992)

Place: Gurugram
Date: May 19, 2026

Annexure – 5

Particulars of Remuneration

Details pertaining to remuneration as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 for the year ended March 31, 2026

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

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

Sr. No.	Name of the Director	Designation	Ratio of the remuneration of each Director to Median Remuneration of the Employees for 2025-26
1	Mr. Arvind Uppal	Chairman, Non-Executive, Non-Independent Director	5.26
2	Mr. Pratik Pota	Managing Director & CEO	138
3	Mr. Sahil Dalal	Non-Executive, Non-Independent Director	NA
4	Mr. Vinod Rao	Independent Director	5.37
5	Mrs. Gurveen Singh	Independent Director	5.36
6	Mr. Homi Katgara	Independent Director	5.11
7	Mr. Shashank Samant	Independent Director	5.11

Note:

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

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

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

The percentage increase/decrease in the remuneration of each Director, Chief Executive Officer, Chief Financial Officer, Company Secretary or Manager, if any, in 2025-26 is provided in the table below:

Sr. No.	Name of the Director/KMP	Designation	% Increase in Remuneration in 2025-26
1	Mr. Pratik Pota	Managing Director & CEO	0%
2	Mr. Gaurav Khandelwal	Chief Financial Officer	0%
3	Ms. Pragya Kaul	Company Secretary & Compliance Officer	7%
4	Ms. Shilpa Jain	Company Secretary & Compliance Officer	-

Notes:

1. Ms. Pragya Kaul resigned with effect from August 29, 2025.
2. Ms. Shilpa Jain was appointed as the Company Secretary & Compliance Officer of the Company with effect from September 02, 2025.

b. **The percentage increase in the median remuneration of employees in the Financial Year:** 7.4%

c. **The number of permanent employees on the rolls of the Company:**

There were 2661 permanent employees on the rolls of the Company as on March 31, 2026.

d. **Average percentile increase already made in the salaries of employees other than the managerial personnel in the last Financial Year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration:**

The average increase in the salaries of employees other than managerial personnel during the Financial Year 2025-26 was 6%, while that of the Key Managerial Personnel was 7%.

The increase in managerial remuneration is based on the Company's remuneration policy, individual performance, market benchmarks, and overall business performance. There were no exceptional circumstances warranting any disproportionate increase in managerial remuneration.

e. **Affirmation that the remuneration is as per the Remuneration Policy of the Company:**

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

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal
Chairman
(DIN: 00104992)

Place: Gurugram
Date: May 19, 2026

Annexure – 6

Report on Corporate Governance

Your Company's Report on Corporate Governance for the Financial Year ended March 31, 2026 pursuant to Regulation 34(3) and Clause (C) of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, ("SEBI Listing Regulations") is presented as follows:

1. COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

The Key Pillars of Company's Corporate Governance Philosophy are:

a. Deep & Fair relationship with stakeholders;

b. Trust, Transparency and Integrity; and

c. Ethical Business Practices & Standards.

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

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

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

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

- Your Company believes that an active, well-informed and independent Board is necessary to ensure high standards of Corporate Governance. Your Company has appropriate mix of Executive and Non-Executive Directors including a Woman Director.
- Constitution of various Committees for focused attention and proactive flow of information enables the Company to ensure expedient resolution of diversified matters.
- Emphasis on ethical business conduct by the Board, Management and Employees.
- Established Code of Conduct for Directors and Employees along with the Code of Conduct for Prevention of Insider Trading.
- Detailed Policy for Disclosure of Material Events and Information.
- Established Whistle Blower Mechanism which acts as a neutral and unbiased forum for Directors, Employees and Business Partners of the Company and its Subsidiaries.
- Endeavour to continuously contribute to social and environmental spheres through various CSR programmes creating shared values.
- Robust and effective framework for reporting of statutory compliances and review on a periodic basis.
- Timely, transparent and regular disclosures.
- Benchmarking its corporate governance practices against peers and industry leaders.
- Exercising effective control over the Company's operations to meet stakeholders' expectations and drive long term value creation.

2. BOARD OF DIRECTORS

(a) Board Composition

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

The Board meets at least 4 (Four) times a year and more often if the Company needs additional oversight and guidance. During the Financial Year 2025-26, the time gap between any two Board Meetings did not exceed 120 days. The Board of Directors periodically review compliance reports pertaining to all laws applicable to the Company. All statutory and other matters of significance, including information as mentioned in Part A of Schedule II of SEBI Listing Regulations are informed to the Board to enable it to discharge its responsibility of strategic supervision of the Company.

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

The Board's key responsibilities include:

1. **Strategic Planning & Monitoring:** Developing the long-term business plan and strategy, and overseeing its effective implementation.
2. **Shareholder Value & Stakeholder Interests:** Enhancing shareholder value while safeguarding the interests of all stakeholders through effective management.
3. **Corporate Governance Oversight:** Monitoring the effectiveness of the Company's corporate governance practices to ensure alignment with the highest standards.
4. **Control & Oversight:** Exercising effective control over the Company's operations to meet stakeholder expectations and drive long-term value creation.

As on March 31, 2026, the Board consists of 07 (Seven) Directors including 01 (One) Independent Woman Director. Out of 07 (Seven) Directors, 01 (One) is Managing Director & CEO, 04 (Four) are Non-Executive & Independent Directors and 02 (Two) are Non-Executive & Non-Independent Directors. Your Company has a Non-Executive & Non-Independent Chairman. The composition of the Board is in conformity with Regulation 17 of the SEBI Listing Regulations read with Section 149 of the Companies Act, 2013.

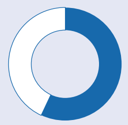
The Board has constituted Five Statutory Committees: Audit Committee, Nomination & Remuneration Committee, Stakeholders' Relationship Committee, Risk Management Committee and Corporate Social Responsibility Committee.

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

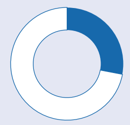
BOARD COMPOSITION

7
Board Members

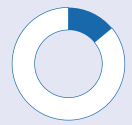
57% Independent Directors



28% Non-Executive Directors Non-Independent Directors



14% Woman Director



Separate Positions of Chairman and MD & CEO

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

Woman Director Part of each Statutory Committee of the Company

The composition of the Board and the Directorship and Committee positions held by the Directors as on March 31, 2026 is as follows:

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

Notes:

1. Includes Directorships in Public Companies and Eureka Forbes Limited and excludes private companies, foreign companies, companies incorporated under Section 8 of the Act and alternate Directorships.
2. Committee Membership and Chairmanship as on March 31, 2026 includes only Audit Committee and Stakeholders' Relationship Committee of Public Limited Companies (including Eureka Forbes Limited).
3. None of the Directors are related to each other.

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

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

Flow of information to the Board

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

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

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

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

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

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

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

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

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

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

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

(b) Board Meetings and Attendance Records

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

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

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

The Board of Directors ("Board") is responsible for the strategic supervision and overseeing the management performance and governance of your Company on behalf of the Members and other stakeholders. Your Company is professionally managed under the overall supervision of the Board. The Board's roles, functions, responsibilities and accountability are clearly defined. The day-to-day management of the Company is entrusted with the Senior Management of the Company and is headed by the Managing Director & CEO, who functions under the overall supervisions, directions and control of the Board. The Board has ultimate responsibility of reviewing and guiding corporate strategy, major plans of action, risk policy, annual budgets and business plans, setting performance objectives, monitoring implementation, and corporate performance, and overseeing major capital expenditures, acquisitions, mergers, general affairs, direction, performance and long-term success of the business as a whole. The Board sets out the overall corporate objectives and provides direction and independence to the management to achieve these objectives for value creation through sustained growth.

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

Financial Calendar

Quarter ending

June 30, 2025
September 30, 2025
December 31, 2025
March 31, 2026

Analyst / Earnings Call

May 16, 2025
August 12, 2025
November 14, 2025
February 05, 2026

Board Meeting

April 08, 2025
May 16, 2025
August 11, 2025
August 29, 2025
November 13, 2025
February 04, 2026
March 17, 2026

Trading Window Closure

April 01, 2025 to May 20, 2025
July 01, 2025 to August 13, 2025
October 01, 2025 to November 17, 2025
January 01, 2026 to February 09, 2026

There were Seven (07) Board Meetings held during Financial Year 2025-26.

Attendance Record of the Directors for the Financial Year 2025-26:

Name of Director	April 08, 2025	May 16, 2025	August 11, 2025	August 29, 2025	November 13, 2025	February 04, 2026	March 17, 2026	% of attendance in Board Meeting	Last AGM September 19, 2025
Mr. Arvind Uppal	Present	Present	Present	Present	Present	Present	Present	100	Present
Mr. Pratik Pota	Present	Present	Present	Present	Present	Present	Present	100	Present
Mr. Sahil Dalal	Present	Present	Present	Absent	Present	Present	Present	85.71	Present
Mr. Vinod Rao	Present	Present	Present	Present	Present	Present	Present	100	Present
Mrs. Gurveen Singh	Present	Present	Present	Present	Present	Present	Present	100	Present
Mr. Homi Katgara	Present	Absent	Present	Present	Present	Present	Absent	71.43	Absent
Mr. Shashank Samant	Present	Absent	Present	Absent	Present	Present	Present	71.43	Present

Present Absent

(c) Shareholding of Directors as on March 31, 2026

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

No other Director holds any shares in the Company.

(d) Succession Planning

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

All new Non-Executive Directors inducted into the Board are introduced to the Company culture through orientation sessions. The Executive Director and senior management provide an overview of operations, and familiarise the new Non-Executive Directors on matters related to our values and commitments. They are also introduced to the organisation structure, services, Group structure and subsidiaries, constitution, Board procedures, matters reserved for the Board, major risks and risk management strategy. The details of the training programme attended by the Directors during the Financial Year 2025-26 are as follows and the same is available on the Company's website at www.eurekaforbes.com/cms/assets/prod/Familiarization_Programme_FY_26_d179d37df2.pdf

Sr. No.	Name of the Director	No. of training hours attended during the Financial Year 2025-26
1	Mr. Vinod Rao	30.00
2	Mrs. Gurveen Singh	30.00
3	Mr. Homi Katgara	22.00
4	Mr. Shashank Samant	22.00

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

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

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

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

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

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

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

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

None of the Independent Directors have any other material pecuniary relationships or transactions with the Company, its Promoters, Directors, or Senior Management that, in their judgement, would affect their independence. In terms of Regulation

25(8) of the SEBI Listing Regulations they have confirmed that they are not aware of any circumstance or situation that exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties.

During the year under review, a meeting of the Independent Directors was held on March 25, 2026. All Independent Directors thrive to be present at the meeting to discuss risks, the performance of the Company, strategy, leadership, and the performance of the Non-Independent Directors, the Board, and the Chairman, and to assess the flow of information from management to the Board that is necessary for the Board to effectively and reasonably perform its duties.

Familiarisation Programme

Pursuant to Regulation 25(7) of the SEBI Listing Regulations, the Company conducted various familiarisation programmes for its Directors, including an overview of the industry in which the Company operates, the Company's operations and strategy, the annual budget of the Company, internal control systems, CSR strategy framework, updates on various policies, risk management, internal audit plans and findings, regulatory updates at Board and Audit Committee Meetings, compliance with various applicable laws, review of industry outlook at Board Meetings, and regulatory framework for related party transactions.

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

Pursuant to Regulation 46 of the SEBI Listing Regulations, the details required are available on the website of your Company at the web link: www.eurekaforbes.com/cms/assets/prod/Familiarization_Programme_FY_26_d179d37df2.pdf.

Senior Management Personnel (SMP)

The Company identified following under category of SMPs, pursuant to the provisions of Regulation 16(1)(d) and Schedule V of the SEBI Listing Regulations. Details of SMPs as on March 31, 2026 are as follows:

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

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

Sr. No.	Name	Designation	Date of change
1	Mr. Nithyanand Shankar	Chief Digital & Technology Officer	May 16, 2025[2]
2	Mr. Rakesh Moza	Chief Sales Officer	May 19, 2025[1]
3	Ms. Pragya Kaul	Company Secretary & Compliance Officer	August 29, 2025[3]
4	Ms. Shilpa Jain	Company Secretary & Compliance Officer	September 02, 2025[1]
5	Mr. Suresh Redhu	Chief Technical Officer	September 28, 2025[2]
6	Mr. Satish Satyarthi	Chief Innovation and R & D Officer	September 28, 2025[3]

1. Date of appointment
2. Date of change in role
3. Effective date of resignation

The change in Senior Management Personnel after the end of Financial Year 2025-26 and date of signing of this report is as follows:

Sr. No.	Name	Designation	Date of change
1	Mr. Anurag Kumar	Chief Growth Officer	May 19, 2026[1]

1. Date of the effective change in role pursuant to which he assumed additional responsibility for the E-commerce and Direct-to-Consumer (D2C) business.

Please note that there have been no changes in the SMP status as on March 31, 2026 other than the change stated above.

Role of Company Secretary in Governance Process

The role of Company Secretary at Eureka broadly encompasses ensuring compliance, acting as an advisor to the Board of Directors and sustaining the highest standards of corporate governance vide effective development of Board and Committee processes, robust organisational governance through policy-making & controls and transparent communication with the stakeholders. The Company Secretary ensures that the Board processes and procedures are followed and regularly reviewed. The Company Secretary also convenes and attends Board, Committee and General meetings of the Company and ensures that all relevant information is made available for effective decision-making. Important decisions of the Board/ Committee meetings are communicated to the management teams promptly for action. The Company Secretary provides the necessary guidance to the Board members with regard to their duties, responsibilities and powers and assists the Chairman in all Board development processes including Board evaluation, and succession, inductions and trainings etc. Apart from partnering in policy advocacy initiatives and ensuring compliance with applicable statutory/regulatory requirements, the Company Secretary also acts as an institutionalised interface between the Board, management and external stakeholders.

3. COMMITTEES OF THE BOARD

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

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

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

Audit Committee
- **Mr. Vinod Rao**
- Mrs. Gurveen Singh
- Mr. Sahil Dalal

Corporate Social Responsibility Committee
- **Mrs. Gurveen Singh**
- Mr. Pratik Pota
- Mr. Homi Katgara
- Mr. Vinod Rao

Risk Management Committee
- **Mr. Vinod Rao**
- Mr. Arvind Uppal
- Mr. Sahil Dalal
- Mrs. Gurveen Singh
- Mr. Shashank Samant

Nomination & Remuneration Committee
- **Mrs. Gurveen Singh**
- Mr. Vinod Rao
- Mr. Homi Katgara
- Mr. Sahil Dalal

Stakeholders' Relationship Committee
- **Mr. Arvind Uppal**
- Mr. Pratik Pota
- Mr. Vinod Rao
- Mrs. Gurveen Singh
- Mr. Shashank Samant

● Chairperson ● Member

Name of the Committee	Total Members	Independent Directors	Woman Director	Number of Meetings	Percentage of attendance
Audit Committee	3	2	1	8	100
Stakeholders' Relationship Committee	5	3	1	1	100
Corporate Social Responsibility Committee	4	3	1	3	92
Nomination & Remuneration Committee	4	3	1	4	88
Risk Management Committee	5	3	1	2	80

I. Audit Committee

Introduction

The Audit Committee acts as a link between the Statutory and Internal Auditors and the Board of Directors where they are primarily responsible for accurate financial reporting and strong internal controls. The Audit Committee plays a major role in assisting the Board in fulfilling its oversight responsibilities of monitoring financial reporting processes, reviewing the Company's established systems and processes for internal financial controls, governance and reviewing the Company's statutory and internal audit activities.

The Audit Committee is governed by the terms of reference as per the regulatory requirements mandated by the Act and SEBI Listing Regulations. The composition, quorum, powers, role and scope are in accordance with Section 177 of the Act and the provisions of Regulation 18 of the SEBI Listing Regulations.

The members of the Audit Committee are financially literate, and the Chairman of the Audit Committee has accounting and financial management expertise. The Audit Committee also meets with the Auditors without the presence of management.

The Audit Committee also receives the report on compliance under the SEBI (Prohibition of Insider Trading) Regulations, 2015. Further Compliance Reports under the Prevention of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Whistle Blower Policy are also placed before the Committee. None of the recommendations made by the Audit Committee were rejected by the Board.

Audit Committee is responsible for, inter alia, approval of related party transactions, review of internal controls and audit systems, oversight on risk management systems, financial reporting, compliance issues and vigil mechanism, appointment and remuneration to various auditors of the Company and their scope of work, etc.

Every quarter the Audit Committee meets the Statutory and Internal Auditor, and periodically with the Secretarial Auditor without the presence of Management or the Company Secretary leading to effective and transparent discussions.

Terms of Reference

The Audit Committee ensures that it has reviewed each area that it is required to review under its terms of reference and under applicable legislations or by way of good practice. This periodic review ensures that all areas within the scope of the Committee are reviewed.

Key terms of Reference of the Committee are:

A. Financial Reporting and Financial Reporting Processes

i. Oversight of the Company's financial reporting process and the disclosure of financial statements/ results and information submitted to the stock exchanges, regulatory authorities or the Members to ensure that the financial statements reflect a true and fair view, and are correct, sufficient, and credible.

ii. Review with management the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:

a) Matters required to be included in the Director's Responsibility Statement to be included in the Board's Report in terms of Clause (c) of sub-section 3 of Section 134 of the Act.

b) Changes, if any, in the accounting policies and reasons for the same.

c) Major accounting entries involving estimates based on the exercise of judgment by the management.

d) Significant adjustments, if any, made in the financial statements arising out of audit findings.

e) Compliance with listing and other legal requirements concerning Financial Statements.

f) Disclosure of related party transactions.

g) Qualification/ modified opinion, if any, in draft audit report.

iii. Review accounting adjustments, if any, that are noted or proposed by the statutory auditors but were 'passed' (as immaterial or otherwise).

iv. Scrutiny of inter-corporate loans and investments, if any.

v. Valuation of undertakings or assets of the Company, wherever it is necessary.

vi. Monitoring the end use of funds raised through public offers/ private placements/ debt issues and related matters.

vii. Review with the management the quarterly financial statements before submission to the Board for approval.

viii. Review of the Management Discussion & Analysis of financial condition and result of operations.

ix. Consider and discuss with the statutory auditors its judgments about the quality and appropriateness of the Company's accounting principles as applied in its financial reporting with reference to Generally Accepted Accounting Principles in India.

x. Review details of significant transactions/ investments by the subsidiaries.

B. Risk Management, Internal Control and Governance Processes

i. Review and discuss with Management the adequacy of the Company's system of business risk assessment including the risk of fraud. Discuss the Company's major financial risk exposures and the steps management has taken to monitor and control such exposures.

ii. Review and discuss with the statutory auditors, the internal auditors and management the adequacy and effectiveness of the Company's system of internal controls.

iii. Review any material defalcations or acts of fraud/misconduct as reported by the Risk Management Committee.

C. Statutory Audit

i. Recommend to the Board the appointment, re-appointment, terms of reference and, if required the replacement or removal of the Statutory Auditors, Cost Auditors and Secretarial Auditors considering their independence and effectiveness and also recommend the audit fees.

ii. Approve all auditing and permissible non-auditing services (services other than those services which cannot be rendered by the Statutory Auditors as per Section 144 of the Act) to be rendered by the Statutory Auditors and determining the remuneration for all such services.

iii. Annual review and discuss with the Statutory Auditors all significant relationships that they have with the Company or any of its related parties to determine the auditors' independence.

iv. Review the performance of the Statutory Auditors.

v. Review and discuss the nature and scope of the Statutory Auditors' before audit commences, annual audit as well as post-audit discussion with the Auditors to ascertain any area of concern.

vi. Mandatory review of Management Letters/ letters and any significant findings and recommendations issued by the Statutory Auditors together with Management's response thereto.

vii. Following completion of the annual audit, review and discuss with the Statutory Auditors any significant difficulties encountered during the course of the audit, including any restrictions on the scope of work or access to required information.

viii. Meet separately with the external auditors to discuss any matters that the Committee or the external auditors believe should be discussed separately.

ix. Review the annual Cost Audit report submitted by the Cost Auditors.

D. Internal Audit

i. Review the Internal Audit scope and recommend changes, if any.

ii. To approve appointment, removal and terms of remuneration of the Internal Auditors.

iii. Review with the Management the performance of the internal auditors and adequacy of the internal controls.

iv. Consider and approve, in consultation with the Statutory Auditors and the Internal Auditors the annual scope and plan of the Company's Internal Audit and any significant changes thereto.

v. Review the adequacy of the Internal Audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit.

vi. Review with the Internal Auditors and the Statutory Auditors, the co-ordination of audit efforts to assure adequacy of coverage, reduction of redundant efforts and the effective use of audit resources.

vii. Review internal audit reports relating to internal control weaknesses.

viii. Review any significant findings and recommendations of Internal Audit, together with Management's responses thereto.

ix. Review the findings of any internal investigations by the Internal Auditors into matters where there is suspected fraud or irregularity or a failure of an internal control system of a material nature and reporting the matters to the Board. Review with the Internal Auditors any significant difficulties encountered during the course of the audit, including any restrictions on the scope of work or access to required information.

x. Meet separately with the Internal Auditors to discuss any matters that the Committee believes should be discussed separately.

E. Other Responsibilities

i. (a) Approval of Related Party Transactions (RPTs) or subsequent modifications thereto. Such approval can be in the form of omnibus approval of RPTs subject to conditions specified in Regulation 23 of SEBI Listing Regulations.

(b) Review of Related Party Transactions on a quarterly basis.

ii. Review of internal control systems, policies and procedures under SEBI (Prohibition of Insider Trading) Regulations, 2015 as amended from time to time.

iii. Perform other activities as required by law or determined by the Board.

iv. Approval of appointment of Chief Financial Officer ("CFO") after assessing his qualification, experience & background etc.

v. Reviewing, with the management, the statement of uses/ application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilised for purposes other than those stated in the offer document/ prospectus/ notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue and making appropriate recommendations to the Board to take up steps in this matter.

vi. To look into the reasons for substantial defaults in the payment to the depositors, debenture, holders, shareholders (in case of non-payment of declared dividends) and creditors.

vii. Institute and oversee special investigations as needed.

viii. Periodically report to the Board or Committee of the Board inter alia all significant matters that have come to the knowledge of the Committee, covering internal controls, financial statements, policies and statutory/ regulatory compliances.

ix. Consider and comment on rational, cost benefits and impact of schemes involving merger, demerger, amalgamation etc., in the listed entity and its shareholders.

x. Self-evaluation of the Committee's performance once every year.

F. General

i. Develop, with the appropriate assistance from the statutory auditors, the internal auditors and management, an annual audit plan, internal audit plan and other plans/ matters to be reviewed as part of the responsibilities of the Committee.

ii. Perform such other role as mandated to the Committee by the Board of Directors and under the applicable rules/ regulations/laws.

G. Whistle Blower

To oversee and review the Whistle Blower function established by the Company to report the genuine concerns against the suspected or confirmed fraudulent activities, allegations of corruption, violation of the Company's Code of Conduct. Your Company provides adequate safeguards against victimisation of persons who use this mechanism. Such persons shall have direct access to the Chairman of the Audit Committee when appropriate.

The Company has a Whistleblower Policy in place, which is publicly available on its official website, which allows employees and stakeholders to report genuine concerns through secure and confidential channels, including a dedicated helpline number and e-mail ID mentioned in the policy.

While the Company does not currently use a third-party web portal, the internal channels are actively monitored to ensure timely resolution. The mechanism is designed to maintain confidentiality and protect whistleblowers against any form of retaliation.

To enhance awareness, flyers highlighting the mechanism are displayed at key locations across office premises. Further, periodic Code of Conduct trainings include a dedicated segment on whistleblower protection and reporting procedures.

The meetings of Audit Committee are also attended by the Chief Financial Officer, Statutory Auditors and Internal Auditor as special invitees. The minutes of each Audit Committee meeting are placed in the next meeting of the Board. The Audit Committee also meets the Internal and Statutory Auditors separately, without the presence of Management representatives.

The Audit Committee met 08 (Eight) times during the Financial Year 2025-26 on May 15, 2025, May 16, 2025, August 01, 2025, August 11, 2025, November 12, 2025, November 13, 2025, February 03, 2026 and February 04, 2026 and the attendance record of the Members is as follows:

Name of the Member	Category	Attendance
Mr. Vinod Rao (Chairman)	Non-Executive, Independent	8/8
Mrs. Gurveen Singh	Non-Executive, Independent	8/8
Mr. Sahil Dalal	Non-Executive, Non-Independent	8/8

Further, Ms. Shilpa Jain, Company Secretary & Compliance Officer acts as Secretary to the Committee.

II. Nomination & Remuneration Committee

Introduction

The Nomination & Remuneration Committee is responsible for formulating evaluation policies and reviewing all major aspects of the Company's HR processes relating to hiring, training, talent management, succession planning and the compensation structure of the Directors, KMP, and Senior Management. The Committee also anchored the performance evaluation of the Individual Directors. None of the recommendations made by the Committee were rejected by the Board.

The Nomination & Remuneration Committee is responsible for, inter alia, appointment and approval of remuneration of the Directors, Key Managerial Personnel and Senior Management Personnel. It also manages the succession planning for Board members and Senior Management Personnel.

Key terms of Reference of the Committee are:

1. Formulation of the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board of Directors a policy relating to, the remuneration of the Directors, key managerial personnel and other employees;

2. Formulation of criteria for evaluation of performance of Independent Directors and the Board of Directors;

3. Devising a policy on diversity of Board of Directors;

4. Identifying persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board of Directors their appointment and removal;

5. Whether to extend or continue the term of appointment of the Independent Director, on the basis of the report of performance evaluation of Independent Directors;

6. Recommend to the Board, all remuneration, in whatever form, payable to senior management.

The Committee also plays the role of Compensation Committee and is responsible for administering Eureka Forbes – Employee Stock Option Plan 2022 ("Stock Option Schemes") as applicable to the employees of the Company.

The Nomination & Remuneration Committee met 04 (Four) times during the Financial Year 2025-26 on May 15, 2025, May 16, 2025, August 11, 2025 and November 13, 2025 and the attendance record of the Members is as follows:

Name of the Member	Category	Attendance
Mrs. Gurveen Singh (Chairperson)	Non-Executive, Independent	4/4
Mr. Vinod Rao	Non-Executive, Independent	4/4
Mr. Homi Katgara	Non-Executive, Independent	2/4
Mr. Sahil Dalal	Non-Executive, Non-Independent	4/4

Further, Ms. Shilpa Jain, Company Secretary & Compliance Officer acts as Secretary to the Committee.

Remuneration Policy

Your Company's Nomination & Remuneration Policy for Directors and Senior Managerial Personnel has been approved by the Nomination & Remuneration Committee and the Board. It is driven by the success and performance of individual employees and the Company. Through its compensation programme, the Company endeavours to attract, retain, develop, and motivate a high-performance workforce.

The purpose of the Remuneration Policy is to establish and govern the procedures applicable.

- To evaluate the performance of the members of the Board.
- To ensure remuneration payable to Directors, KMP's & other Senior Management strike an appropriate balance and are commensurate among others with the functioning of the Company and its long-term objectives.
- To retain, motivate, and promote talent within the Company, and to ensure the long-term sustainability of the managerial persons and create competitive advantage.

The policy inter alia covers the Directors' appointment and remuneration, Key Managerial Personnel, and other senior management's appointment and remuneration.

The Remuneration Policy as required under Section 178 of the Act, is available on the website of the Company and can be accessed at www.eurekaforbes.com/media/investor-relations/Nomination-and-Remuneration_Policy.pdf.

Performance Evaluation of the Board and its Criteria

The Company remains committed to upholding the highest standards of Corporate Governance through continuous monitoring and oversight mechanisms. With a well-balanced Board comprising individuals with diverse skill sets and expertise, the Company ensures objective evaluation and informed decision-making.

Pursuant to the provisions of the Act, SEBI Listing Regulations and Nomination & Remuneration Policy, the Board has carried out annual evaluation of its performance, its Committee(s) and of each Director. The process of performance Evaluation was anchored by the Chairman of the Board and Chairperson of the Nomination & Remuneration Committee.

The evaluation is carried out using detailed questionnaires aligned with the Guidance Note issued by the Institute of Company Secretaries of India (ICSI) and the requirements prescribed by SEBI.

The performance of the Board as a whole was evaluated by each Director on parameters such as its roles and responsibilities, contribution to the development of strategy and effective risk management, understanding of business operations, availability of quality information in a timely manner, etc. and submitted.

Board Committees were evaluated by the respective Committee members on parameters such as its role and responsibilities, effectiveness of the Committee vis-a-vis assigned role, appropriateness of Committee composition, timely receipt of information by the Committee, upgrading knowledge by the Committee members, effectiveness of communication by the Committee with the Board, Senior Management and Key Managerial Personnel etc.

The performance of the Chairman was evaluated by the Independent Directors on the parameters such as demonstration of effective leadership, contribution to the Board's work, communication with the Board, use of time and overall efficiency of Board Meetings, quality of discussions at the Board Meetings etc.

The Directors were evaluated individually by all other Directors (except the Director himself/herself); Non-executive Directors evaluated Independent Directors and vice versa on various parameters. Independent Directors were additionally evaluated for their performance and fulfilment of criteria of independence and their independence from the Management.

The Meeting of Independent Directors was held on March 25, 2026. The Independent Directors, inter-alia, evaluated performance of Non-Independent Directors, the Chairman of the Company and the Board as a whole and the results of the Board evaluation and the overall performance of the Board were discussed candidly. Key observations and suggestions emerging from this meeting were duly placed before the Nomination & Remuneration Committee and the Board for further deliberation and action, as appropriate. They also assessed the quality, content and timeliness of flow of information between the Management and the Board that is necessary for the Board to effectively and reasonably perform its duties.

The Board Evaluation discussion was focused on how to make the Board more effective as a collective body in the context of the business and the external environment in which the Company functions. From time to time during the year, the Board was apprised of relevant business issues and related opportunities and risks. The Board discussed various aspects of its functioning and that of its Committees such as structure, composition, meetings, functions and interaction with management and what needs to be done to further augment the effectiveness of the Board's functioning.

The overall assessment of the Board was that it was functioning as a cohesive body including the Committees of the Board. During Financial Year 2025-26, the Company actioned the feedback from the Board evaluation process conducted in Financial Year 2024-25.

The Board noted the key improvement areas emerging from this exercise in Financial Year 2025-26 and action plans to address the same are in progress. These include Business Strategy, Business Continuity Plan and other matters.

III. Stakeholders' Relationship Committee (SRC)

Introduction

The SRC oversees the various aspects of interests of security holders of the Company. The Committee also monitors the performance of the Registrar & Share Transfer Agent and recommends measures for overall improvement of the quality of investor services as and when the need arises. None of recommendations made by the Committee were rejected by the Board.

Stakeholders' Relationship Committee specifically looks into various aspects of interest of the stakeholders. The Company has a Board-level Stakeholders' Relationship Committee to examine and redress investors' complaints. The status on complaints and share transfers are reported to the entire Board.

Key Terms of Reference of the Committee are:

1. Resolving the grievances of the security holders of the listed entity including complaints related to transfer/transmission of shares, non-receipt of Annual Report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.
2. Review of measures taken for effective exercise of voting rights by shareholders.
3. Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Share Transfer Agent.
4. Review of the various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/Annual Reports/statutory notices by the shareholders of the Company.

The Stakeholders' Relationship Committee met once during the Financial Year 2025-26 on February 04, 2026 and the attendance record of the Members is as follows:

Name of the Member	Category	Attendance
Mr. Arvind Uppal (Chairman)	Non-Executive, Non-Independent	1/1
Mr. Vinod Rao	Non-Executive, Independent	1/1
Mr. Pratik Pota	Managing Director & CEO	1/1
Mrs. Gurveen Singh	Non-Executive, Independent	1/1
Mr. Shashank Samant	Non-Executive, Independent	1/1

Further, Ms. Shilpa Jain, Company Secretary & Compliance Officer acts as Secretary to the Committee.

The status of investor grievance redressal mechanism as required under the SEBI Listing Regulations is filed with the Stock Exchanges within thirty days from the end of each quarter forming part of Integrated Governance. A statement giving the number of investor complaints pending at the beginning of the quarter, those received during the quarter, disposed of during the quarter and those remaining unresolved at the end of the quarter is placed before the Committee and the Board periodically. There were no instances where the grievance was not solved to the satisfaction of the shareholders.

Details of the complaints received from shareholders during Financial Year 2025-26 are as follows:

10
Number of Complaints received

10
Number of Complaints resolved

0
Number of pending Complaints

IV. Corporate Social Responsibility Committee (CSR)

Introduction

The CSR Committee's responsibilities include developing the CSR Policy and the activities that the Company will engage in. The CSR Committee also recommends to the Board the amount of spending to be made on CSR activities of the Company, and evaluates the Company's performance in these areas. None of the recommendations made by the Committee were rejected by the Board.

Further, the CSR Committee also recommends, reviews and monitors the impact and progress of CSR initiatives taken by the Company.

Key Terms of Reference of the Committee are:

1. Formulate and recommend to the Board the CSR Policy and activities to be undertaken;
2. Recommend the amount of expenditure to be incurred on CSR activities;
3. Formulate and review the Annual Action Plan in pursuance of the CSR Policy;
4. Oversee the manner of execution of projects or programmes; the modalities of utilisation of funds and implementation;
5. Schedules for the projects/programmes;
6. Monitoring and reporting mechanism for the projects/ programmes.

The Corporate Social Responsibility Committee met 03 (Three) times during the Financial Year 2025-26 on May 15, 2025, August 11, 2025 and November 13, 2025 and the attendance record of the Members is as follows:

Name of the Member	Category	Attendance
Mrs. Gurveen Singh (Chairperson)	Non-Executive, Independent	3/3
Mr. Vinod Rao	Non-Executive, Independent	3/3
Mr. Pratik Pota	Managing Director & CEO	3/3
Mr. Homi Katgara	Non-Executive, Independent	2/3

Further, Ms. Shilpa Jain, Company Secretary & Compliance Officer acts as Secretary to the Committee.

V. Risk Management Committee (RMC)

Introduction

The Risk Management Committee ('RMC') inter alia formulates the Enterprise Risk Management Policy and reviews the same periodically; monitors and oversees implementation of the Policy, including evaluating the adequacy of risk management systems; ensures appropriate methodology, processes, and systems are in place to monitor and evaluate business risks, informs the Board about its discussions, recommendations, and actions to be taken. None of the recommendations made by the Committee were rejected by the Board.

Risk Management Committee assists the Board in monitoring and reviewing the risk management plan and implementation of the risk management and mitigation framework of the Company. The Company has an Enterprise Risk Management (ERM) framework in place, which not only addresses the business needs but also facilitates identifying, evaluating, mitigating and monitoring potential risks that may impact the realisation of strategic and business objectives.

In each meeting of the Risk Management Committee (RMC), the risk rating methodology for identified risks is reviewed to assess the current risk level—whether it remains low, medium, or high—and to determine if any reclassification or escalation is warranted. Additionally, one key risk is taken up for a detailed deep dive in every meeting, allowing the Committee to thoroughly evaluate its potential impact, existing controls, and any further mitigation measures required. This ongoing review helps maintain an accurate and up-to-date risk profile for the Company.

Notably, all members of the Audit Committee are also part of the RMC, ensuring that the Audit Committee remains fully informed about the Company's risk landscape and can provide effective oversight.

The Risk Management Committee also safeguards the shareholders' interests and the Company's assets, reviews reports from the Company's internal audit function relating to risk management, and all other matters specified under the Act, Listing Regulations or any other role as may be prescribed by law or by the Board of Directors from time to time.

Key Terms of Reference of the Committee are:

1. To formulate a detailed risk management policy which shall include:

   a. A framework for identification of internal and external risks specifically faced by the listed entity, in particular including risk related to Regulatory / Compliance, Market Risk, Consumer / Reputation, Supply Chain Risk, Information / Cyber Security, People Risk or any other risk as may be determined by the Committee.

   b. Measures for risk mitigation including systems and processes for internal control of identified risks.

   c. Business continuity plan.

2. To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
3. To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;
4. To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;
5. To keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions to be taken;

The Risk Management Committee met 02 (Two) times during the Financial Year 2025-26 on August 28, 2025 and March 20, 2026 and the attendance record of the Members is as follows:

Name of the Member	Category	Attendance
Mr. Vinod Rao (Chairman)	Non-Executive, Independent	2/2
Mr. Arvind Uppal	Non-Executive, Non-Independent	2/2
Mr. Sahil Dalal	Non-Executive, Non-Independent	2/2
Mrs. Gurveen Singh	Non-Executive, Independent	1/2
Mr. Shashank Samant	Non-Executive, Independent	1/2

Further, Ms. Shilpa Jain, Company Secretary & Compliance Officer acts as Secretary to the Committee.

4. DIRECTORS' REMUNERATION

Remuneration paid to Managing Director & CEO

Mr. Pratik Pota was appointed as the Managing Director & CEO of the Company with effect from August 16, 2022. The annual remuneration package of Mr. Pota constitutes a fixed salary component including allowances/ reimbursements; a variable pay component and stock options as approved by the Nomination & Remuneration Committee and the Board of Directors, from time to time. The Commission is performance-linked and such other parameters as may be fixed by the Nomination & Remuneration Committee and Board from time to time. All other components are fixed.

The details of the remuneration paid to the Managing Director & CEO in the Financial Year 2025-26 is reproduced below:

Particulars	Amount (₹ In Lakhs)
Salary & Perquisites	804.41
Contribution to retiral benefits	28.52
Total	**832.93**

Notes:

1. *Mr. Pratik Pota is eligible for stock options under the Company's Employee Stock Option Plan (ESOP 2022). 5,80,438 stock options have vested till date. Details of the Plan are provided in Note No. 37 to the Financial Statements.*
2. *The variable pay of Managing Director and CEO is paid annually which is determined by NRC after factoring in KPIs achieved and the Company's performance.*
3. *The appointment of the Managing Director & CEO is contractual in nature. He may resign by giving 06 (Six) months written notice without assigning any reason whatsoever. The Company can terminate the appointment by giving 06 (Six) months written notice without assigning any reason whatsoever.*

Remuneration to Non-Executive Directors

Non-Executive Directors are remunerated by way of sitting fees for attending the meetings and an annual commission. The criteria for making payment to The Non-Executive Directors and Independent Directors are available on website of the Company at www.eurekaforbes.com/media/Code_of_Conduct_for_Non_Executive_Director.pdf.

Details of the Sitting Fees and Commission payable to Non-Executive Directors in the Financial Year 2025-2026 is mentioned below:

Sr. No.	Name of the Director	Sitting Fees	Commission	Total
1	Mr. Arvind Uppal	2,95,000	27,00,000	29,95,000
2	Mr. Sahil Dalal	NA	NA	NA
3	Mr. Vinod Rao	3,55,000	27,00,000	30,55,000
4	Mrs. Gurveen Singh	3,50,000	27,00,000	30,50,000
5	Mr. Homi Katgara	2,10,000	27,00,000	29,10,000
6	Mr. Shashank Samant	2,10,000	27,00,000	29,10,000

The Commission payable to the Non-Executive Directors of the Company for the Financial Year 2025-26 is ₹ 27,00,000 per Director. Mr. Sahil Dalal has waived his right to sitting fees and commission.

Other Terms

During the year under review, there were no other pecuniary transactions or relationships of Non-Executive Directors with the Company. The Company has not granted any stock options of the Company to any of its Non-Executive Directors during the year under review.

5. GENERAL BODY MEETINGS

Details in respect of the General Meetings of the Company held during the last three years are as follows:

Date of the Meeting (Years)	Venue	Time	Special Resolution passed
September 19, 2025 (16th Annual General Meeting)	The meeting was conducted through Video Conferencing and Other Audio Visual Means. The deemed venue of the meeting was the registered office of the Company.	12:00 Noon IST	-
September 20, 2024 (15th Annual General Meeting)	The meeting was conducted through Video Conferencing and Other Audio Visual Means. The deemed venue of the meeting was the registered office of the Company.	12:00 Noon IST	-
September 22, 2023 (14th Annual General Meeting)	The meeting was conducted through Video Conferencing and Other Audio Visual Means. The deemed venue of the meeting was the registered office of the Company.	10:00 AM IST	• To consider and approve waiver of excess Managerial Remuneration to former Managing Director & Chief Executive Officer • To consider and approve waiver of excess Managerial Remuneration to Managing Director & Chief Executive Officer (Managing Director & CEO) • Approval of Payment of Commission to the Non-Executive Directors of the Company • To consider and approve the overall managerial remuneration of the Directors of the Company.
April 19, 2023 (Extra Ordinary General Meeting)	The meeting was conducted through Video Conferencing and Other Audio Visual Means. The deemed venue of the meeting was the registered office of the Company	10:00 AM IST	• Approval of proposed grant of Stock Options equal to or exceeding 1% (One Percent) of issued capital of the Company under Eureka Forbes - Employee Stock Option Plan 2022 at the time of grant to identified employee(s)

6. POSTAL BALLOT

No resolution was passed through postal ballot during the year under review. None of the businesses proposed to be transacted at the ensuing AGM requires the passing of a special resolution through postal ballot.

7. MEANS OF COMMUNICATION

Website, News & Events

The Company makes a constant effort to maintain the highest level of transparency in the interest of its stakeholders. The Company upholds the regularity and volume of its disclosures to the general public. The Company conducts frequent meetings with Investors and Analysts to update them on the progress of the Company.

The Company remains committed to transparent and proactive communication with its shareholders and investors.

Support During AGM

Speaker shareholders are guided on technical aspects to ensure seamless participation in the AGM.

IEPF Outreach

Process for claiming dividends/shares from IEPF

The claims process starts with approaching the Company for Entitlement Letter, which forms the basis of claims submission to IEPF.

The Members/Claimants whose dividends and/or shares have been transferred to the IEPF are required to initially approach the Company/its RTA with all necessary documentation. This includes KYC documents, the original share certificate (if available), documentation for issuance of duplicate certificates in the event of loss of shares and transmission documents in cases where the registered shareholder(s) is/are deceased. Upon submission of complete and accurate documents, the Company/its RTA will issue an Entitlement Letter to the Member/Claimant. This Entitlement Letter forms the basis for initiating the process to reclaim shares from the IEPF Authority.

Process for reclaiming the dividends / shares from the IEPF Authority

Post obtaining the Entitlement Letter from the Company/its RTA, Members / Claimants can reclaim the dividends/ shares from the IEPF Authority after complying with the prescribed procedures.

A flow chart explaining the procedure in detail is given below:

01 Online Application vide Form IEPF-5 on MCA V3 Portal

Claimant to claim dividends and/or shares by filing the Form IEPF-5 on MCA V3 Portal attaching the required documents as prescribed under the Act and rules made there under.

02 Dispatch of documents to the Company

Claimant to dispatch hard copy of the self-attested Form IEPF-5 along with other requisite documents, to the Nodal Officer of the Company at its Registered Office.

03 Upload of proof of dispatch on MCA V3 Portal

Post dispatch of the documents to the Company, Claimant to update date of dispatch and upload proof thereof, on the MCA V3 Portal.

04 Submission of E-Verification Report by the Company

Within 30 days of receiving the IEPF-5 claim, Company to approve/reject the claim by way of filing E-Verification Report on MCA V3 Portal.

05 IEPFA to release shares and/or dividends

Post approval by the Company and the IEPF Authority, the dividends and/or shares are released to the claimant's bank and/or demat account.

Website

A separate dedicated section under 'Investors' at www.eurekaforbes.com/investor-relations gives information on applicable policies including policy on dealing with related-party transactions which is at www.eurekaforbes.com along with news and events held during the year of the Company.

Publications in Newspapers

The quarterly, half-yearly and yearly financial results prepared in accordance with the Companies (Indian Accounting Standards) Rules, 2015 (Ind-AS Rules) in the format prescribed under Regulation 33 of the Listing Regulations are sent to the Stock Exchanges where the shares of the Company are listed i.e. BSE Limited and National Stock Exchange of India Limited. The results are normally published in "Financial Express" (English Daily) and "Mumbai Lakshadeep" (Marathi Daily) within 48 hours of the conclusion of the Meeting of the Board in which they are approved.

Financial Results

The results are displayed on the Company's website https://www.eurekaforbes.com/investor-relations.

Annual General Meeting

The proceedings of the General Meetings are also available on the Company's website at www.eurekaforbes.com/investor-relations/shareholders-information/annual-general-meeting

Press Releases, Analysts Calls and Investor Day

Other information, such as Press Release and Presentations made to investors and analysts etc. is regularly updated on the Company's website.

The Company holds analyst calls in each quarter, to apprise and make public the information relating to the Company's working and future outlook.

The Company conducts Investor Day to share strategic insights with institutional investors, while the Investor Relations team maintains regular communication to address queries and gather feedback.

The required disclosures were made to the Stock Exchange and were uploaded on the website of the Company at www.eurekaforbes.com.

Common Online Dispute Redressal Mechanism by SEBI

The Securities and Exchange Board of India (SEBI) has issued multiple circulars to introduce and implement a Common Online Dispute Resolution (ODR) mechanism for facilitating the online resolution of grievances, complaints, and disputes in the Indian securities market.

Through the relevant Circulars issued by SEBI, SEBI has not only laid the foundation for a unified digital platform to handle investor grievances but also integrated it with the existing SCORES platform to streamline redressal processes.

The ODR Portal offers members an additional mechanism to resolve their grievances, complaints, and disputes efficiently.

Level 1: Approach RTA or the Company

At the initial stage, all grievances/disputes/ complaints are required to be directly lodged with the RTA/the Company. The Member(s) may send an email to investor.helpdesk@in.mpms.mufg.com or compliance@eurekaforbes.com or send the physical correspondence addressed to M/s. MUFG Intime India Private Limited (Formerly known as Link Intime India Private Limited) (Unit: Eureka Forbes Limited), C 101, Embassy 247, L.B.S. Marg, Vikhroli (West), Mumbai - 400 083.

Level 2: Escalate to SEBI SCORES Platform

In case the grievances/disputes/complaints are not redressed to the satisfaction of the Member(s) at Level 1, then the Member(s) may escalate the same on the SEBI Complaints Redress System ("SCORES") Platform at www.scores.gov.in in accordance with the process laid out therein.

Level 3: Initiate Dispute Resolution Process on ODR Platform

In case the grievances/disputes/complaints of the Member(s) are not resolved at Level 1/Level 2, then the ODR Process may be initiated through the ODR Portal within the applicable timeframe under law.

8. SHAREHOLDERS' INFORMATION

17th (Seventeenth) Annual General Meeting (through Video Conference/Other Audio-Visual Means)

Day & Date: Wednesday, August 19, 2026

Time: 12:00 Noon IST

Venue: The 17th Annual General Meeting of the Company ('AGM') is being conducted through VC/ OAVM facility and the deemed venue for the AGM shall be the Registered Office of the Company.

Book Closure date: Not Applicable

Dividend Payment date: Not Applicable

Financial year: The Financial Year of the Company is from April 01 to March 31.

Stock Exchanges	ISIN	Stock Code
BSE Limited – Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001	INE0KCE01017	543482
National Stock Exchange of India Limited - Exchange Plaza, C-1, Block - G, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051	INE0KCE01017	EUREKAFORB

Your Company has paid the Listing fees to the Stock Exchanges for the Financial Year 2025-26 for Equity Shares within the stipulated time.

In case the securities are suspended from trading, the directors report shall explain the reason thereof – Not Applicable

Registrar & Transfer Agents

MUFG Intime India Private Limited
(Formerly known as Link Intime India Private Limited)
C 101, Embassy 247, L.B.S. Marg, Vikhroli (West), Mumbai - 400 083

Phone: +91 22 4918 6000

E-mail: investor.helpdesk@in.mpms.mufg.com

Contact Person: Mr. Jayprakash Paramabath

Share Transfer System

All share transfer and other communications regarding share certificates, change of address, dividends, etc. should be addressed to the Registrar and Transfer Agent (RTA).

In terms of the SEBI Listing Regulations, effective from April 1, 2019, securities of listed companies can only be transferred in dematerialised form except where the claim is lodged for transmission or transposition of shares or where the transfer deed(s) was lodged prior to April 1, 2019 and returned due to deficiency in the documents. SEBI vide its Circular No. SEBI/HO/MIRSD/ RTAMB/ CIR/P/2020/166 dated September 7, 2020 has instructed companies to not accept transfer requests in physical form with effect from March 31, 2021. Hence, the Company has not accepted any document for transfer of shares in physical form post March 31, 2021.

Shareholders are advised to dematerialise their shares held by them in physical form at the earliest. Requests for dematerialisation of shares are processed by RTA and confirmation thereof is given to the respective depositories i.e. National Securities Depository Limited ("NSDL") and Central Depository Services (India) Limited ("CDSL") within the statutory time limit from the date of receipt of share certificates, provided the documents are complete in all respects.

Distribution of Shareholding as on March 31, 2026

Category (Shares)	No. of Shareholders	% to total shareholders	No. of Shares	% to total no. of shareholders
Upto 500	28,766	79.60	28,32,411	1.46
501 to 1000	3,197	8.85	23,64,993	1.22
1001 to 2000	2,017	5.58	27,12,769	1.40
2001 to 3000	680	1.88	17,33,392	0.90
3001 to 4000	249	0.69	8,83,614	0.46
4001 to 5000	220	0.61	10,01,875	0.52
5001 to 10000	493	1.36	35,45,348	1.83
10001 and above	515	1.43	17,84,17,414	92.21
Total	**36,137**	**100.00**	**19,34,91,816**	**100.00**

Shareholding base expanded since listing till March 31, 2026

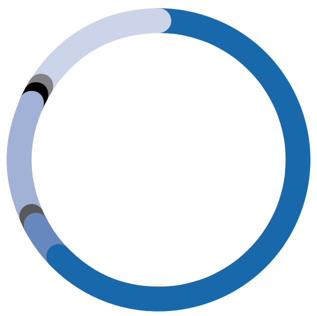
25 to 177 (7.1x)
Institutional Shareholders

13.5k to 35.2 (2.61x)
Non-Institutional Shareholders

Shareholding Pattern as on March 31, 2026

Sr. No.	Category	No. of Shares	% of Shareholding
A	**Promoter Holding**		
1	**Promoter & Promoter Group**	12,10,41,730	62.56
	Sub-Total (A)	**12,10,41,730**	**62.56**
B	**Non-Promoter Holding**		
1	Institutional Investor		
1.1	Mutual Fund	90,31,949	4.67
1.2	Alternate Investment Funds	23,71,445	1.23
1.3	Foreign Portfolio Investor	2,64,36,085	13.66
1.4	Financial Institutions / Banks	5,03,341	0.26
1.5	Foreign Bank	1,950	0.00
2	Central / State Government(s)	16,55,545	0.85
	Sub-Total (B)	**4,00,00,315**	**20.67**
	Non-Institutions		
1	Bodies Corporate/LLP	81,86,268	4.23
2	Non-Resident Indians	11,22,419	0.58
3	Individuals/HUF/Trust/Others	2,31,41,084	11.96
	Sub-Total (C)	**3,24,49,771**	**16.77**
	Grand Total (A+B+C)	**19,34,91,816**	**100.00**

Shareholding Pattern

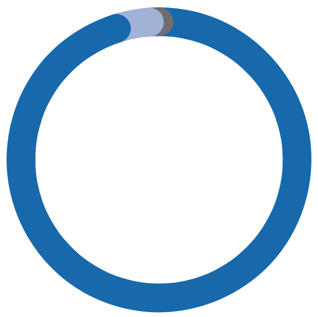


62.56% Promoter Holding	4.67% Mutual Fund	1.23% Alternate Investment Funds
13.66% Foreign Portfolio Investor	0.26% Financial Institutions / Banks	0.85% Central / State Government(s)
16.77% Non-Institutions		

Dematerialisation & Liquidity of Shares

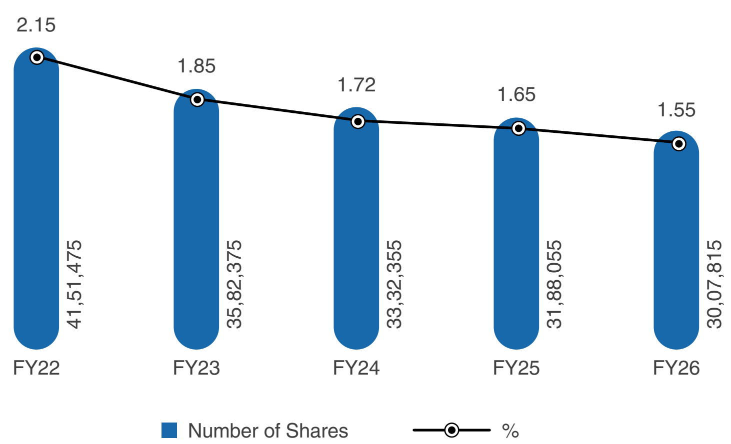
As on March 31, 2026, 98.45% of the total issued share capital was held in dematerialised form with NSDL and CDSL, and the break-up is as follows:

Dematerialisation & Liquidity of Shares



94.88% NSDL	3.57% CDSL	1.55% Physical

Reduction in physical holding



Plant Locations

Dehradun

Khasra Number 3946, 3961 & 3962, Lal Tappar Industrial Area, Majri Grant, Dehradun-Haridwar Highway, Tehsil – Rishikesh, Dist. – Dehradun, Uttarakhand – 248 140

Bengaluru

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

Address for Correspondence

Ms. Shilpa Jain is the Company Secretary & Compliance Officer of the Company. The correspondence address of the Company is:

Registered Office – B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai, Maharashtra – 400013, India.
Phone: +91 22 4882 1700
Fax: +91 22 4882 1701
Website: www.eurekafobes.com
E-mail: compliance@eurekaforbes.com

The Company welcomes all the members to communicate with the Company as per the above details or through the Company's Registrar and Share Transfer Agent (RTA):

MUFG Intime India Private Limited
(Formerly known as Link Intime India Private Limited)
C 101, Embassy 247, L.B.S. Marg, Vikhroli (West),
Mumbai - 400 083
Phone: +91 81081 16767
E-mail: investor.helpdesk@in.mpms.mufg.com

Outstanding ADRs/GDRs/Warrants or any convertible instruments, conversion date and likely impact on equity

The Company does not have any outstanding Global Depository Receipts or American Depository Receipts or warrants or any convertible instruments.

Credit Ratings

CARE

CARE has upgraded the Ratings to the Company as follows:

Facilities	Ratings	Remarks
Long term Bank Facilities	CARE AA, Stable	Upgraded from CARE AA-; Stable
Issuer Ratings	CARE AA, Stable	Upgraded from CARE AA-; Stable

CRISIL

CRISIL has provided the following Rating to the Company:

Facilities	Ratings	Remarks
Corporate Credit Rating	AA-/Positive	Upgraded from 'Stable' to 'Positive'

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

9. OTHER DISCLOSURES

(a) Disclosures on materially related party transactions that may have potential conflict with the interests of listed entity at large

During the Financial Year 2025-26, there was no materially related party transaction that may have potential conflict with the interests of the Company at large. For reference, the details of related party transactions in accordance with IND AS–24 are given in Note No. 34 of Notes to Accounts of the Annual Report. During the year, the RPT policy of the Company was amended to align with the amendments in SEBI Listing Regulations. The Policy on Materiality of RPTs and dealing with RPTs as approved by the Board is uploaded on the Company's website at the web link www.eurekaforbes.com/cms/assets/prod/Annex_9_EFL_RPT_Policy_Final_for_website_uploading_e825081221.pdf.

During the year under review,

1. all RPTs entered into by the Company, were approved by the Audit Committee and were in the ordinary course of business and at arm's length basis. The Audit Committee also granted prior omnibus approval for RPTs which would be in the ordinary course of business and on an arm's length basis that are repetitive in nature and also for unforeseen transactions, in line with the Policy on Dealing with and Materiality of Related Party Transactions and the applicable provisions of the Act read with the Rules issued thereunder and the Listing Regulations (including any statutory modification(s) and/or re-enactment(s) thereof for the time being in force).

2. the Audit Committee reviewed on a quarterly basis, the details of RPTs, entered into by the Company pursuant to the omnibus approval granted.

3. the Company did not enter into any material RPTs nor did it enter into any significant transaction with its related parties that may have a potential conflict with the interests of the Company.

4. the RPTs undertaken by the Company were in compliance with the provisions set out in the Act read with the Rules issued thereunder and relevant provisions of the Listing Regulations.

5. Pursuant to Regulation 23(9) of the Listing Regulations, the Company had filed the half-yearly reports on related party transactions with the stock exchanges on which the equity shares of the Company are listed.

(b) Details of non-compliance by the listed entity, penalties, strictures imposed on the listed entity by stock exchange(s) or the Board or any statutory authority, on any matter related to capital markets, during the last three years

The Company has not been penalised, nor have the stock exchanges, SEBI or any statutory authority imposed any strictures, during the last three years, on any matter relating to capital markets.

(c) Details of establishment of vigil mechanism / whistle blower policy, and affirmation that no personnel has been denied access to the audit Committee

The Company has adopted a Whistle Blower Policy which means alert/vigilant empowering any person associated with the organisation to file a grievance if he/she notices any irregularity. The Policy is available on the website of the Company at www.eurekaforbes.com/media/pdf/whistle-blower-policy-v2.pdf. No person has been denied access to the Audit Committee for any grievance.

(d) Web link where policy for determining 'material' subsidiaries is disclosed

The policy for determining 'material' subsidiaries is available on the website of the Company under "Policies" in the Corporate Governance section and can be accessed at www.eurekaforbes.com/cms/assets/prod/Policy_on_Material_Subsidiary.pdf.

(e) Disclosure of commodity price risks and commodity hedging activities

The Company is exposed to the risks associated with volatility in foreign exchange rates mainly on account of import of finished goods and components. A robust planning and strategy enssures that the Company's interest is protected despite volatility in foreign exchange rates and commodity prices. The Company does not enter into any derivative instruments for trading or speculative purposes. The Company has not entered into any commodity hedging activities. The details of unhedged foreign currency exposure as on March 31, 2026 are disclosed in the Note No. 40(c)(i) to the Standalone Financial Statements.

(f) Details of utilisation of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32(7A)

The Company did not raise any funds through preferential allotment or qualified institutions placement during the year.

(g) Certificate from a Company Secretary in practice that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of Companies by the Board/Ministry of Corporate Affairs or any such statutory authority.

On the basis of written representations/declaration received from the Directors, as on March 31, 2026, M/s. Mihen Halani & Associates, Company Secretaries (Peer Review Certificate No. 6925/2025), have issued a certificate, confirming that none of the Directors on Board of the Company has been debarred or disqualified from being appointed or continuing as Director of companies by SEBI/MCA or any such authority and the same also forms part of this Report.

(h) Where the Board had not accepted any recommendation of any Committee of the Board which is mandatorily required, in the relevant financial year, the same to be disclosed along with reasons thereof

The Board accepted the recommendations of its Committees, wherever made, during the financial year.

(i) Total fees for all services paid by the listed entity and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm/network entity of which the statutory auditor is a part

The details of remuneration paid to the Statutory Auditor is given in Note No. 30 forming part of the Standalone Financial Statements. The statutory auditors and their network firm/network entity are not providing any services to the Subsidiaries of the Company.

(j) Disclosure of the extent to which the Discretionary Requirements as specified in Part E of schedule II have been adopted

a. **The Board:** The Company's Chairman is a Non-Executive Director and is entitled to maintain the Chairman's office at the Company's expense and is also allowed reimbursement of expenses incurred in performance of his duties.

b. **Shareholder Rights:** Quarterly Financial Statements are published in leading newspapers and uploaded on Company's website www.eurekaforbes.com.

c. **Modified opinion(s) in audit report:** Auditors have raised no qualification on the Financial Statements.

d. **Separate posts of Chairman and the MD or CEO:** Presently, Mr. Arvind Uppal is the Non-Executive Chairman and Mr. Pratik Pota is the Managing Director & CEO of the Company.

e. **Reporting of M/s. PricewaterhouseCoopers Internal Auditor:** The Company has appointed an Internal Auditor who has direct access to the Chairman of the Audit Committee.

(k) Disclosures of the compliance with Corporate Governance requirements specified in Regulations 17 to 27 and clauses (b) to (i) of sub regulation (2) of Regulation 46

The Company has complied with all the mandatory requirements specified in Regulations 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Your Company is in compliance with all the mandatory requirements of SEBI Listing Regulations.

Further, the certificate by Practicing Company Secretary with respect to compliance with Regulation 17 to 27 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 relating to Corporate Governance, has been annexed to this Report.

(l) Policy for Prevention of Sexual Harassment of Women at Workplace

The Company values the dignity of individuals and is committed to providing an environment, which is free of discrimination, intimidation and abuse. As per the requirement of the Prevention of Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 ('POSH Act') and Rules made thereunder, your Company has constituted Internal Complaint Committee (ICC) and has a well-defined policy. The Company has in place an effective mechanism for dealing with complaints relating to sexual harassment at workplace. During the year, the Company has not received any complaint under the Policy.

a. Number of complaints filed during the Financial Year – NIL

b. Number of complaints disposed of during the Financial Year – NIL

c. Number of complaints pending as on end of the Financial Year – NIL

(m) Dividend Policy

The Company has adopted a Dividend Policy which has been displayed on the Company's website and can be accessed at www.eurekaforbes.com/media/investor-relations/Dividend_Distribution_Policy.pdf.

(n) Legal Compliance Reporting

The Board of Directors reviews, on a quarterly basis, the report of compliance with respect to all applicable laws and regulations.

(o) Demat Suspense Account

The Company has a Suspense Escrow Demat Account pursuant to SEBI/HO/MIRSD/PoD-1/OW/P/2022/64923 dated December 30, 2022.

Aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year	Number of shareholders who approached listed entity for transfer of shares from suspense account during the year	Number of shareholders to whom shares were transferred from suspense account during the year	Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year
4 shareholders holding 9,165 shares	-	-	5 shareholders holding 9,765 shares

The voting rights on the shares lying in the Suspense Escrow Demat Account remain frozen till the rightful owner claims the shares.

Parameters of Statutory compliances evidencing the standards expected from a listed entity have been duly observed and a Report on Corporate Governance as well as the Certificate from Practicing Company Secretary confirming compliance with the requirements of SEBI Listing Regulations forms part of the Annual Report.

(p) Code of Conduct

The Company has formulated and adopted Code of Conduct for members of the Board of Directors and senior management personnel (which incorporates the duties of Independent Directors) as laid down in Schedule IV of the Act ('Code for Independent Directors') in accordance with Regulation 17(5) of the SEBI Listing Regulations which is available at www.eurekaforbes.com/media/investor-relations/Code_of_Conduct_for_Board_of_Directors_and_Senior_Management_Personnel.pdf.

The Company has received confirmation from all members of the Board of Directors and Senior Management Personnel regarding compliance of the Code for the year under review. The declaration signed by Mr. Pratik Pota, Managing Director & CEO stating that the members of Board of Directors and senior management personnel have affirmed compliance with the Code of Conduct of Board of Directors and Senior Management Personnel is forming part of this report.

(q) Disclosure by listed entity and its subsidiaries of 'Loans and advances in the nature of loans to firms/companies in which Directors are interested by name and amount': Not Applicable

(r) Details of material subsidiaries of the listed entity; including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries: Not Applicable

(s) Disclosure of agreements entered under Clause 5A of Paragraph A of Part A of Schedule III which are binding on Listed entities: Not Applicable

10. Governance of Subsidiary Companies

The minutes of the Board Meetings of the subsidiary companies along with the details of significant transactions and arrangements entered into by the subsidiary companies are shared with the Board of Directors on a quarterly basis. The financial statements of the subsidiary companies are presented to the Audit Committee. As on the date of this Integrated Annual Report, the Company does not have a material subsidiary, having a net worth exceeding 10% of the consolidated net worth or income of 10% of the consolidated income of the Company. As per the requirements of Regulation 23 of Listing Regulations, omnibus approval of the Audit Committee is obtained for all related party transactions of the Subsidiaries.

11. Other Significant Governance Practices

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

2. The Company uses an internal portal to manage & automate the overall compliance activities of the Company applicable to various functions.

3. The Company has adopted automated Contract management tool to manage contracts throughout the respective lifecycles and for maintaining an online repository of the enforced contracts and retain historical records of the contracts.

4. The Company uses an automated Insider Trading monitoring tool to ensure compliance with the SEBI (Prohibition of Insider Trading) Regulations and to track trading activities of designated persons. Additionally, periodic sensitisation sessions are conducted for designated employees to reinforce awareness and understanding of their obligations under the Insider Trading Regulations.

5. As part of its inclusive and employee-centric governance practices, the Company has implemented several progressive policies, including a Creche Policy to support working parents, a POSH Policy to ensure a safe and harassment-free workplace, and a Transgender Policy to promote diversity and equal opportunity. Additionally, the Company has made its Code of Conduct and related policies easily accessible to all employees through its intranet, reinforcing a culture of ethics and accountability.

6. Quarterly Compliance certificates from all the Department Heads, giving the status of the compliances are placed before the Board.

12. Details of Corporate Policies

Statutory Policies

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

Non-Statutory Policies

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

On behalf of the Board of Directors of
Eureka Forbes Limited

Arvind Uppal
Chairman
(DIN: 00104992)

Place: Gurugram
Date: May 19, 2026

DECLARATION REGARDING COMPLIANCE WITH THE CODE OF CONDUCT OF THE COMPANY BY THE BOARD MEMBERS AND SENIOR MANAGERIAL PERSONNEL

[Pursuant to Regulation 34(3) and Schedule V of the SEBI Listing Regulations]

I, Pratik Pota, Managing Director & CEO of Eureka Forbes Limited, hereby declare that all the members of the Board of Directors and the Senior Management Personnel have affirmed compliance with the Code of Conduct of Board of Directors and Senior Management Personnel, applicable to them as laid down by the Board of Directors in terms of Regulation 26(3) of the SEBI Listing Regulations for the Financial Year ended March 31, 2026.

On behalf of the Board of Directors of
Eureka Forbes Limited

Pratik Pota
Managing Director & CEO
(DIN: 00751178)

Place: Mumbai
Date: May 19, 2026

Certificate of Practicing Company Secretary on compliance with the conditions of Corporate Governance

To,
The Members
EUREKA FORBES LIMITED

We have examined the compliance of conditions of Corporate Governance by **Eureka Forbes Limited ("the Company")**, for the financial year ended on March 31, 2026, as stipulated in Regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of regulation 46 and para-C, D and E of Schedule V of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the SEBI LODR Regulations").

The compliance of conditions of Corporate Governance is the responsibility of the management. Our examination was limited to the procedure and implementation thereof, adopted by the Company for ensuring compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations as given to us, we certify that the Company, to the extent applicable, has complied with the conditions of Corporate Governance as stipulated in Regulations 17 to 27, clauses (b) to (i) of sub-regulation (2) of Regulation 46 and Para C, D and E of Schedule V of the SEBI LODR Regulations.

We state that in respect of investor's grievance received during the financial year ended March 31, 2026, the Registrar and Transfer Agent of the Company have certified that as of March 31, 2026, there were no investors' grievances remaining unattended / pending to the satisfaction of the investor.

We further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

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

Mihen Halani
Proprietor
CP No: 12015
FCS No: 9926

Date: May 19, 2026
Place: Mumbai
UDIN: F009926H000410502

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

[pursuant to Regulation 34(3) and clause (10)(i) of Para C of Schedule V to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015]

To,
The Members,
EUREKA FORBES LIMITED

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Eureka Forbes Limited** bearing **CIN - L27310MH2008PLC188478** and having registered office at B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai – 400 013, Maharashtra, India **(hereinafter referred to as "the Company")**, produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal of the Ministry of Corporate Affairs at (www.mca.gov.in) as considered necessary and explanations furnished to us by the Company and its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on March 31, 2026 have been debarred or disqualified from being appointed or continuing as Director of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority.

Sr. No.	Name of Directors	DIN	Designation	Date of Appointment In Company
1	Mr. Arvind Uppal	00104992	Non-Executive – Non-Independent Director, Chairman	26/04/2022
2	Mr. Pratik Rashmikant Pota	00751178	Managing Director	16/08/2022
3	Mr. Homi Adi Katgara	00210338	Non-Executive - Independent Director	31/01/2022
4	Mr. Sahil Dilip Dalal	07350808	Non-Executive – Non-Independent Director	26/04/2022
5	Mr. Vinod Rao	01788921	Non-Executive - Independent Director	26/04/2022
6	Mrs. Gurveen Singh	09507365	Non-Executive - Independent Director	26/04/2022
7	Mr. Shashank Shankar Samant	09733485	Non-Executive - Independent Director	10/10/2022

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

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

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

Place: Mumbai
Date: May 19, 2026
UDIN: F009926H000410491

Annexure – 7

Business Responsibility & Sustainability Report

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1	Corporate Identity Number (CIN)	L27310MH2008PLC188478
2	Name of the Listed Entity	Eureka Forbes Limited
3	Year of incorporation	2008 (November 26, 2008)
4	Registered office address	B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai – 400013
5	Corporate address	B1/B2, 7th Floor, 701, Marathon Innova, Ganpatrao Kadam Marg, Lower Parel, Mumbai – 400013
6	E-mail	compliance@eurekaforbes.com
7	Telephone	(+)91 2248821700
8	Website	https://www.eurekaforbes.com/
9	Financial year for which reporting is being done	Financial Year 2025-26 (FY26)
10	Name of the Stock Exchange(s) where shares are listed	1. BSE Limited (BSE) 2. National Stock Exchange of India Limited (NSE)
11	Paid-up Capital	₹ 1,93,49,18,160
12	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Name: Mr. Pratik Pota Designation: Managing Director & Chief Executive Officer Email id: compliance@eurekaforbes.com Telephone: +91 2248821700
13	Reporting boundary	Standalone basis
14	Name of assessment or assurance provider	BDO India Services Private Limited
15	Type of assessment or assurance obtained	Limited Assurance

II. Products/services

16. Details of business activities (accounting for 90% of the turnover)

Sl. No	Description of Main Activity	Description of Business Activity	% of Turnover of the Entity
1	Manufacturing	Electrical equipment, General Purpose and Special purpose Machinery & equipment, Transport equipment	54.8%
2	Manufacturing	Repair & installation of machinery & equipment, motor vehicles	23.4%
3	Trading	Retail Trading	21.8%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover)

Sr. No	Product / Service	NIC Code	% of Turnover of Contributed
1	Manufacture of domestic electric appliances	27501	15.5%
2	Manufacture of filtering and purifying machinery or apparatus for liquids and gases	28195	50.3%
3	Repair and servicing of household appliances	95221	31.4%

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated

Location	Number of Plants/Sites	Number of Offices	Total
National	2	137	139
International	0	0	0

19. Markets served by the entity

a) Number of locations

Location	Number
National (No. of states)	34 (28 States + 6 Union Territories)
International (No of countries)	1

b) What is the contribution of exports as a percentage of the total turnover of the entity?

0.01%

c) A brief on types of customers

The Company caters to a diverse customer base across both business-to-consumer (B2C) and business-to-business (B2B) segments. Its customers include individual consumers, educational institutions, retail stores, households, banks, IT companies, hospitals, small and medium enterprises (SMEs), hotels, and other commercial establishments. The Company also serves various government organizations, including the railways, armed forces, and government departments, through the Government e-Marketplace (GeM) and other procurement channels.

To ensure broad market coverage and customer accessibility, the Company adopts an omnichannel distribution strategy comprising D2C (its own website), leading e-commerce platforms, modern retail outlets, and an extensive general trade network. This diversified customer and distribution base enables the Company to effectively address the varying requirements of different market segments.

IV. Employees

20. Details at the end of Financial Year:

a) Employees and workers (including differently abled)

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
Employees						
1.	Permanent (D)	2,582	2,425	93.9%	157	6.1%
2.	Other than Permanent (E)	8	6	75.0%	2	25.0%
3.	**Total employees (D + E)**	**2,590**	**2,431**	**93.9%**	**159**	**6.1%**
Workers						
4.	Permanent (F)	79	74	93.7%	5	6.3%
5.	Other than Permanent (G)*	0	0	0.0%	0	0.0%
6.	**Total workers (F + G)**	**79**	**74**	**93.7%**	**5**	**6.3%**

The Company engages contract workers through third-party contractors to meet seasonal and temporary operational requirements. As these workers are not part of the permanent workforce, data pertaining to such contract workers has not been considered for the current year's disclosure.

b) Differently abled Employees and workers

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
Differently Abled Employees						
1.	Permanent (D)	0	0	0.0%	0	0.0%
2.	Other than Permanent (E)	0	0	0.0%	0	0.0%
3.	**Total employees (D + E)**	**0**	**0**	**0.0%**	**0**	**0.0%**
Differently Abled Workers						
4.	Permanent (F)	0	0	0.0%	0	0.0%
5.	Other than Permanent (G)	0	0	0.0%	0	0.0%
6.	**Total workers (F + G)**	**0**	**0**	**0.0%**	**0**	**0.0%**

21. Participation/Inclusion/Representation of women

Particulars	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	7	1	14.3%
Key Management Personnel	3	1	33.3%

22. Turnover rate for permanent employees and workers: (Disclose trends for the past 3 years)

	FY26			FY25			FY24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	46.0%	3.0%	49.1%	38.0%	2.0%	40.0%	44.0%	2.0%	46.0%
Permanent Workers	1.0%	0.0%	1.0%	9.5%	0.0%	9.5%	4.5%	0.0%	4.5%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. Names of holding / subsidiary / associate companies / joint ventures

Sr No.	Name of the holding/ subsidiary/associate companies/joint ventures (A)	Indicate whether holding/ Subsidiary/Associate/ Joint Venture	% of shares held by listed entity	Does the entity indicated in column A participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Lunolux Limited	Holding (Held by Holding in Listed entity)	62.6%	No
2	Infinite Water Solutions Private Limited	Wholly Owned Subsidiary	100.0%	The Company takes all active measures to include its subsidiaries in its business responsibility initiatives
3	Forbes Aquatech Limited	Subsidiary	88.5%	
4	Euro Forbes Limited, Dubai	Wholly Owned Subsidiary	100.0%	

Note: Forbes Lux FZE, Dubai (Wholly owned Subsidiary of Euro Forbes Limited) has been liquidated pursuant to the letter received from the Jebel Ali Free Zone authority dated November 13, 2025.

VI. CSR Details

24. CSR Activities

I. **Whether CSR is applicable as per section 135 of Companies Act, 2013:** Yes

II. **Turnover:** ₹ 2,71,046.92 Lakhs

III. **Net worth:** ₹ 4,56,820.87 Lakhs

VII. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) If Yes, then provide web-link for grievance redress policy	FY26			FY25		
		Number of complaints filed	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes, Link to grievance redressal mechanism is www. eurekaforbes.com/ connectwith-us	0	0	-	0	0	-
Investors (other than shareholders)	Yes, Investor. relations@ eurekaforbes.com	0	0	-	0	0	-
Shareholders	The contact details of the person responsible for handling shareholder grievances are available at the designated section on the Company's website at: https://www.eurekaforbes.com/investor-relations. Further, Link to grievance redressal mechanism: compliance@ eurekaforbes.com	10	0	-	4	0	-
Employees and workers	Yes, Link to grievance redressal mechanism is www. eurekaforbes. com/ connectwith-us	1	0	Action Taken	0	0	-
Customers	Call Centre, WhatsApp, Email, IVR, Website, Customer App www. eurekaforbes. com/ connect with-us customercare@ eurekaforbes.com https://www. eurekaforbes.com/ grievance-form	261	321	Customer complaints pertaining to products and service	145	136	Customer concerns are addressed promptly and effectively, ensuring a high level of satisfaction with complaint resolution.
Value Chain Partners	Through interactions, the Company actively collects and resolves value chain partner grievances	0	0	-	0	0	-
Others	NA	NA	NA	NA	NA	NA	NA

26. Overview of the entity's material responsible business conduct issues

Please indicate responsible material business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same approach to adapt or mitigate the risk along-with its financial implications, as per the following format:

Sr. No.	Material Issue Identified	Indicate whether Risk or Opportunity (R/O)	Rationale for Identifying the Risk / Opportunity	In case of Risk, Approach to Adapt or Mitigate	Financial Implications of the Risk or Opportunity (Positive / Negative)
1	Market Risk	Risk	Inability to drive category growth and market share	• Offerings at various price points, from entry level to premium for both products and service. • Launch of 2X Filter life products across EWP portfolio. • Significant investments have been made in R&D and marketing capabilities. • Omni-channel presence including strong Go-To-Market presence and access to consumer homes. • Targeted actions on grey market operations & consumer education to garner larger share.	Negative
2	Consumer and Reputation Risk	Risk	Risk associated with poor customer experience and its potential impact on the Company's reputation.	• Fortified extensive service network through infrastructure upgrades and expansion. • Significant digital capability has been and continues to be put in place to give control to customers. • Organisational interventions like "Customer Day" and extensive engagement with business partners to further drive the mindset of customer experience. • Revamped incentive model launched to improve on-slot performance.	Negative
3	Supply Chain Risk	Risk	Risk arising from unexpected disruptions in the supply chain due to geopolitical or other external factors.	• The supply network is de-risked through a detailed vendor development roadmap. • Robust strategic partnerships are in place and are being progressively enhanced. • In-house and domestic manufacturing partnerships in key categories help in maintaining a healthy supply of products. • Strategic up-stocking of inventory considering the current geopolitical environment.	Negative
4	Information Security and Cybersecurity	Risk	Risk associated with cybersecurity, including cyberattacks, ransomware, data breaches, inadequate disaster recovery, and non-compliance with evolving data privacy laws such as the DPDP Rules	• A detailed disaster recovery process is in place. • Several data security measures in areas like customer data, Single Sign-on or Multi-Factor Authentication, call masking, etc. put in place. • Cybersecurity awareness training has been initiated across the organisation. • Appropriate cyber-security tools have been put in place. • DPDP implementation programme in place.	Negative
5	People Risk	Risk	Risk associated with people and cultural factors that may hinder our transformation initiatives.	• Dedicated teams and capability building to support transformation initiatives. • Large-scale workforce training and up-skilling across the Company. • Strong employee engagement through continuous leadership connect platforms. • High-performance culture reinforced through rewards and ESOP participation. • Robust human rights, ethics, and inclusion framework.	Negative
6	Product Risk	Risk	Risk associated with the inability to enhance product quality, meet evolving customer needs	• Design improvements, including new flow restrictors and flushing mechanisms, are underway along with regular review of performance metrics. • Required moni tor ing is available for the validation of VAVE initiatives and NPDs to avoid potential quality issues in the marketplace. • Structured approach towards identifying, managing, and reducing environmental impacts across operations (awarded GC-Mark "Green Company" certification for both manufacturing facilities)	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

Sr. No.	Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes										
1	a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	c. Web-link of the policies, if available	https://www.eurekaforbes.com/investor-relations/corporate-governance/policies								
2	Whether the entity has translated the policy into procedures.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	Name of the national and international codes/certifications/labels standards (e.g. Forest stewardship council, Fairtrade, Rainforest alliance, Trustee) standards (e.g. SA 8000, OHSAS, ISO, BIS) mapped to each principle.	1. GC Mark Certificate (Bengaluru & Dehradun) 2. IGBC Membership Certificate (Dehradun) 3. ISO 14001: 2015 (Environment Management System) (Bengaluru & Dehradun) 4. ISO 9001: 2015 (Quality Management System) (Bengaluru & Dehradun) 5. BIS Certification as per IS 14724 : 1999 (Dehradun) 6. IS16240 certifications (Bengaluru & Dehradun) 7. IS14724 Certifications (Dehradun) 8. IS0 45001:2018 (Occupational Health and Safety (OH&S) Management Systems) (Dehradun & Bengaluru)								
5	Specific commitments, goals and targets set by the entity with defined timelines, if any.	The Company is committed to delivering long-term sustainable value to its stakeholders. While the comprehensive framework for setting long-term targets is currently under development, the Company has proactively initiated early-stage measures to promote Environmental, Social, and Governance (ESG) principles. For FY27, the Company has set the following specific goals with defined timelines: 1. Reduction in Groundwater Withdrawal: The manufacturing plants aim to achieve a 5% reduction in groundwater withdrawal vs. the previous year. 2. Energy Efficient Equipment & Infrastructure: Migration to high-efficiency assembly line drives across identified manufacturing operations to enhance energy performance, and improve equipment efficiency. These targeted actions underscore our commitment to sustainable growth and ESG integration as part of our broader corporate strategy.								
6	Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	1. **Introduction of Green Packaging:** As part of its commitment to sustainable or green packaging, the Company has been actively working to reduce the use of thermocol buffers by promoting recyclable alternatives such as pulp buffers and expanded polystyrene. Pulp packaging offers several environmental advantages, including zero manufacturing waste and 100% recyclability. Building on last year's progress, the Company has further advanced its efforts by initiating the transition to eco-friendly honeycomb packaging for water purifiers. In the first phase of this initiative, over 50% of the product portfolio has successfully adopted this sustainable packaging solution, reinforcing the Company's dedication to environmental responsibility and circular economy practices. 2. **Water Efficiency and Product Optimization Initiative:** The Company redesigned the system architecture and optimised the firmware and control logic of the Auto-flushing technology in its Institutional RO product portfolio. The enhancement significantly reduced the frequency and duration of membrane auto-flush cycles, while retaining the functional benefits of improved membrane life, fouling prevention, and operational efficiency. The initiative also enabled compliance with BIS requirements of ≥40% water recovery, while improving overall system performance, enhancing water utilization efficiency, and supporting sustainable water management practices. 3. **Product Energy Optimization Initiative:** Implemented the transition from 11W reflector housing to advanced double-pass 4W reflector housing in UV / UV+UF EA and Non-EA models of the Rhone series, resulting in reduced power consumption and improved energy efficiency of the product portfolio. 4. **Renewable Energy and Energy Efficiency Initiatives:** During FY26, the Company installed rooftop solar plants with capacities of 246.5 kWp and 165.3 kWp at the Dehradun and Bengaluru facilities, respectively. This initiative strengthened the Company's renewable energy portfolio, increasing the contribution of renewable energy to over 20% through enhanced adoption of solar power across manufacturing operations. In addition, the Company continued its energy efficiency efforts through selective replacement of conventional streetlights with Solar/Light Emitting Diode (LED) lighting solutions, supporting optimized energy consumption and sustainable operations.								

Sr. No.	Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Governance, leadership and oversight										
7	Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements									

At Eureka Forbes, sustainability is fundamental to our purpose of delivering products and services that enhance the health, hygiene, and well-being of consumers while creating long-term value for all stakeholders. We believe that responsible business practices and sustainable growth are inseparable, and we continue to embed environmental, social, and governance (ESG) principles across our strategy and operations.

As businesses navigate evolving climate risks, resource constraints, circular economy expectations, and increasing stakeholder demands, we remain committed to addressing these challenges through innovation, operational excellence, and responsible governance. Our focus extends beyond regulatory compliance to building a resilient business that contributes positively to society and the environment.

During FY26, we made meaningful progress across our ESG priorities. Our continued investments in renewable energy enabled ~20% of our total energy consumption to be met through renewable sources. We have reduced our greenhouse gas emissions by 4% (scope 1 & scope 2) during FY26. Recognising the critical importance of water stewardship, both our manufacturing facilities now operate with 100% wastewater recycling and Zero Liquid Discharge (ZLD) systems, reinforcing our commitment to responsible water management and conservation.

Our products continue to create positive environmental impact beyond our operations. Every Eureka Forbes water purifier has the potential to eliminate the use of approximately 12,000 single-use plastic water bottles of 500ml each in one year, supporting the transition towards a plastic-free future. We also strengthened our circular economy initiatives through responsible waste management practices, diverting over 1,000 metric tonnes of plastic and e-waste from landfills through authorised recycling and disposal channels.

Sustainable product design remains a key focus area. During the year, nearly 50% of our product portfolio transitioned to sustainable honeycomb packaging, reducing the use of conventional packaging materials. We also completed a Life Cycle Assessment (LCA) for our water purifier portfolio in accordance with ISO 14040:2006 and ISO 14044:2006 standards, providing valuable insights into the environmental impacts of our products across their lifecycle and enabling more informed design and sustainability decisions.

These achievements reflect our commitment to integrating sustainability into every aspect of our business: from responsible manufacturing and resource efficiency to product innovation and customer impact. Looking ahead, we will continue to advance our ESG agenda by improving resource efficiency, strengthening circularity initiatives, and enhancing transparency through robust sustainability disclosures aligned with evolving regulatory requirements and global best practices.

As we continue this journey, we remain committed to creating sustainable value for our customers, employees, business partners, shareholders, and the communities we serve, while contributing meaningfully towards a more sustainable and resilient future.

8	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Name: Mr. Pratik Pota DIN: 00751178 Designation: Managing Director & CEO
9	Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes, the Managing Director & CEO, along with senior management, continuously oversee the Company's social, environmental, governance, and economic responsibilities through committees such as the CSR Committee, Risk Management Committee, and Stakeholders Relationship Committee.

10 Details of Review of NGRBCs by the Company

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	The Board periodically reviews and updates policies and processes to align with evolving industry standards.																	
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	The Company complies with all legal requirements under each principle and conducts all mandatory statutory audits to uphold the highest standards.																	

	P1	P2	P3	P4	P5	P6	P7	P8	P9
11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	The Board undertakes reviews of the policy as and when required. To further enhance governance and risk management, an external agency has been engaged to independently assess the effectiveness of policies, operational processes, and compliance mechanisms as part of Internal Auditors' scope.								

12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)					NA				
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No					NA				
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)					NA				
The entity does not have the financial or/human and technical resources available for the task (Yes/No)					NA				
Any other reason (please specify)					NA				

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

Principle 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

1. **Percentage coverage by training and awareness programmes on any of the principles during the financial year**

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	% age of persons in respective category covered by the awareness programmes
Board of Directors Key Managerial Personnel	19	• Overall industry in which the Company operates, Company's operations and Strategy and Annual Budget of the Company • Factory and R&D Centre visits to understand operations and processes • Business performance updates and strategic discussions • Overview of the internal control framework and systems • Corporate Social Responsibility (CSR) strategy and framework • Enterprise risk management framework, including deep dives on key risks • Internal audit plans, key findings, and follow-up actions • Updates on applicable laws and regulatory developments including Labour code and NFRA Circulars • Update on various policies • Compliance status and key operational updates • Business performance updates and strategic discussions	100%
Employees other than BoD and KMPs	56	• Prevention of Sexual Harassment • Code of Conduct • Prohibition of Insider Trading training	100%
Workers	26	The Company provides regular training to workers to enhance their technical capabilities, operational excellence, workplace safety, environmental awareness, ethical conduct, and compliance. During the year, training programmes were conducted in the areas of Quality & Continuous Improvement, Health, Safety & Environment (HSE), Technical & Functional Skills, People & Ethics, and Quality Systems & Compliance, covering topics such as industrial safety, first aid, environmental management, ISO standards, business ethics, team development, customer handling, and technical skills relevant to manufacturing operations.	89%

2. **Details of fines/penalties/punishment/award/compounding fees/settlement amount paid in proceedings (by the entity or by directors/KMPs) with regulators/law enforcement agencies/judicial institutions in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website)**

Monetary					
	NGRBC Principles	Name of the regulatory/ enforcement agencies/judicial institution	Amount (₹)	Brief of the Case	Has an appeal been preferred? (Y/N)
Penalty/fine	Refer to the Company's website for all disclosures made under Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 at https://www.eurekaforbes.com/investor-relations/corporate-announcements				
Settlement					
Compounding Fee					

Non-Monetary				
	NGRBC Principles	Name of the regulatory/ enforcement agencies/judicial institution	Brief of the Case	Has an appeal been preferred? (Y/N)
Imprisonment	Nil	NA	NA	NA
Punishment	Nil	NA	NA	NA

3. **Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed**

Refer to the Company's website for all disclosures made under Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 at https://www.eurekaforbes.com/investor-relations/corporate-announcements.

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.**

Yes. The Company has an Anti-Bribery and Anti-Corruption Policy that reinforces its commitment to conducting business with integrity, transparency, and in compliance with applicable laws. The policy prohibits all forms of bribery and corruption and provides guidance to employees and other stakeholders on ethical business conduct.

The Company's governance framework is further supported by a Code of Conduct and Code of Ethics, supported by a Whistle Blower Policy applicable to both internal and external stakeholders. To strengthen awareness, mandatory e-learning on these policies is provided to all employees as part of induction and is required to be completed annually thereafter. In addition, quarterly refresher sessions are conducted for workers to reinforce ethical conduct, compliance, and accountability.

Additionally, the Company ensures that all policies and practices align with the National Voluntary Guidelines (NVGs), with their implementation monitored by relevant Board Committees and Functional Heads. To foster awareness and accessibility, all HR policies are hosted on the Company's employee portal, enabling seamless communication and transparency.

Link to Policy: https://www.eurekaforbes.com/cms/assets/prod/Antibriberypolicy_EFL.pdf

5. **Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption**

	FY26	FY25
Directors	Nil	Nil
KMPs	Nil	Nil
Employees	Nil	Nil
Workers	Nil	Nil

6. **Details of complaints with regard to conflict of interest:**

	FY26		FY25	
	Numbers	Remarks	Numbers	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	Nil	Nil	Nil
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	Nil	Nil	Nil	Nil

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.** NA

8. **Number of days of accounts payables (Accounts payable *365) / Cost of goods/services procured) in the following format**

	FY26	FY25
Number of days of accounts payables	75.81	73.13

9. **Open-ness of business**

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY26	FY25
Concentration of Purchases*	a. Purchases from trading houses as % of total purchases	1.2%	-
	b. Number of trading houses where purchases are made from	46	-
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	81.8%	-
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	54.7%	52.7%
	b. Number of dealers / distributors to whom sales are made	5,878	5,787
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	41.8%	12.3%
Share of RPTs in	a. Purchases (Purchases with related parties /Total Purchases)	4.3%	4.1%
	b. Sales (Sales to related parties / Total Sales)	0.1%	0.01%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	0.0%	0.0%
	d. Investments (Investments in related parties / Total Investments made)	28.7%	30.0%

*The data for FY26 is computed basis the definition of trading houses in SEBI Circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated December 20, 2024.

Leadership Indicators

1. **Does the entity have processes in place to avoid/manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.**

Yes. The Company has established processes to identify, disclose, and manage actual, potential, and perceived conflicts of interest involving members of the Board through its Code of Conduct for the Board of Directors and Senior Management Personnel. The Code requires Directors to act in the best interests of the Company, avoid situations that may give rise to conflicts of interest, promptly disclose any actual or potential conflicts, and abstain from participating in discussions or decision-making where such conflicts exist, in accordance with applicable laws and the Company's governance framework.

To reinforce compliance, all Directors provide an annual affirmation confirming adherence to the Code of Conduct. The Code is available on the Company's website at: https://www.eurekaforbes.com/media/investor-relations/Code_of_Conduct_for_Board_of_Directors_and_Senior_Management_Personnel.pdf.

Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

	FY26	FY25	Details of improvements in environmental and social impacts
R&D	10.8%	4.5%	The Company has undertaken capital investment in the installation of an HVAC system at the Bengaluru R&D Centre to support research and development activities. The HVAC system ensures controlled environmental conditions such as temperature, humidity, and air quality, which are critical for reliable testing, product development, and process validation. This investment improves energy efficiency through optimized climate control while enhancing workplace comfort, safety, and productivity for R&D personnel. Overall, the initiative contributes to better operational efficiency, quality assurance, and sustainable infrastructure within the R&D function.
Capex	2.8%	Nil	The Company has undertaken focused capital investments to enhance environmental sustainability and social impact. Water management initiatives, including utilisation of STP/ETP treated water for toilet flushing and installation of RO systems, have improved water recycling and reduced freshwater consumption. Energy and operational efficiency have been strengthened through deployment of advanced machinery such as air compressors, spin welding machines, and energy-efficient infrastructure including interlocking tiles and air-conditioning systems for controlled environments. Environmental monitoring capability has been enhanced through the installation of an environment chamber. The adoption of cleaner mobility solutions such as a CNG vehicle contributes to reduced emissions. From a social perspective, workplace health, safety, and hygiene have been improved through provision of fire extinguishers, better infrastructure, and installation of sanitary napkin vending and destroyer machines, promoting inclusivity and employee well-being. Overall, these initiatives demonstrate the Company's commitment towards resource efficiency, emission reduction, operational safety, and improved workplace standards.

2. a) **Does the entity have procedures in place for sustainable sourcing?**

The Company expects its suppliers to adhere to social and ethical standards. The Company requires declarations from suppliers and restricts hazardous materials in accordance with RoHS regulations. For example, it verifies the absence of restricted substances in PCBs and reviews material composition, obtaining Material Test Certificates for parts, such as stainless-steel tanks whenever necessary. The Company also recommends the adoption of sustainable practices among supply chain partners by promoting the use of reusable PP boxes for plastic parts. Additionally, it is now encouraging the use of honeycomb materials for internal packaging and is actively progressing in this direction. Supplier are developed near to the plant locations to maximize the local sourcing within the region.

b) **If Yes, what percentage of inputs were sourced sustainably?**

Sustainable sourcing practices are followed for key inputs wherever possible.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) Other waste.**

(a) **Plastic:** The Company has collaborated with India's leading waste management and disposal companies to address plastic waste responsibly. The Company aims to minimise the environmental impact of plastic waste and contribute to a circular economy by promoting the recycling and reuse of plastics used in packaging. By partnering with authorised waste management companies, the Company demonstrates its dedication to environmental stewardship and taking concrete steps towards a greener future. The Company has obtained EPR registration for Plastic Waste management.

(b) **E-waste:** The Company has partnered with leading electronic asset management and disposal companies for its e-waste recycling initiative. Through this collaboration, Eureka Forbes ensures environmentally safe management of electronics at their end-of-life phase, contributing to environmental protection and responsible waste management. The Company has obtained EPR registration for E- Waste management.

(c) **Hazardous waste:** The Company has executed an agreement with the government authorised vendor for collection and recycling of Hazardous waste at both factory locations.

(d) **Other waste:** Bio Medical Waste - The Company has executed an agreement with the government authorised vendor for collection and recycling of bio medical waste at both factory locations.

4. **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Yes, Extended Producer Responsibility (EPR) is applicable to Eureka Forbes, and the Company's waste collection plan is aligned with the EPR framework. The company is committed to ensuring that the operations follow responsible environmental practices and contribute towards a cleaner and greener future. Eureka continues to focus on our sustainability objectives and remain dedicated to driving continuous improvement in our environmental performance.

Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. A) **Details of measures for the well-being of employees:**

Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		No.(B)	%(B/A)	No. (C)	% (C/A)	No.(D)	%(D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Employees											
Male	2,425	2,425	100.0%	2,425	100.0%	0	0.0%	2,425	100.0%	0	0.0%
Female	157	157	100.0%	157	100.0%	157	100.0%	0	0.0%	157	100.0%
Total	**2,582**	**2,582**	**100.0%**	**2,582**	**100.0%**	**157**	**6.1%**	**2425**	**93.9%**	**157**	**6.1%**
Other than Permanent Employees											
Male	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Female	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	**8**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**

% of employees covered by

B) **Details of measures for the well-being of workers**

Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		No.(B)	%(B/A)	No. (C)	% (C/A)	No.(D)	%(D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Workers											
Male	74	74	100.0%	74	100.0%	0	0.0%	74	100.0%	0	0.0%
Female	5	5	100.0%	5	100.0%	5	100.0%	0	0.0%	5	100.0%
Total	**79**	**79**	**100.0%**	**79**	**100.0%**	**5**	**6.3%**	**74**	**93.7%**	**5**	**6.3%**
Other than Permanent Workers											
Male	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Female	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	**0**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**

% of workers covered by

C) **Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format**

	FY26	FY25
Cost incurred on well-being measures as a % of total revenue of the company	0.42%	0.28%

2. **Details of retirement benefits, for current financial year and previous financial year.**

Benefits	FY26			FY25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority(Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority(Y/N/N.A.)
PF	100%	100%	Y	100%	100%	Y
Gratuity	100%	100%	Y	100%	100%	Y
ESI*	100%	100%	Y	100%	100%	Y
Others – please specify	Nil	Nil	Nil	Nil	Nil	Nil

* ESI Coverage is 100% for all employees and workers, where applicable

3. **Accessibility of workplaces**

Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

The Company recognises the importance of meeting the requirements of the Rights of Persons with Disabilities Act, 2016 and are taking necessary steps to support the needs of individuals with disabilities. The Company does not have any permanent employees with disabilities. The Company believes that accessibility is an essential aspect of social responsibility and are persistent in our efforts to create an inclusive environment for everyone. The Company is implementing appropriate measures to provide its employees with a better, more accessible work environment.

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**

The Company maintains a fair and discrimination-free environment for all its employees, job applicants, and workers. Regardless of race, gender, religion or beliefs, disability, age, sexual orientation, gender identity, gender expression, and other factors, every individual is treated with equality and provided with equal opportunities. Discrimination in any form is strictly prohibited under the employee code of conduct. The Company's Code of Ethics and Conduct Policy explicitly incorporates the principle of equal opportunity.

5. **Return to work and Retention rates of permanent employees and workers that took parental leave.**

Gender	Permanent Employees		Permanent Workers*	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	98.4%	40.0%	0	0
Female	66.7%	14.0%	0	0
Total	**96.9%**	**34.0%**	**0**	**0**

*No permanent worker availed parental leave during FY26.

6. **Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief**

Yes/No

	(If Yes, then give details of the mechanism in brief)
Permanent Workers	Yes through Works Committee Meeting
Other than Permanent Workers	
Permanent Employees	Eureka Forbes Limited is an equal employment opportunity company and is committed to creating a healthy working environment. The Company's policies strictly prohibit discrimination against any employee or applicant for employment on the grounds of the individual's race, colour, religion, gender, sexual orientation, national origin, age, disability or any other characteristic protected by law. Eureka Forbes ensures that all employment decisions, involving recruitment, hiring, promotion, training, compensation, benefits, transfer, discipline, and discharge, are all free of unlawful discrimination. To reinforce its commitment to create a healthy work environment that enables employees to work without fear of prejudice, bias or harassment, the company has put in place a well-defined grievance redressal mechanism. Committees are setup at regional levels and manufacturing units, Employee Assistance Registers (EAR) are maintained in Units, and regular awareness sessions are held to ensure that any complaints or concerns of employees are heard and amicably resolved. These mechanisms are designed to receive and facilitate the resolution of concerns raised by employees and to address complaints, disputes, or grievances brought forward by external stakeholders. It serves as an important channel for individuals to seek redress and ensures that their concerns are handled in a fair and timely manner. By involving various functions and establishing robust mechanisms, Eureka Forbes strives to create a work environment that respects and safeguards human rights. The Company is committed to addressing any human rights issues that may arise and continuously improving practices to uphold the well-being and dignity of all individuals impacted by our operations.
Other than Permanent Employees	

7. **Membership of employees and worker in association(s) or Unions recognized by the listed entity:**

Category	FY26			FY25		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	%(B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	%(D/C)
Total Permanent Employees	**2,582**	**0**	**0.0%**	**2,697**	**0**	**0.0%**
Male	2,425	0	0.0%	2,523	0	0.0%
Female	157	0	0.0%	156	0	0.0%
Total Permanent Workers	**79**	**0**	**0.0%**	**42**	**0**	**0.0%**
Male	74	0	0.0%	41	0	0.0%
Female	5	0	0.0%	1	0	0.0%

8. **Details of training given to employees and workers**

Category	FY26					FY25				
	Total (A)	On Health and Safety		On Skill Upgradation		Total (D)	On Health and Safety		On Skill Upgradation	
		No.(B)	%(B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	2,425	448	18.5%	1,779	73.4%	2,523	77	3.1%	675	26.8%
Female	157	68	43.3%	89	56.7%	156	8	5.1%	15	9.6%
Total	**2,582**	**516**	**20.0%**	**1,868**	**72.3%**	**2,679**	**85**	**3.2%**	**690**	**25.8%**
Workers										
Male	74	72	97.3%	72	97.3%	41	41	100.0%	41	100.0%
Female	5	1	20.0%	1	20.0%	1	1	100.0%	1	100.0%
Total	**79**	**73**	**92.4%**	**73**	**92.4%**	**42**	**42**	**100.0%**	**42**	**100.0%**

9. **Details of performance and career development reviews of employees and worker**

Category	FY26			FY25		
	Total (A)	No.(B)	%(B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	2,425	2,314	95.4%	2,523	1,841	73.0%
Female	157	149	94.9%	156	101	64.7%
Total	**2,582**	**2,463**	**95.4%**	**2,679**	**1,942**	**72.5%**
Workers						
Male	74	42	56.8%	41	38	92.7%
Female	5	1	20.0%	1	1	100%
Total	**79**	**43**	**54.4%**	**42**	**39**	**92.9%**

10. **Health and safety management system:**

a) **Whether an occupational health and safety management system has been implemented by the entity? If Yes, the coverage such system?**

Yes, the Company has implemented the ISO 45001:2018 Occupational Health and Safety Management System. This system provides a structured framework to manage OH&S risks and opportunities, aiming to prevent work-related injuries and ill health, and to ensure a safe and healthy workplace by eliminating hazards and reducing risks through effective preventive and protective measures. The scope of ISO 45001:2018 certification covers Eureka's sites, including both manufacturing locations.

b) **What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?**

The Company conducts monthly evaluations for routine job tasks, which includes

1. Hazard Identification & Risk Assessment (HIRA).
2. Gemba Walk Assessment.
3. Internal and External Audit reviews.
4. Near Miss Reporting for the Employees & Visitors.
5. Quarterly Work Zone Monitoring for illumination and noise level.

For non-routine jobs, the Company implements a Work Permit System (WPS) to ensure proper authorisation and safety measures.

c) **Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)**

Yes, the Company has established adequate processes and mechanisms that enable workers to report work-related hazards and remove themselves from situations involving potential risk or danger. The systems and practices implemented include:

1. Structured mechanisms for identification and reporting of workplace hazards and unsafe conditions.
2. Defined procedures allowing workers to safely withdraw from hazardous situations without fear of retaliation.
3. Regular training, awareness sessions, and safety communication programs to enhance workers' capability in identifying, reporting, and managing occupational risks.

These processes are implemented as part of the Company's commitment towards ensuring occupational health, safety, and overall well-being of workers, in line with applicable health and safety standards.

d) **Do the employees / worker of the entity have access to non-occupational medical and healthcare services? (Y/N)**

Yes, the employees of the Company have access to non-occupational medical and healthcare services and all the employees are covered under healthcare Insurance. In addition to this, we have established OHC (Occupational Health Center) and also signed the agreement with the hospital at both the locations, on demand Ambulance and Doctor's visits.

11. Details of safety related incidents, in the following format

Safety Incident/Number	Category	FY26	FY25
Lost Time Injury Frequency Rate (LTIFR)	Employees	0	0
(per one million-person hours worked)	Workers	0	0
Total recordable work-related injuries	Employees	0	0
	Workers	0	0
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or	Employees	0	0
ill-health (excluding fatalities)	Workers	0	0

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

Response: The Company is committed to providing a safe, healthy, and inclusive workplace for all employees and workers. Regular safety trainings, hazard identification and risk assessment exercises, emergency preparedness initiatives, and third-party safety audits aligned with ISO 45001 standards are conducted to strengthen workplace safety practices.

Employee well-being is further supported through health awareness programmes, POSH sensitisation sessions, wellness initiatives, and access to medical consultation support. These measures reflect the Company's continuous focus on fostering a safety-driven and employee-centric work culture.

13. Number of Complaints on the following made by employees and workers

Category	FY26			FY25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	0	0	Nil	0	0	Nil
Health & Safety	0	0	Nil	0	0	Nil

14. Assessments for the year

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%. Inspections and annual audits are carried out at factory locations by the Factory Inspector and external audit partners to review overall plant operations, including health and safety aspects
Working Conditions	100%. Inspections and annual audits are conducted at factory locations by the Factory Inspector and external audit partners, and all legal registers required under the Factories Act, 1948 are maintained following thorough examination.

15. Provide details of any corrective action taken or underway to address safety-related incidents and on significant risks / concerns arising from assessments of health and safety practices and working conditions.

Response: During the reporting period, the Company recorded zero fatalities and no high-impact work-related injuries among employees. The Company continued to strengthen workplace safety through regular risk assessments, safety trainings, mock drills, mandatory PPE usage, first-aid support, and defined work permit systems for high-risk activities.

Safety committees at both locations regularly review safety practices and corrective actions, while employee wellness initiatives, including medical consultation and health awareness programmes, further support a safe and healthy work environment.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

Yes, all employees and workers are well covered under Life Insurance, Mediclaim and Statutory coverage (ESIC where applicable) as per the grade and applicability under provisions of prevailing law.

2. Provide the number of employees/workers having suffered high consequence work-related injury/ill-health/ fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment

	Total no. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY26	FY25	FY26	FY25
Employees	0	0	0	0
Workers	0	0	0	0

*The above details pertain to manufacturing plants located at Dehradun and Bengaluru

Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

The Company places a strong emphasis on nurturing meaningful relationships with both internal and external stakeholders, recognising their impact on business decisions and operations. Trust built through these relationships reinforces the Company's brand reputation and long-term value creation. A structured stakeholder mapping exercise has been undertaken to support strategic decision-making and ensure alignment with stakeholder expectations.

The Company has set up effective communication channels to maintain transparent and open dialogue with all key stakeholder groups, including:

a. Employees
b. Local Community
c. Supplier/Vendor
d. Shareholders/Investors
e. Customers
f. Regulatory Bodies
g. Trade Partners

This approach enables the Company to identify, prioritise, and respond to the needs and concerns of each group, fostering sustained, collaborative, and value-driven engagement.

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group**

Stakeholder Group	Whether identified as Vulnerable &Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	National and regional SMART conferences, monthly regional town halls; quarterly central town hall led by the Executive Committee, regular communication from corporate communication and HR teams on key updates and engagement activities (such as sports, celebrations, etc.)	Regularly	To support employee development, ensure well-being and maintain a safe workplace
Local Communities/ NGOs	Yes	Engagement is conducted primarily through specialized CSR implementation partners who identify community needs, design interventions, and execute projects. Feedback from beneficiaries is gathered through the partners as well as Company employees.	Regularly	Local communities influence public perception and company reputation. NGOs act as facilitators in community engagement and advocacy with local authorities
Suppliers/ Vendors	No	In-person meetings, vendor visits or visits to vendor's facility/office, engagement at leadership level	Regularly	Ensuring supply chain continuity, quality assurance, and long-term collaboration on future business needs
Shareholders/ Investors No		• Quarterly Earnings Calls • Investor Calls and Meets • Investor Day • Annual General Meeting (AGM) • Company's Website • Press Releases • Non-Deal Roadshows • Quarterly Results Declaration • Other Statutory Disclosures.	Regularly	Shareholders are important for the Company's success and growth. The purpose of these engagements is to build mutual relationship with investors, thereby enhancing their understanding of the business model as well as to provide updates on new business developments. The management spends significant time with shareholders, analysts and investors to communicate the strategic direction of the business, capital allocation priorities and address any other queries that they might have regarding operations or financial performance
Customers	No	Employee Visits, CRM activities, NPS surveys, Website	Regularly	To strengthen customer relationships and maintain predictable revenue growth
Regulatory bodies	No	Transparent communication through statutory disclosures	Regularly	Fostering compliance, transparency, and accountability, thereby building long-term trust

Stakeholder Group	Whether identified as Vulnerable &Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Trade Partners – FBPs (Franchise Business Partners), FDOs (Franchise Direct Operations) and SSDs (Sales & Service Distributors)	No	**ERP & DMS:** Primary platforms for processing primary and secondary sales orders, maintaining transaction records, and data archiving. **JOS (Joy of Selling) Proprietary App:** Lead management platform used to track sales leads, monitor active manpower count, analyze demo trends, and measure sales productivity. **Partner Circle Head:** Designated company SPOC (Single Point of Contact) responsible for partner engagement, performance management, and business review discussions.	Daily/Weekly	Strategic collaboration to enhance market reach in non-CRC zones and (company owned & operated "Customer Response Centres") or key cities/ markets

* Although we have indicated 'No' above, as these stakeholder groups are not entirely vulnerable or marginalised, the Company is consciously engaged in initiatives aimed at supporting and empowering vulnerable segments within these groups. For instance, a call centre operated by individuals with special needs has been established in collaboration with NASEOH (National Society for Equal Opportunities for the Handicapped) in Chembur, Mumbai.

Leadership Indicators

1. **Provide the processes for consultation between stakeholders and the board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the board.**

The Company has established a structured process for stakeholder consultation on economic, environmental, and social matters. The management regularly engages with key stakeholders, including investors, customers, suppliers, employees, and communities, to understand their expectations and concerns.

Key insights and outcomes from these stakeholder engagements are consolidated and presented to the Board through periodic updates, including quarterly Action Taken Reports. The Board is regularly apprised of material matters relating to business performance, industry developments, Corporate Social Responsibility (CSR) projects, strategic priorities, and significant regulatory developments, including amendments and circulars issued by regulatory authorities such as the Securities and Exchange Board of India (SEBI) and the Ministry of Corporate Affairs (MCA).

The Board reviews these updates, provides guidance and strategic inputs, and its feedback is communicated to the management for appropriate action, ensuring that stakeholder perspectives are effectively integrated into the Company's decision-making processes.

Principle 5: Businesses should respect and promote human rights

Essential Indicators

1. **Employees and workers who have been provided training on human rights issues and policy(ies) of the entity:**

Category	FY26 (Current Financial Year)			FY25 (Previous Financial Year)		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	2,582	2,582	100.0%	2,679	2,652	99.4%
Other than permanent	8	8	100.0%	9	6	66.7%
Total Employees	**2,590**	**2,590**	**100.0%**	**2,688**	**2,658**	**99.3%**
Workers						
Permanent	79	79	100.0%	42	42	100.0%
Other than permanent	0	0	0.0%	0	0	0.0%
Total Workers	**79**	**79**	**100.0%**	**42**	**42**	**100.0%**

2. **Details of minimum wages paid to employees and workers**

Category	FY26 (Current Financial Year)					FY25(Previous Financial Year)				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No.(B)	%(B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent										
Male	2,425	141	5.8%	2,284	94.2%	2,523	147	5.8%	2,376	94.2%
Female	157	3	1.9%	154	98.1%	156	7	4.5%	149	95.5%
Other than permanent										
Male	6	0	0.0%	6	100%	7	0	0%	7	100%
Female	2	0	0.0%	2	100%	2	0	0%	2	100%
Workers										
Permanent										
Male	74	31	41.9%	43	58.1%	41	0	0%	41	100%
Female	5	4	80.0%	1	20.0%	1	0	0%	1	100%
Other than permanent										
Male	0	0	0%	0	0%	0	0	0%	0	0%
Female	0	0	0%	0	0%	0	0	0%	0	0%

3. **Details of remuneration / salary / wages**

a. **Medium remuneration/wages**

	Male		Female	
	Number	Median remuneration / salary / wages of respective category (in lacs ₹)	Number	Median remuneration / salary / wages of respective category (in lacs ₹)
Board of Directors (BoD)	6	29,52,500	1	30,50,000
Key Managerial Personnel	2	6,72,23,250	2	38,98,857
Employees other than BoD and KMP	2,423	5,73,996	156	8,00,004
Workers	74	2,86,248	5	2,37,576

Ms. Pragya Kaul, Company Secretary & Compliance Officer resigned w.e.f. August 29, 2025 and Ms. Shilpa Jain was appointed as Company Secretary & Compliance Officer of the Company w.e.f. September 02, 2025. Accordingly, the pro-rata median has been calculated for both KMPs.

b. **Gross wages paid to females as % of total wages paid by the entity, in the following format:**

	FY26	FY25
Gross wages paid to females as % of total wage. (permanent employees + permanent workers)	8.2%	8.4%

4. **Do you have a focal point (Individual / Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business?**

Yes, The Company has a code of conduct and the HR department is responsible for addressing any human rights impacts or issues caused or contributed to by the business and the Company also has a whistleblower mechanism in place for Employee (past or present), Director, Business Partner, Distributor, Customer or Vendor.

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues.**

To maintain a safe and productive workplace, the Company has adopted a POSH policy and a whistle-blower policy. Detailed response on the same is shared in P5-Q8. The Company has zero tolerance for human rights violations. Human rights is one of the Company's key focus areas. Any human rights violation, wherever reported, shall be investigated by the Management following the code of conduct.

Number of Complaints on the following made by employees and workers

Category	FY26			FY25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	0	0	NA	0	0	NA
Discrimination at workplace	1	0	Action Taken	0	0	
Child Labour	0	0	NA	0	0	
Forced / Involuntary Labour	0	0	NA	0	0	
Wages	0	0	NA	0	0	
Other human rights related issues	0	0	NA	0	0	

6. **Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format**

	FY26	FY25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	0
Complaints on POSH as a % of female employees / workers	0	0
Complaints on POSH upheld	0	0

7. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases**

The Company has a strict adherence to policy on discrimination & harassment and investigations are strictly confidential to prevent any disadvantage to the complainant or the witnesses. In line with POSH policy implemented across the organisation, all necessary steps are taken to safeguard individuals who raise complaints against victimisation or retaliation. The Company recognises the importance of providing a safe environment for employees to come forward and address their concerns without fear of negative consequences. The POSH programme (available on the LMS) is a mandatory compliance course for all employees to undertake at least once a year. To effectively address both sexual and non-sexual harassment, The Company has established Internal Complaints Committee (ICC) both at the regional and corporate locations. The Committee comprises a diverse group of internal and external members with relevant backgrounds, with well-defined criteria for handling sexual harassment cases. To ensure awareness and sensitivity towards these issues, sensitisation and training programmes to all employees are provided on regular basis. These initiatives are coordinated by the Human Resources department and other relevant functions to ensure comprehensive coverage across the Company.

8. **Do human rights requirements form part of your business agreements and contracts? (Yes/No)**

No. However, the Company strongly believes that suppliers and vendors are an integral part of its business and contribute to its growth and viability. Thus, regular engagement activities are organised with suppliers and vendors

9. **Assessments for the year**

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	None
Forced /Involuntary Labour	
Sexual Harassment	
Discrimination at workplace	
Wages	
Others- Health & Safety, Working hours	

10. **Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above.**

Not Applicable. However, the Company maintains full compliance with applicable labour laws, including those concerning wages, the Prevention of Sexual Harassment (POSH), and the prohibition of forced or involuntary labour. During the year, the Company did not receive any complaints related to forced or involuntary labour, discrimination, or child labour.

Leadership Indicators

1. **Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

The Company recognises the importance of meeting the requirements of the Rights of Persons with Disabilities Act, 2016 and are taking necessary steps to support the needs of individuals with disabilities. The Company does not have any permanent employees with disabilities. The Company believes that accessibility is an essential aspect of social responsibility and are persistent in our efforts to create an inclusive environment for everyone. The Company is implementing appropriate measures to provide its employees with a better, more accessible work environment.

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. **Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:**

Parameter	FY26	FY25
From renewable sources		
Total electricity consumption (A) (in GJ)	1,047.8	0
Total fuel consumption (B) (in GJ)	0	0
Energy consumption through other sources (C) (in GJ)	0	0
Total energy consumed from renewable sources (A+B+C) (in GJ)	**1,047.8**	**0**
From non-renewable sources		
Total electricity consumption (D) (in GJ)	4,117.8	4,312.2
Total fuel consumption (E) (in GJ)	349.6	323.9
Energy consumption through other sources (F) (in GJ)	0	0
Total energy consumed from non-renewable sources (D+E+F) (in GJ)	**4,467.4**	**4,636.1**
Total energy consumed (A+B+C+D+E+F) (in GJ)	**5,515.2**	**4,636.1**
Energy intensity per rupee of turnover (GJ/million rupees) (Total energy consumption / Revenue from operations)	0.20	0.19
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (GJ/₹ adjusted to PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	4.14	3.18
Energy intensity in terms of physical output (GJ/unit produced)	1.39	1.39
Energy intensity (optional) – the relevant metric may be selected by the entity	NA	NA

Notes
1. FY25 figures have been restated due to the expansion of the reporting boundary from manufacturing plants in Dehradun and Bengaluru to include the Head Office and Regional Offices, ensuring a more comprehensive representation of the Company's operations.
2. The revenue from operations has been adjusted for Purchasing Power Parity ('PPP') based on the PPP conversion rates published by International Monetary Fund ('IMF') which is 20.34 for the current year (FY26) and 20.66 for previous year (FY25).
3. Total electricity consumption (D) includes the grid electricity consumption. Total fuel consumption (E) includes diesel used in DG sets and fuels in Company vehicles.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, BDO India Services Private Limited

2. **Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**

The Company currently has no sites or facilities classified as Designated Consumers (DCs) under the Government of India's Perform, Achieve and Trade (PAT) Scheme.

3. **Provide details of the following disclosures related to water, in the following format**

Parameter	FY26	FY25
Water withdrawal by source (in kilolitres)		
(i) Surface water	5,203.7	0.0
(ii) Groundwater	17,979.2	11,348.0
(iii) Third-party water (Municipal water supplies)	769.0	7,763.0
(iv) Seawater / desalinated water	0.0	0.0
(v) Others	0.0	0.0
Total volume of water withdrawal (i + ii + iii + iv + v)	**23,951.9**	**19,111.0**
Total volume of water consumption (in kiloliters)	**22,514.8**	**18,920.0**
Water intensity per rupee of turnover (kL/million rupees) (Water consumed / Revenue from operations)	0.83	0.78
Water intensity per rupee of turnover adjusted for PPP (kL/million rupees adjusted for PPP*) (Total water consumption / Revenue from operations adjusted for PPP)	16.90	15.60
Water intensity in terms of physical output (e.g., KL/Ton produced)	5.68	5.67
Water intensity (optional) – the relevant metric may be selected by the entity	NA	NA

The above details pertains to manufacturing plants located at Dehradun and Bengaluru.

Note
1. * The revenue from operations has been adjusted for Purchasing Power Parity ('PPP') based on the PPP conversion rates published by International Monetary Fund ('IMF') which is 20.34 for the current year (FY26) and 20.66 for previous year (FY25).

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency

Yes, BDO India Services Private Limited

4. **Provide the following details related to water discharged**

Parameter	FY26	FY25
Water discharge by destination and level of treatment (in kilolitres)	Nil	Nil
(i) To Surface water		
- No treatment		
- With treatment – please specify level of treatment		
(ii) To Groundwater		
- No treatment		
- With treatment – please specify level of treatment		
(iii) To Seawater		
- No treatment		
- With treatment – please specify level of treatment		
(iv) Sent to third parties		
- No treatment		
- With treatment – please specify level of treatment		
(v) Others		
- No treatment	Nil	
- With treatment – please specify level of treatment	The Company has installed Effluent Treatment Plants (ETP) and Sewage Treatment Plants (STP) at both its manufacturing facilities. The effluent generated is treated appropriately and reused within the plants for purposes such as gardening, road cleaning,etc. thereby promoting water conservation and resource efficiency.	
Total water discharged (in kilolitres)	**0**	

The above details pertain to manufacturing plants located at Dehradun and Bengaluru.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency

Yes, BDO India Services Private Limited

5. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

Yes, Eureka has implemented a Zero Liquid Discharge (ZLD) system at both factory locations. Sewage Treatment Plants (STPs) and Effluent Treatment Plants (ETPs) have been installed, and the treated water is recycled and reused within the premises for activities such as gardening and flushing. A minor quantity of water is lost during the treatment and sludge drying process due to evaporation, while the remaining treated water is fully utilised for internal purposes. The Company adheres to all applicable guidelines and standards prescribed by the Central and State Pollution Control Boards (CPCB and SPCBs) for the operation and maintenance of STPs and ETPs.

6. **Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

Parameter	Please specify unit	FY26	FY25
NOx	kgs	42.2	17.1
SOx	kgs	8.7	8.7
Particulate matter (PM)	Tonnes	14.0	8.5
Persistent organic pollutants (POP)	Tonnes	0.0	0.0
Volatile organic compounds (VOC)	Tonnes	0.0	0.0
Hazardous air pollutants (HAP)	Tonnes	0.0	0.0
Others – please specify	Tonnes	NA	NA

*The above details pertain to manufacturing plants located at Dehradun and Bengaluru.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

7. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format**

Parameter	Unit	FY26	FY25
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	tCO_2e	121.2	115.8
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	tCO_2e	812.1	856.6
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	tCO_2e/Million turnover in ₹	0.03	0.04
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted For Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	tCO_2e/ Revenue from operations adjusted for PPP in Million Rupees	0.70	0.80
Total Scope 1 and Scope 2 emission intensity in terms of physical output	tCO_2e/'000 units produced)	0.24	0.29
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity		NA	NA

*FY25 figures have been restated due to the expansion of the reporting boundary from manufacturing plants in Dehradun and Bengaluru to include the Head Office and Regional Offices, ensuring a more comprehensive representation of the Company's operations.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, BDO India Services Private Limited

8. **Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.**

Response:

Yes, Eureka Forbes has undertaken several projects and initiatives aimed at reducing greenhouse gas (GHG) emissions across its manufacturing operations. The Company has installed Retro-fitting Emission Control Devices (RECDs) at its Bengaluru plant to reduce emissions and improve air quality management. In addition, Eureka Forbes has implemented various energy efficiency measures, including the deployment of Variable Frequency Drives (VFDs) and High-Volume Low Speed (HVLS) fans across its manufacturing facilities, which help optimize energy consumption and enhance operational efficiency.

Further, Eureka Forbes has been actively transitioning its transportation fleet toward cleaner alternatives. During FY25, conventional diesel and petrol vehicles at the Bengaluru plant were replaced with hybrid vehicles powered by CNG and petrol. This initiative was extended to the Dehradun plant in FY26 through the procurement of similar hybrid vehicles. The Company has also increased the use of CNG and electric vehicle (EV)-based transportation within its premises. These initiatives demonstrate Eureka Forbes' commitment to reducing GHG emissions, improving resource efficiency, and advancing cleaner and more sustainable operations in line with its environmental and sustainability objectives.

9. **Provide details related to waste management by the entity, in the following format:**

Parameter	FY26	FY25
Total waste generated (in metric tonnes)		
Plastic waste (A)	432.9	9.76
E-waste (B)	0.0	0
Bio-medical waste (C)	0.15	0.11
Construction and demolition waste (D)	0.0	0
Battery waste (E)	0.0	0
Radioactive waste (F)	0.0	0
Other hazardous waste (G)	0.01	297.6
Other non-hazardous waste (H)	846.7	711.2
Break-up by composition i.e. by materials relevant to the sector		
Total (A+B + C + D + E + F + G + H)	**1,279.8**	**1,018.7**
Waste intensity per rupee of Turnover (Total waste generated/Revenue from operations)	0.05	0.04
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated/Revenue from operations adjusted for PPP)	0.96	0.84
Waste intensity in terms of physical output (MT/'000 units produced)	0.32	0.31
Waste intensity (optional) – the relevant metric may be selected by the entity.	NA	NA

For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)

Category of waste	FY26	FY25
(i) Recycled	1,279.82	1,018.67
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	**1,279.82**	**1,018.67**

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)

Category of waste	FY26	FY25
(i) Incineration	0.01	0.31
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
Total	**0.01**	**0.31**

The above details pertain to manufacturing plants located at Dehradun and Bengaluru.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, BDO India Services Private Limited

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such waste.

Response:

1. The Company has established well-defined systems to manage operational waste efficiently. In line with the Extended Producer Responsibility (EPR) guidelines under the Plastic Waste Management Rules, 2016 (amended in 2022), the Company ensures the collection, processing, and recycling of an amount of plastic waste equivalent to what is used in its product packaging annually. Although hazardous waste generation is minimal compared to non-hazardous waste, robust mechanisms are in place for its safe collection, transportation, and disposal through authorised government vendors. These efforts reflect the Company's commitment to responsible waste management and environmentally sustainable practices.

2. The Company is also compliant with the E-Waste Management System, as per the E-Waste (Management) Rules, 2016 (amended in 2022)

   The Company continued to strengthen its commitment to environmental sustainability during FY26 through responsible management of electronic and plastic waste, supporting the transition towards a circular economy and resource conservation. In collaboration with authorised recyclers and CPCB-approved hazardous waste handlers, the Company maintained a transparent and compliant framework for the safe collection, processing, and recycling of end-of-life materials. During the year, more than 1,000 metric tonnes of combined E-waste and plastic waste were successfully collected and processed, diverting significant volumes from landfills and enabling the recovery of valuable secondary resources while minimising environmental contamination risks. The Company also remained fully compliant with all applicable Extended Producer Responsibility (EPR) requirements, supported by robust end-to-end tracking mechanisms that ensure post-consumer waste is channelised through formal collection systems and processed using environmentally responsible recycling and resource recovery practices.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

Sr No.	Location of operations/offices Type of Operations	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N). If no, the reasons thereof and corrective action taken, if any.
1	Eureka Forbes Limited, Lal Tappar Industrial Area, Majri Grant, Dehradun Haridwar Highway -Dehradun, Uttarakhand - 248140	Assembling Unit of Water Filter cum Purifier & Water Cooler Cum Purifier	Yes, the Company has obtained Environmental Clearance from the Ministry of Environment, Forest, and Climate Change.

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
NA					

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
NA				

Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. **Number of affiliations with trade and industry chambers/ associations**

   10

   b. **List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.**

Sr no.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/ associations (State/National)
1	Federation Of Indian Chambers of Commerce and Industry (FICCI)	National
2	Confederation of Indian Industry (CII)	National
3	The Associated Chambers of Commerce & Industry of India (ASSOCHAM)	National
4	International Market Assessment India Pvt. Ltd. (IMA)	National
5	Water Quality India Association (WQAI)	National
6	National Safety Council	National
7	IMC Chamber of Commerce and Industry	National
8	The Advertising Standards Council of India	National
9	Retailers Association of India (RAI)	National
10	Bombay Chamber of Commerce & Industry	State

2. **Provide details of corrective action taken or underway on any issues related to anti- competitive conduct by the entity, based on adverse orders from regulatory authorities.**

   Nil

Principle 8: Businesses should promote inclusive growth and equitable development

Essential Indicators

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.**

Name and brief of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes /No)	Results communicated in public domain (Yes/ No)	Relevant Web link
Not Applicable					

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format**

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
Not applicable						

3. **Describe the mechanisms to receive and redress grievances of the community.**

The Company engages closely with communities, listening to their concerns and responding through timely, meaningful action. This ongoing dialogue reflects the Company's commitment to community wellbeing and helps strengthen lasting, trust-based relationships.

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers:**

	FY26	FY25*
Directly sourced from MSMEs / small producers	44.4%	45.8%
Directly from within India	55.5%	62.3%

5. **Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost**

Location	FY26	FY25
Rural	0.8%	2.2%
Semi-urban	0.1%	1.1%
Urban	10.3%	13.6%
Metropolitan	88.8%	83.1%

Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner.

Essential Indicators

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

The Company has a robust system in place to manage customer complaints and feedback effectively. Customers can connect through various channels, including the Call Centre, WhatsApp, Email, IVR, and the official website. Further contact details are available at www.eurekaforbes.com/contactus. An Escalation Management Team (EMT) operates from both the head office and key strategic locations. A structured escalation hierarchy is in place, with dedicated Service Heads in each region supported by a team of experienced service leaders to ensure timely and satisfactory resolution of customer issues.

2. **Turnover of products and / services as a percentage of turnover from all products/service that carry information about**

	As a percentage to total turnover (%)
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

3. **Number of consumer complaints in respect of the following**

	FY26			FY25		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data Privacy	0	0		0	0	N/A
Advertising	0	0		1	1	
Cyber-security	0	0		0	0	
Delivery of essential services	0	0		0	0	
Restrictive trade practice	0	0		0	0	
Unfair trade practices	0	0		0	0	
Other (Customer complaints pertaining to product and service-related matters)	261	321		144	135	

4. **Details of instances of product recalls on account of safety issues**

	Numbers	Reasons for recall
Voluntary recalls	0	NA
Forced recalls	0	NA

5. **Does the entity have a framework / policy on cyber security and risks related to data privacy? (Yes / No) If available, provide a web-link of the policy.**

The Company complies with all applicable standards and regulations related to cybersecurity and data privacy. An Information Security Policy is in place, applicable to EFL Group employees, external and third-party personnel (including vendors, consultants, interns, and contractors), as well as clients or customers visiting EFL Group offices who have access to company information or information processing facilities. This policy is reviewed annually to ensure continued relevance and effectiveness.

Additionally, the Company has adopted a Privacy Policy outlining the measures implemented to protect customer data. For further information, please refer to the Privacy Policy available on our website at https://www.eurekaforbes.com/en/privacy-policy/.

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

Not Applicable

7. **Provide the following information relating to data breaches:**

   a. **Number of instances of data breaches:**

   0

   b. **Percentage of data breaches involving personally identifiable information of customers:**

   0

   c. **Impact, if any, of the data breaches:**

   No data breaches were reported during the reporting period.

Leadership Indicators

1. **Channels/platforms where information on products and services of the entity can be accessed.**

   Information on the Company's products and services is available on its corporate website: https://www.eurekaforbes.com/

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

   The Company educates consumers on safe and responsible product usage through multiple touchpoints such as in-person demonstrations at the time of purchase, post-purchase service visits during service incidents, the user manual provided with each product, and its customer care helpline.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

   Not Applicable

4. **Does the entity display product information on the product over and above what is mandated as per local laws? Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity, or the entity as a whole? (Yes/No)**

   Yes. The Company displays product information beyond statutory requirements. The packaging carries product information, and the user manual includes dedicated sections on Know Your Product, Assembly, Storage, Safe Usage, Troubleshooting, and Dos and Don'ts.

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BDO India Services Private Limited
Magnum Global Park, Floor 21
Sector 58, Golf Course Extension Road
Gurugram, Haryana 122011

Independent Assurance Statement

To,
Eureka Forbes Limited
B1/B2, 7th Floor, 701, Marathon Innova
Ganpatrao Kadam Marg, Lower Parel
Mumbai 400013, India

Independent Assurance Statement to Eureka Forbes Limited on select non-financial sustainability disclosures in the Business Responsibility and Sustainability Report for the financial year 2025-26.

Introduction and objective of engagement

Eureka Forbes Limited (the 'Company') has developed its Business Responsibility and Sustainability Report (BRSR) 2025-26 (the 'Report') based on the BRSR reporting guidelines, including the BRSR Core indicators prescribed by SEBI for listed entities. The reporting criteria have been derived from the Principles of National Guidelines on Responsible Business Conduct (NGRBC), and Greenhouse Gas (GHG) Protocol - A Corporate Accounting and Reporting Standard.

BDO India Services Private Limited ("BDO India") was engaged by the Company to provide independent assurance on BRSR Core indicators of the Report that includes the Company's performance for the period 1st April 2025 through 31st March 2026.

The Company's responsibilities

The Report content and its presentation are the sole responsibilities of the management of the Company. The Company management is also responsible for the design, implementation, and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement, whether due to fraud or error.

BDO India's responsibilities

BDO India's responsibility, as agreed with the management of the Company, is to provide assurance on the Report content as described in the 'Scope, boundary & assurance criteria' section below. We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance a third party may place on the Report is entirely at its own risk.

Assurance standard

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" and ISAE 3410, "Assurance Engagements on Greenhouse Gas Statement" issued by the International Auditing and Assurance Standards Board (IAASB).

Scope, boundary & assurance criteria

The reporting scope and boundary cover the Company's standalone operations.

We applied the **'Limited' Assurance** criteria for non-financial BRSR Core Indicators[1], pertaining to the Company's disclosure for the period 1st April 2025 through 31st March 2026.

Verification of non-financial sustainability performance data on sample basis, based on our professional judgment was conducted virtually for the sites at Dehradun and Bengaluru apart from their Corporate office in Mumbai.

Assurance methodology

Our assurance process entails conducting procedures to gather evidence regarding the reliability of the disclosures covered in the assurance scope. We conducted a review and verification of data collection, collation, and calculation methodologies, and a general review of the logic of inclusion/ omission of relevant information/ data in the Report. Our review process included:

- Evaluation and assessment of the appropriateness of the quantification methods used to arrive at the non-financial sustainability information of the BRSR Core indicators in the Report;
- Review of consistency of data/information within the Report as well as between the Report and the source;
- Engagement through discussions with personnel at the corporate level who are accountable for the data and information presented in the Report;
- Execution of an audit trail of claims and data streams, to determine the level of accuracy in collection, transcription, and aggregation;
- Review of data collection and management procedures, and related internal controls.

Limitations and exclusions:

There are inherent limitations in an assurance engagement, including, for example, the use of judgement and selective testing of data. Accordingly, there are possibilities that material misstatements in the Report may remain undetected.

The assurance scope excludes:

[1] SEBI vide Circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated 12 July, 2023

BDO

Data and information outside the defined reporting period (1st April 2025 through 31st March 2026);
Review of the 'economic and/or financial performance indicators' included in the Report or on which reporting is based; we have been informed by the Company that these are derived from the Company's audited financial records;
The Company's statements and claims related to any topic other than those listed in the 'Scope, boundary & assurance criteria';
The Company's statements that describe qualitative/quantitative assertions, expression of opinion, belief, inference, aspiration/targets, expectation, aim or future intention.

Our observations

We have reviewed the disclosures in the "Report" for the reporting period from 1*st* April 2025 through 31*st* March 2026. The disclosures of the Company, covered under the 'Scope, boundary & assurance criteria', are fairly reliable.

Our conclusion

Based on the scope of our review, we conclude that nothing has come to our attention that causes us not to believe that the disclosures of the Company are presented fairly, in material respects, as per the 'limited' assurance criteria of the applied Assurance Standard.

Our assurance team and independence

BDO India Services Private Limited is a professional services firm providing services in Advisory, Assurance, Tax, and Business Advisory Services, to both domestic and international organizations across industry sectors. Our non-financial assurance practitioners for this engagement are drawn from a dedicated Sustainability and ESG Team in the organization. This team is comprised of multidisciplinary professionals, with expertise across the domains of sustainability, global sustainability reporting standards and principles, and related assurance standards. This team has extensive experience in conducting independent assurance of sustainability data, systems, and processes across sectors and geographies. As an assurance provider, BDO India is required to comply with the independence requirements set out in the International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. Our independence policies and procedures ensure compliance with the Code.

For BDO India Services Private Limited

Indra Guha
Partner | Sustainability & ESG
Business Advisory Services

Gurugram, Haryana
22 July 2026

Annexure – 8

To,
The Board of Directors
Eureka Forbes Limited

Sub.: Compliance Certificate for the Financial Year ended March 31, 2026 – Regulation 17(8) read with Part B of Schedule II of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations")

In compliance with Regulation 17(8) read with Part B of Schedule II of SEBI Listing Regulations, it is certified that:

A. We have reviewed Financial Statements and the Cash Flow Statement for the Financial Year ended March 31, 2026 and that to the best of our knowledge and belief:

   a. these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;

   b. these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.

B. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's code of conduct.

C. We accept responsibility for establishing and maintaining internal controls for financial reporting and that they have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and we have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.

D. We have indicated to the Auditors and the Audit Committee:

   a. significant changes in internal control over financial reporting during the year;

   b. there are no significant changes in accounting policies during the year; and

   c. there were no instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

Thanking you

For Eureka Forbes Limited

Pratik Pota
Managing Director & CEO
DIN: 00751178

Gaurav Khandelwal
Chief Financial Officer

Date: May 19, 2026
Place: Mumbai