Crompton

Crompton Greaves Consumer Electricals Limited
Registered & Corporate Office:
05GBD, Godrej Business District, Pirojshanagar,
Vikhroli (West), Mumbai 400079. India
Tel: +91 7304575254
W: www.crompton.co.in CIN: L31900MH2015PLC262254
Email: crompton.investorrelations@crompton.co.in

Date: July 08, 2026

To, **BSE Limited ("BSE")**, Corporate Relationship Department, 2nd Floor, New Trading Ring, P.J. Towers, Dalal Street, Mumbai – 400 001.	To, **National Stock Exchange of India Limited ("NSE")**, "Exchange Plaza", 5th Floor, Plot No. C/1, G Block, Bandra- Kurla Complex Bandra (East), Mumbai – 400 051.
BSE Scrip Code: 539876	**NSE Symbol: CROMPTON**
ISIN: INE299U01018	**ISIN: INE299U01018**
Our Reference: 56/2026-27	**Our Reference: 56/2026-27**

Dear Sir/Madam,

Sub: Intimation under Regulation 30 and 34(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Notice of the 12th Annual General Meeting and Integrated Annual Report for the Financial Year 2025-26

We wish to inform you that the 12th Annual General Meeting **("AGM")** of Crompton Greaves Consumer Electricals Limited **("the Company")** will be held on **Friday, August 07, 2026, at 3:30 p.m.** (IST) through Video Conferencing **("VC")**/ Other Audio-Visual Means **("OAVM")** in compliance with the applicable circulars issued by the Ministry of Corporate Affairs **("MCA")** and Securities and Exchange Board of India **("SEBI")**, and that the deemed venue of the AGM shall be the Registered Office of the Company situated at 05GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai - 400079.

Pursuant to Regulation 34(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 **("SEBI Listing Regulations")**, as amended from time to time, please find enclosed Notice convening the 12th AGM and the Integrated Annual Report of the Company, including Business Responsibility and Sustainability Report **("BRSR")** for the Financial Year 2025-26.

In terms of Regulation 46 of the SEBI Listing Regulations, the said Notice of 12th AGM and the Integrated Annual Report including BRSR, is also available on the website of the Company and can be accessed at https://www.crompton.co.in/pages/financial-reports#AnnualReports and on the website of National Securities Depository Limited ("**NSDL**") at www.evoting.nsdl.com

Further, in accordance with the applicable circular(s) issued by MCA and SEBI, the Notice of the AGM and the Integrated Annual Report of the Company, including BRSR for the Financial Year 2025-26, is being sent through electronic mode to only those Members of the Company whose e-mail addresses are registered with the Company and/ or Depository Participant(s).

Further, in accordance with Regulation 36(1)(b) of the SEBI Listing Regulations, the Company will be sending a letter to Members whose e-mail addresses are not registered with Company/ DPs providing the weblink/ QR Code from where the Integrated Annual Report can be accessed on the Company's website.

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Information at a glance:

Particulars	Details
Mode	VC/ OAVM
Time and date of AGM	Friday, August 07, 2026, at 3:30 p.m. (IST)
Participation through video conferencing	https://www.evoting.nsdl.com
Helpline number for VC participation	1800 22 55 33
Video recording and transcripts	https://www.crompton.co.in/pages/financial-reports#AnnualReports
Dividend record date	Friday, July 24, 2026
Dividend payment date	On or after Friday, August 07, 2026, but within 30 days of AGM
Cut-off date for e-Voting	Friday, July 31, 2026
Remote e-Voting start time and date	Monday, August 03, 2026, at 9:00 A.M.
Remote e-Voting end time and date	Thursday, August 06, 2026, at 5:00 P.M.
Remote e-Voting website of NSDL	https://www.evoting.nsdl.com

You are requested to take the above information on record.

Thanking you,

For **Crompton Greaves Consumer Electricals Limited**

Kaleeswaran Arunachalam

Digitally signed by Kaleeswaran Arunachalam
DN: cn=Kaleeswaran Arunachalam c=IN o=Personal
Reason: Personal
Location:
Date: 2026-07-08 15:36+05:30

Kaleeswaran Arunachalam
Chief Financial Officer

Encl: A/a

Crompton

Crompton Greaves Consumer Electricals Limited
CIN: L31900MH2015PLC262254
Registered Office & Corporate Office: 05GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai 400079
Tel: +91 7304575254
Email: crompton.investorrelations@crompton.co.in
Website: www.crompton.co.in

NOTICE OF THE 12th ANNUAL GENERAL MEETING

NOTICE is hereby given that the **12th (Twelfth) Annual General Meeting (the "AGM")** of the Members of Crompton Greaves Consumer Electricals Limited (the "**Company**") will be held on **Friday, August 07, 2026 at 3.30 P.M.** through Video Conferencing ("**VC**")/Other Audio Visual Means ("**OAVM**") for which purpose the Registered Office of the Company situated at 05GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai 400079 shall be deemed as the venue for the Meeting and the proceedings of the AGM shall be deemed to be made thereat, to transact the following business:

ORDINARY BUSINESS

1. Adoption of financial statements

To consider and adopt

a. the Audited Standalone Financial Statements of the Company for the Financial Year ended March 31, 2026, together with the Reports of the Board of Directors ("**the Board**") and the Auditors thereon; and

b. the Audited Consolidated Financial Statements of the Company for the Financial Year ended March 31, 2026, together with the Report of the Auditors thereon.

2. Declaration of Dividend

To declare a dividend of ₹ 3 (Rupees Three Only) per equity share of the face value of ₹ 2 (Rupees Two Only) each for the financial year ended March 31, 2026.

3. Appointment of Mr. Promeet Ghosh (DIN: 05307658) as a Director liable to retire by rotation

To appoint a Director in place of Mr. Promeet Ghosh (DIN: 05307658) who retires by rotation, and being eligible, offers himself for re-appointment.

To consider, and if thought fit, to pass the following resolution as an **Ordinary Resolution.**

"**RESOLVED THAT** pursuant to the provisions of Section 152 and other applicable provisions of the Companies Act, 2013, the approval of the Members of the Company be and is hereby accorded to re-appoint Mr. Promeet Ghosh (DIN: 05307658) as Director, who is liable to retire by rotation."

SPECIAL BUSINESS

4. Re-appointment of M/s. M S K A & Associates LLP, Chartered Accountants (formerly known as M/s. M S K A & Associates, Chartered Accountants) as Statutory Auditors of the Company and to fix remuneration

To consider, and if thought fit, to pass the following resolution as an **Ordinary Resolution.**

"**RESOLVED THAT** in accordance with the provisions of Section(s) 139, 142 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, and other applicable rules, if any, (including any statutory modification(s), amendment(s) or re-enactment(s) thereof for the time being in force), and pursuant to the recommendation of the Audit Committee and the Board of Directors, M/s. M S K A & Associates LLP, Chartered Accountants, (Firm Registration No. 105047W), be and are hereby re-appointed as the Statutory Auditors of the Company, to hold office for a second consecutive term of 5 (Five) years, from the conclusion of this Annual General Meeting till the conclusion of the Seventeenth Annual General Meeting of the Company, at a remuneration of ₹ 1,25,60,000 (Rupees One Crore Twenty Five Lakh Sixty Thousand Only), excluding GST and reimbursement of out of pocket expenses to conduct the statutory audit for the financial year 2026-27.

RESOLVED FURTHER THAT in addition to the fees, any other fees for certification and other permissible services under Section 144 of the Act may be paid to the Statutory Auditors at such rate as may be agreed between the Statutory Auditors and the Board of Directors and/ or Audit Committee of the Company.

RESOLVED FURTHER THAT any of the Directors or the Key Managerial Personnel of the Company, be and are hereby severally authorised to do all such acts, deeds, matters and things as may be necessary to give full effect to the foregoing resolution."

5. Ratification of remuneration payable to M/s. Ashwin Solanki & Associates, Cost Auditors of the Company

To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**.

"**RESOLVED THAT** pursuant to the provisions of Section 148(3) of the Companies Act, 2013 read with Rule 14 of Companies (Audit and Auditors) Rules, 2014 and other applicable provisions of the Companies Act, 2013 (including any statutory modification(s) or amendment(s) or re-enactment(s) thereof, for the time being in force), the Company be and hereby ratifies the remuneration of ₹ 6,50,000/- (Rupees Six Lakh Fifty Thousand only) (exclusive of applicable taxes and re-imbursement of out of pocket expenses) payable to M/s. Ashwin Solanki & Associates, Cost Accountants (Firm Registration Number 100392), who have been appointed by the Board of Directors basis the recommendation of the Audit Committee, as Cost Auditors of the Company, to conduct the audit of the cost records maintained by the Company as prescribed under the Companies (Cost Records and Audit) Rules, 2014, as amended, for the Financial Year ending March 31, 2027;

RESOLVED FURTHER THAT the Board of Directors of the Company (including its Committee thereof) be and are hereby severally authorised to do all such acts, deeds, matters & things and take all such steps as may be necessary, proper, or expedient to give effect to this resolution."

By the order of the Board
For **Crompton Greaves Consumer Electricals Limited**

D Sundaram
Chairman
DIN: 00016304

Registered Office:
05GBD, Godrej Business District,
Pirojshanagar, Vikhroli (West),
Mumbai 400079

Date: May 13, 2026
Place: Mumbai

NOTES

1. Pursuant to General Circular No. 20/2020 dated 5th May 2020 read with other relevant Circulars including 03/2025 dated 22nd September 2025 issued by the Ministry of Corporate Affairs ('**MCA**') (collectively referred to as '**MCA Circulars**'), the Company is convening the Annual General Meeting ('**AGM**') through Video Conferencing ('**VC**') / Other Audio-Visual Means ('**OAVM**'), without the physical presence of the Members. The deemed venue for the AGM will be Registered Office of the Company.

2. An explanatory statement pursuant to Section 102(1) of the Act relating to special business as stated under Item No. 4 of the Notice dated **Wednesday, May 13, 2026,** are annexed hereto.

3. A statement providing additional details of the Director(s) seeking re-appointment as set out in Item No. 3 of the Notice dated **Wednesday, May 13, 2026,** is annexed herewith as required under Regulation 36(3) of the SEBI Listing Regulations as amended from time to time and Secretarial Standard-2 ("**SS-2**") on General Meetings issued by the Council of the Institute of Company Secretaries of India ("**ICSI**").

4. Since this AGM is being conducted through VC/ OAVM, physical attendance of Members has been dispensed with in line with the MCA Circulars. Accordingly, the facility for appointment of proxy(ies) by the Members will not be available at the AGM and hence the proxy form and attendance slip are not annexed to this notice.

5. Institutional/Corporate Shareholders (i.e. other than individuals/HUF/NRI, etc.) intending to authorize their representatives to attend the AGM through VC/ OAVM on its behalf and to vote through electronic voting ("**e-Voting**"), are requested to send a certified scanned copy (PDF/ JPG Format) of its Board or governing body resolution/ authorisation letter to the Scrutiniser by e-mail through its registered e-mail address at evoting@mehta-mehta.com with a copy marked at evoting@nsdl.com.

   Institutional Members (i.e. other than individuals, HUFs, NRIs etc.) can also upload their board resolution/ Authority Letter, etc. by clicking on "**Upload Board Resolution/ Authority Letter**" displayed under "e-Voting" tab in their login.

6. The voting rights of members shall be proportionate to their share of the paid-up equity share capital of the Company as on the cut-off date.

7. The Members can join the AGM through VC/ OAVM mode 15 (Fifteen) minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/ OAVM will be made available for 1,000 (One Thousand) Members on first come first served basis. This will not include large Members (i.e. Members holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairperson of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.

8. Participation of Members attending AGM through VC/ OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.

9. In accordance with the aforesaid MCA and SEBI Circulars, electronic copies of the Notice of the AGM along with the Integrated Annual Report for the Financial Year 2025-26, are being sent to the Members whose e-mail addresses are registered with the Company or the Depositories/ Depository Participants ("**DPs**"). In case any Member is desirous of obtaining physical copy of the Integrated Annual Report for the Financial Year 2025- 26, kindly send a request to the Company by writing at crompton.investorrelations@crompton.co.in mentioning their folio number/ DP ID and Client ID.

   The Notice calling the AGM has been uploaded on the website of the Company at www.crompton.co.in. The Notice can also be accessed from the websites of the Stock Exchanges, i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and is also available on the website of National Securities Depository Limited ("**NSDL**") (agency for providing the remote e-Voting facility), at www.evoting.nsdl.com.

10. Members seeking any information with regard to the Accounts or any matter to be placed at the AGM, Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act, Register of Contracts or Arrangements in which Directors are interested under Section 189 of the Act and relevant documents referred to in the accompanying Notice and in the Explanatory Statement are requested to write to the Company on or before **Friday, August 07, 2026**, through e-mail on crompton.investorrelations@crompton.co.in The same will be replied by the Company suitably.

    All documents referred to in the Notice will also be available electronically for inspection, without any payment of by the Members from the date of circulation of this Notice up to the date of AGM. Members seeking to inspect such documents can send an e-mail to crompton.investorrelations@crompton.co.in

11. To support the "Green Initiative", Members who have not registered their e-mail addresses are requested to register the same with the Kfin Technologies Limited, Company's Registrar and Share Transfer Agent ("**RTA**")/ their DPs in respect of shares held in physical/ electronic mode, respectively.

12. Since the AGM will be held through VC/ OAVM, the Route Map is not annexed with this Notice.

13. In compliance with Section 108 of the Act, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time, Regulation 44 of the SEBI Listing Regulations and in terms of SEBI Circular No. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 09, 2020, on e-Voting facility provided by listed companies, the Company is providing facility for voting by electronic means for all its Members to enable them to cast their vote electronically and the business may be transacted through such e-Voting.

    For this purpose, the Company has availed the services of NSDL for facilitating voting through electronic means, as the authorised agency, for casting votes using remote e-Voting system on all the resolution(s) set forth in this Notice.

14. As per the provisions of Section 72 of the Act, the facility for making a nomination is available for the Members in respect of the shares held by them. Members holding shares in physical form who have not yet registered their nominations are requested to register the same by submitting **Form No. SH-13**. If a Member desires to cancel their earlier nomination and record a fresh nomination, he/ she may submit the same in **Form No. SH-14**. The said form can be downloaded from the Company's website at https://www.crompton.co.in/pages/investors-relations#InvestorService Members are requested to submit the said form to their DP in case the shares are held in electronic form and to the Company or RTA in case the shares are held in physical form, quoting their folio numbers.

    In case of joint holders, the Member whose name appears as the first holder in the order of names as per the Register of Members of the Company as on the cut-off date will be entitled to vote during the AGM.

15. Members are requested to check that the correct account number has been recorded with the Depository. Members holding shares in electronic form are requested to intimate any change in their address, e-mail ID, signature or bank mandates to their respective DPs with whom they are maintaining their Demat accounts. Members holding shares in physical form are requested to intimate such changes to the RTA of the Company by furnishing **Form No. ISR-1** and other forms pursuant to SEBI Master Circular No. SEBI/HO/MIRSD/SECFATF/P/CIR/2023/169 dated October 12, 2023. The same are available on the website of the Company at https://www.crompton.co.in/pages/investors-relations#InvestorService It may be noted that any service request can be processed only after the folio is KYC Compliant.

16. As per Regulation 40 of the SEBI Listing Regulations, as amended, securities of listed companies can be transferred only in dematerialised form. Further, the transmission and transposition of securities shall also be effected only in dematerialised form. In view of this and to eliminate all risks associated with physical shares and for ease of portfolio management, Members holding shares in physical form are requested to consider converting their holdings into dematerialised form. Members can contact the Company or RTA for assistance in this regard.

17. SEBI vide Circular Nos. SEBI/HO/OIAE/OIAE_IAD-1/P/ CIR/2023/131 dated July 31, 2023, and SEBI/HO/OIAE/ OIAE_IAD-1/P/CIR/2023/135 dated August 4, 2023, read with Master Circular No. SEBI/HO/ OIAE/OIAE_IAD-1/P/ CIR/2023/145 dated July 31, 2023 (updated as on August 11, 2023), has established a common Online Dispute Resolution Portal ("**ODR Portal**") for resolution of disputes arising in the Indian Securities Market. Pursuant to above-mentioned circulars, post exhausting the option to resolve their grievances

with the RTA/ Company directly and through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal (https://smartodr.in/login).

DIVIDEND AND IEPF RELATED INFORMATION

18. Members may note that the Board, at its meeting held on **Wednesday, May 13, 2026**, has recommended a dividend of ₹ 3 (Rupees Three Only) per share for the Financial Year ended March 31, 2026, which if approved at the ensuing AGM, will be paid, subject to deduction of tax at source ("**TDS**"), at the prescribed rates, within 30 (Thirty) days from the date of declaration to those persons or their mandates who holds shares:

    i. In dematerialised ("**Demat**") mode, based on the beneficial ownership details to be received from NSDL and Central Depository Services (India) Limited ("**CDSL**") as at the close of business hours of Record Date;

    ii. In physical mode, after giving effect to valid transmission and transposition in respect of valid requests lodged with the Company as of the close of business hours on Record Date.

19. The Company has fixed **Friday, July 24, 2026**, as the "**Record date**" for the purpose of determining the Members eligible to receive dividend for the Financial Year ending March 31, 2026.

20. If the final dividend is approved at the AGM, payment of such dividend shall be subject to TDS, as under:

    i. To all Beneficial Owners in respect of shares held in dematerialised form as per the data as may be made available by the Depositories, as of close of business hours on **Friday, July 24, 2026**;

    ii. To all Members in respect of shares held in physical form after giving effect to valid transmission or transposition requests lodged with the Company as of the close of business hours on **Friday, July 24, 2026**.

    SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated November 3, 2021 (subsequently amended by Circular Nos. SEBI/HO/ MIRSD/MIRSD_RTAMB/P/CIR/2021/687 dated December 14, 2021, SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/37 dated March 16, 2023 and SEBI/HO/MIRSD/POD-1/P/ CIR/2023/181 dated November 17, 2023) has mandated that with effect from April 1, 2024, dividend to security holders (holding securities in physical form), shall be paid only through electronic mode. Such payment shall be made only after furnishing the PAN, choice of nomination, contact details including mobile number, bank account details and specimen signature. Further, relevant FAQs published by SEBI on its website can be viewed at the following link: https://www.sebi.gov.in/sebi_data/faqfiles/jan-2024/1704433843359.pdf

21. Pursuant to the Income Tax Act, 1961, ("**the IT Act**"), as amended by the Finance Act, 2020, dividend paid or distributed by the Company on or after **April 01, 2020**, shall be taxable in the hands of Members. For the prescribed rates for various categories, the Members are requested to refer to the Finance Act, 2020, and amendments thereof. The TDS/ withholding tax rate would vary depending on the residential status of the Member and documents submitted by them with the Company/ RTA/ DPs. The Members are requested to update their PAN with the Company/ RTA (in case of shares held in physical mode) by furnishing Form No. ISR-1 and with the DPs (in case of the shares held in Demat mode). The Company shall therefore be required to withhold/ deduct TDS, at the prescribed rates on the dividend paid to its Members.

22. A Resident individual Member with PAN and whose income does not exceed maximum amount not chargeable to tax or who is not liable to pay income tax, as the case may be, can submit a yearly declaration in Form No. 15G/ 15H, to avail the benefit of non-deduction of tax at source by writing an e-mail at einward.ris@kfintech.com to the RTA of the Company or at crompton.investorrelations@crompton.co.in on or before **Sunday, July 12, 2026**. Members are requested to note that if the PAN is not correct/ invalid/ inoperative or have not filed their income tax returns, then tax will be deducted at higher rates prescribed under Sections 206AA or 206AB of the Income-tax Act, as applicable and in case of invalid PAN, they will not be able to get credit of TDS from the Income Tax Department.

    Non-resident Members [including Foreign Institutional Investors ("**FIIs**")/ Foreign Portfolio Investors ("**FPIs**")] can avail beneficial rates under tax treaty between India and their country of tax residence, subject to providing necessary documents i.e. No Permanent Establishment and Beneficial Ownership Declaration, Tax Residency Certificate, Form 10F, any other document which may be required to avail the tax treaty benefits. For this purpose, the Member may submit the above documents (PDF/ JPG Format) by writing an e-mail at einward.ris@kfintech.com to the RTA of the Company or at crompton.investorrelations@crompton.co.in The aforesaid declarations and documents needs to be submitted by the Members on or before **Sunday, July 12, 2026**.

SEBI has made it mandatory for all companies to use the bank account details furnished by the Depositories and the bank account details maintained by the RTA for payment of dividend to its Members electronically. Accordingly, the Company has extended the facility of electronic credit of dividend directly to the respective bank accounts of the Member(s) through Electronic Clearing Service ("**ECS**")/ National Electronic Clearing Service ("**NECS**")/ Automated Clearing House ("**ACH**")/ Real Time Gross Settlement ("**RTGS**")/ Direct Credit/ IMPS/ NEFT etc. In order to receive the dividend without any delay, the Members holding shares in physical form are requested to submit particulars of their bank accounts in Form No. ISR-1 along with the original cancelled cheque bearing the name of the Member to RTA/ Company to update their bank account details and all the eligible Members holding shares in demat mode are requested to update with their respective DPs before **Friday, July 24, 2026**, their correct Bank Account Number, including 9 Digit MICR Code and 11 digit IFSC Code, e-mail ID and mobile no(s). Members holding shares in physical form may communicate these details to RTA having address at KFin Technologies Limited, Selenium Tower B, Plot 31-32, Gachibowli Financial District, Nanakramguda, Hyderabad – 500 032, on or before **Friday, July 24, 2026** by quoting the reference folio number and attaching photocopy of the cheque leaf of their active bank account and a self-attested copy of their PAN card.

Transfer of Unclaimed/Unpaid amounts to the Investor Education and Protection Fund (IEPF)

23. Pursuant to the provisions of Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, as amended from time to time ("**the IEPF Rules**"), all dividends, if not encashed for a period of 7 (Seven) years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the IEPF. Further, all the shares in respect of which dividend has remained unclaimed for 7 (Seven) consecutive years or more from the date of transfer to unpaid dividend account shall also be transferred to IEPF. In view of this, Members are requested to claim their dividends from the Company, within the stipulated timeline.

    Adhering to the aforesaid statutory requirements, the cut-off date for claiming unpaid/ unclaimed dividend of Financial Year 2018-19 is **Saturday, August 29, 2026**.

    The Company shall send notices/ reminders to the Members whose dividends are unclaimed and are due for transfer to the IEPF and simultaneously publish newspaper advertisement(s) accordingly.

    The Company urges all the Members to encash/ claim their respective dividend of shares before the due date.

    Pursuant to the provisions of the IEPF Rules, the Company has uploaded the details of unpaid and unclaimed dividend amounts lying with the Company as on March 31, 2026, on the Company's website at the web-link: https://www.crompton.co.in/pages/investors-relations#SharesIEPF as well as on the website of MCA.

24. Members holding shares in electronic form are requested to ensure that correct bank particulars are registered against their respective Depository accounts which will be used by the Company for any payment of dividend in future. The Company or its RTA cannot act on any request received directly from the Members holding shares in electronic form for any change of bank particulars or bank mandates. Such changes are to be advised only to the DP by the Members.

25. Members wishing to claim dividends that remain unclaimed are requested to correspond with the RTA as mentioned above, or with the Company Secretary, at the Company's registered office or at crompton.investorrelations@crompton.co.in.

26. **The instructions for Members for Remote E-Voting and Joining the AGM are as under:**

    The remote e-Voting period commences from **Monday, August 03, 2026, at 9:00 A.M.** and ends on **Thursday, August 06, 2026, at 5:00 P.M.** During this period, Members holding shares either in physical or dematerialized form, as on **Friday, July 31, 2026, ("cut-off date")**, may cast their votes electronically through e-Voting system from any place ("**remote e-Voting**"). The remote e-Voting module shall be disabled by NSDL for voting thereafter. Members have the option to cast their vote on any of the resolutions using the remote e-Voting facility, either during the aforesaid period or during the AGM. Members who have voted on some of the resolutions during the said voting period are also eligible to vote on the remaining resolutions during the AGM. The voting right of Members shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being **Friday, July 31, 2026**.

How do I vote electronically using NSDL e-Voting system?

*The way to vote electronically on NSDL e-Voting system consists of "**Two Steps**" which are mentioned below:*

Step 1: Access to the NSDL e-voting system

Step 2: Cast your votes electronically on NSDL e-voting system.

Step 1: Access to NSDL e-Voting system

A) Login method for e-voting and joining virtual meeting for individual shareholders holding securities in demat mode

In terms of SEBI Circular No. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 09, 2020, on e-Voting facility provided by listed companies and as a part of increasing the efficiency of e-Voting process, individual Members holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and DPs. Members are advised to update their mobile number and e-mail ID in their demat accounts in order to access e-Voting facility.

Login method for Individual Shareholders holding securities in demat mode is given below:

Type of shareholders	**Login Method**
Individual Members holding securities in demat mode with NSDL.	1. Existing **IDeAS** user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "**Beneficial Owner**" icon under "**Login**" which is available under '**IDeAS**' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on "**Access to e-Voting**" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-**Voting service provider i.e., NSDL** and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "**Register Online for IDeAS Portal**" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 3. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e., your sixteen-digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e., NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 4. Shareholders/Members can also download NSDL Mobile App "**NSDL Speede**" facility by scanning the QR code mentioned below for seamless voting experience. **NSDL Mobile App is available on** App Store Google Play

Type of shareholders	Login Method
Individual Members holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then user your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Provider.
Individual Members (holding securities in demat mode) login through their depository participants	1. You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. 2. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. 3. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Members holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL

Login type	Helpdesk details
Individual Members holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at toll free no.: 022 - 4886 7000
Individual Members holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at 1800 22 55 33

B) Login Method for e-voting and joining virtual meeting for Members other than Individual Members holding securities in demat mode and Members holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/ Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

   Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at https://eservices.nsdl.com/ with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12****** then your user ID is IN300***12******.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12************** then your user ID is 12**************.
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the company For example if folio number is 001*** and EVEN is 140093 then user ID is ______001***.

5. Password details for Members other than Individual Members are given below:

   a) If you are already registered for e- Voting, then you can user your existing password to login and cast your vote.

   b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.

   c) How to retrieve your 'initial password'?

      i. If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

      ii. If your email ID is not registered, please follow steps mentioned below in **process for those Members whose email ids are not registered**.

6. If you are unable to retrieve or have not received the "**Initial password**" or have forgotten your password:

   a) Click on "**Forgot User Details/ Password?**" (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.

   b) "**Physical User Reset Password?**" (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

   c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.

   d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

7. After entering your password, tick on Agree to "**Terms and Conditions**" by selecting on the check box.

8. Now, you will have to click on "**Login**" button.

9. After you click on the "**Login**" button, the home page of e-Voting will open.

Step 2: Cast your vote electronically on NSDL e-Voting system.

1. After successful logging in following Step 1, you will be able to see all the companies "**EVEN**" in which you are holding shares and whose voting cycle and General Meeting is in active status.

2. Select "**EVEN**" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "**VC/ OAVM**" link placed under "**Join General Meeting**".

3. Now you are ready for e-Voting as the Voting page opens.

4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "**Submit**" and also "**Confirm**" when prompted.

5. Upon confirmation, the message "**Vote cast successfully**" will be displayed.

6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.

7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

Process for procuring user id and password for e-voting for those shareholders whose email IDs are not registered with the depositories/ Company and registration of e mail ids for e-voting on all the resolutions set out in this notice:

1. In case shares are held in physical mode and have not updated their e-mail addresses with the company, please provide Folio No., Name of Shareholder, scanned copy of the share certificate (front and back), self-attested scanned copy of PAN card and Aadhar Card by email to crompton.investorrelations@crompton.co.in for registering e-mail address.

2. In case shares are held in demat mode, please provide DPID and Client ID (16 digit DP ID + Client ID or 16-digit beneficiary ID), Name of member, client master or copy of Consolidated Account statement, self-attested scanned copy of PAN card and Aadhar Card to crompton.investorrelations@crompton.co.in.

3. Alternatively, Members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.

General Guidelines for Members

1. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon 5 (five) unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "**Forgot User Details/ Password?**" or "**Physical User Reset Password?**" option available on www.evoting.nsdl.com to reset the password.

2. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for shareholders and the e-voting user manual for shareholders available in the download section of www.evoting.nsdl.com or call on toll free number: 022-48867000 or send a request to Mr. Suketh Shetty, Assistant Manager - NSDL at evoting@nsdl.com.

27. The instructions for Members for e-Voting on the day of the AGM are as under

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.

2. Only those Members, who will be present in the AGM through VC/ OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.

3. Members who have voted through remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.

4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for remote e-Voting.

28. INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER

i. Members will be provided with a facility to attend the AGM through VC/ OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for **Access to NSDL e-Voting system**. After successful login, you can see link of "**VC/ OAVM**" placed under "**Join meeting**" menu against Company name. You are requested to click on VC/ OAVM link placed under Join Meeting menu. The link for VC/ OAVM will be available in Shareholder/ Member login where the EVEN of Company will be displayed. Please note that the Members who do not have the user ID and Password for e-Voting or have forgotten the user ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.

ii. Members are encouraged to join the Meeting through Laptops for better experience.

iii. Further, the Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.

iv. Please note that participants connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

v. Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending their request from their registered e-mail ID mentioning their name, DP ID and Client ID/ folio number, PAN, mobile number at crompton.investorrelations@crompton.co.in Those Members who have registered themselves as a speaker from **Monday, July 27, 2026**, to **Sunday, August 02, 2026**, up to **5:00 P.M**. will only be allowed to express their views/ ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

vi. Members who would like to express their views/have questions may send their questions in advance mentioning their name demat account number/folio number, email id, mobile number at crompton.investorrelations@crompton.co.in The same will be replied by the company suitably.

vii. Any person holding shares in physical form and non-individual Members, who acquires shares of the Company and becomes member of the Company after the notice is send through e-mail and holding shares as of the cut-off date, i.e. **Friday, July 31, 2026**, may obtain the login ID and password by sending a request at evoting@nsdl.com or Issuer/RTA. However, if you are already registered with NSDL for remote e-voting, then you can use your existing user ID and password for casting your vote. If you forgot your password, you can reset your password by using "**Forgot User Details/Password**" or "**Physical User Reset Password**" option available on www.evoting.nsdl.com or call on toll free no. 1800 22 55 33. In case of Individual Members holding securities in demat mode who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date, i.e. **Friday, July 31, 2026**, may follow steps mentioned in the Notice of the AGM under "**Access to NSDL e-Voting system**".

viii. A person who is not a member as on the cut-off date is requested to treat this Notice for information purposes only.

ix. A member will not be allowed to vote again on any resolution on which vote has already been cast.

x. Members attending the AGM who have not cast their votes on the resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to cast their votes through e-voting during the AGM. The members who have casted their votes prior to the AGM may also attend/ participate in the AGM through VC/ OAVM but shall not be entitled to cast their votes again.

xi. The remote e-voting module on the day of the AGM shall be disabled by NSDL for voting after 15 (Fifteen) minutes of the conclusion of the AGM.

xii. Any Member holding shares in physical form, and nonindividual Members, who acquires shares of the Company and/ or become a Member after sending of the Notice and holds shares as on the cut-off date, may obtain their login ID and password by sending a request at evoting@nsdl.com However, if he/ she is already registered with NSDL for remote e-Voting, then he/ she can use his/ her existing user ID and password for casting the vote.

xiii. In case of individual shareholders holding securities in demat mode, who acquires the shares of the Company and becomes a Member of the Company after the Notice is sent and holding shares as of the cut-off date, may follow steps mentioned below under "**Instructions for e-voting**".

29. **SCRUTINISER'S REPORT AND DECLARATION OF RESULTS**

i. The Board of Directors of the Company has appointed Ms. Ashwini Inamdar (FCS 9409) or failing her Ms. Alifya Sapatwala (ACS 24091) of M/s. Mehta & Mehta, Practicing Company Secretaries (ICSI Unique Code: P1996MH007500), as the Scrutiniser to scrutinize the e-Voting process during the AGM and remote e-voting in a fair and transparent manner.

ii. The Scrutiniser shall, immediately after the conclusion of the e-Voting at the AGM, first count the votes cast during the AGM, thereafter unblock the votes cast through remote e-Voting in the presence of at least 2 (Two) witnesses not in the employment of the Company and provide, not later than 48 (forty-eight) hours of conclusion of the AGM, a consolidated Scrutiniser's Report of the total votes cast in favour or against, if any, to the Chairman or a person authorised by him in writing, who shall countersign the same

iii. The results declared along with the Scrutiniser's Report shall be placed on the Company's website www.crompton.co.in and on the website of NSDL, i.e. www.evoting.nsdl.com immediately after the submission with the Stock Exchanges, where the shares of the Company are listed. Subject to receipt of the requisite number of votes, the resolutions shall be deemed to have been passed on the date of the AGM, i.e. **Friday, August 07, 2026**.

30. **NOTE TO MEMBERS**

i. SEBI has mandated the submission of Permanent Account Number ("**PAN**") by every participant in securities market. Members holding shares in dematerialised form are, therefore, requested to submit their PAN to the Depository Participants with whom they maintain their demat accounts. Members holding shares in physical form should submit their PAN to the Company/ RTA.

ii. Members are requested to intimate changes, if any, pertaining to their name, postal address, Email ID, telephone/mobile numbers, PAN, mandates, nominations, power of attorney, bank details (such as name of the bank and branch details, bank account number, MICR code, IFSC code, etc.), with necessary documentary evidence, to their Depository Participants in case the shares are held by them in dematerialised form and to the Company/RTA.

iii. Members are requested to quote their Folio No. or DP ID - Client ID, as the case may be, in all correspondence with the Company or the RTA.

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

v. The Company has sent individual letters to all the Members holding shares of the Company in physical form for furnishing their PAN, KYC details and Nomination pursuant to SEBI Circular No. SEBI/ HO/ MIRSD/MIRSD_RTAMB/P/ CIR/2021/655 dated November 03, 2021. Attention of the Members holding shares of the Company in physical form is invited to go through the said important communication.

vi. To mitigate unintended challenges on account of freezing of folios, SEBI vide its Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2023/181 dated November 17, 2023, has done away with the provision regarding freezing of folios not having PAN, KYC, and Nomination details. Members may also refer to relevant FAQs published by SEBI on its website and can be viewed at the following link https://www.sebi.gov.in/sebi_data/faqfiles/jan-2024/1704433843359.pdf

vii. Further, in compliance to the SEBI Circular SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022, if the service requests are received by RTA (like Issue of duplicate securities certificate, claim from unclaimed suspense account, renewal/ exchange, endorsement, subdivision/splitting, consolidation of securities certificates/ folios, transmission and transposition of securities) from those Members whose details, as mentioned in SEBI Circular dated November 03, 2021, are duly updated in the system, the RTA/ Company shall verify and process the service requests and issue a 'Letter of

Confirmation' in lieu of physical securities certificate(s), to the securities holder/ claimant within 30 (Thirty) days of its receipt of such request after removing objections, if any, which shall be valid for a period of 120 (One Hundred and Twenty) days from the date of its issuance, within which the securities holder/ claimant shall make a request to the DP for dematerialising the said securities.

If the Members fail to submit the dematerialisation request within 120 (One Hundred and Twenty) days, then the Company shall credit those shares in the Suspense Escrow Demat account held by the Company. Members can claim these shares transferred to Suspense Escrow Demat account on submission of necessary documentation.

viii. Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated the listed companies to issue securities in demat form only while processing service requests viz. issue of duplicate securities certificate, claim from unclaimed suspense account, renewal/ exchange of securities certificate, endorsement, sub-division/ splitting of securities certificate, consolidation of securities certificates/ folios, transmission and transposition. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form No. ISR-4, the format of which is available on the Company's website under the weblink at https://www.crompton.co.in/pages/investorsrelations#InvestorService Members holding equity shares of the Company in physical form are requested to kindly get their equity shares converted into demat/ electronic form to get inherent benefits of dematerialisation and also considering that physical transfer of equity shares/ issuance of equity shares in physical form have been disallowed by SEBI.

By the order of the Board
For **Crompton Greaves Consumer Electricals Limited**

D Sundaram
Chairman
DIN: 00016304

Registered Office:
05GBD, Godrej Business District,
Pirojshanagar, Vikhroli (West),
Mumbai 400079

Date: May 13, 2026
Place: Mumbai

STATEMENT SETTING OUT THE MATERIAL FACTS CONCERNING AND RELATING TO THE SPECIAL BUSINESS TO BE TRANSACTED AT THE MEETING PURSUANT TO SECTION 102(1) OF THE COMPANIES ACT, 2013

Item No. 4

Re-appointment of M/s M S K A & Associates LLP, Chartered Accountants (formerly known as M/s M S K A & Associates, Chartered Accountants) as Statutory Auditors of the Company and to fix remuneration

The shareholders of the Company at the Extra-Ordinary General Meeting ('EGM') held on August 27, 2021 had approved appointment of M/s. M S K A & Associates LLP, Chartered Accountants, as Statutory Auditors of the Company, to hold office for a term of 5 (Five) consecutive years i.e., till the conclusion of the 12th AGM of the Company to be held in the year 2026.

As per the provisions of Section 139 of the Act, no listed company can appoint or re-appoint an audit firm as auditor for more than two terms of five consecutive years. After evaluating and considering various factors such as industry experience, competency of the audit team, capability to serve the business landscape, efficiency in conduct of audit, market standing of the firm, independence etc., the Board of Directors of the Company has, based on the recommendation of the Audit Committee, at its meeting held on May 13, 2026, proposed the re-appointment of M/s. M S K A & Associates LLP, Chartered Accountants, as the Statutory Auditors of the Company for the second term of five consecutive years to hold office from the conclusion of this AGM till the conclusion of the 17th AGM of the Company to be held in the year 2031, at a remuneration of ₹1,25,60,000 (Rupees One Crore Twenty Five Lakh Sixty Thousand Only), excluding GST and reimbursement of out of pocket expenses to conduct the statutory audit for the financial year 2026-27. The proposed fees is in line with the industry benchmarks.

Established in 1978, M/s. M S K A & Associates LLP is a Limited Liability Partnership firm registered with the Institute of Chartered Accountants of India ("ICAI") and the US Public Company Accountancy Oversight Board ("PCAOB") having offices across 12 (Twelve) cities in India at Mumbai, Gurugram, Chandigarh, Kolkata, Ahmedabad, Chennai, Goa, Pune, Bengaluru, Kochi, Hyderabad and Coimbatore. The audit firm has a valid peer review certificate. The Firm primarily provides audit and assurance services, tax and advisory services, to its clients. The Firm's Audit and Assurance practice has significant experience across various industries, markets and geographies.

M/s. M S K A & Associates LLP, Chartered Accountants, have consented to the said re-appointment and confirmed that their re-appointment, if made, would be within the limits specified under Section 141(3)(g) of the Act. They have also furnished a declaration in terms of Section 141 of the Act that they are eligible to be re-appointed as auditors of the Company and that they have not incurred any disqualification under the Act.

The Board recommends the resolution as set out at Item No. 4 of the accompanying Notice for the approval by the Members of the Company by way of an Ordinary Resolution.

None of the Directors, Key Managerial Personnel or their respective relatives are concerned or interested in the Resolution mentioned at Item No. 4 of the Notice.

Item No. 5

Ratification of remuneration payable to M/s. Ashwin Solanki & Associates, Cost Auditors of the Company

Under the provisions of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, as amended from time to time, the Company is required to have the audit of its cost records conducted by a Cost Accountant. Further, in accordance with the provisions of Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditor needs to be ratified by the Members of the Company.

Accordingly, the Board of Directors of the Company basis the recommendation of the Audit Committee, at their Meeting held on Wednesday, May 13, 2026, had approved the appointment of M/s. Ashwin Solanki & Associates, Cost Accountants (Firm Registration No. 100392) as Cost Auditors to conduct the audit of the cost records maintained by the Company for the Financial Year ending March 31, 2027 at a remuneration ₹ 6,50,000 (Rupees Six Lakhs Fifty Thousand Only) (excluding all taxes and reimbursement of out of pocket expenses, if any at actuals).

Accordingly, consent of the Members is sought by way of an Ordinary Resolution as set out at Item No. 4 of the accompanying Notice for ratification of the remuneration amounting to ₹ 6,50,000 (Rupees Six Lakhs Fifty Thousand Only) plus applicable taxes and out of pocket expenses on actual basis payable to the Cost Auditor for the Financial Year ending March 31, 2027.

The Board recommends the resolution as set out at Item No. 4 of the Notice for the approval of the Members of the Company as an Ordinary Resolution.

None of the Directors or Key Managerial Personnel(s) or their relatives are in any way concerned or interested, financially or otherwise, in the said resolution.

By the order of the Board
For **Crompton Greaves Consumer Electricals Limited**

D Sundaram
Chairman
DIN: 00016304

Registered Office:
05GBD, Godrej Business District,
Pirojshanagar, Vikhroli (West),
Mumbai 400079

Date: May 13, 2026
Place: Mumbai

ANNEXURE A

Details of Director seeking appointment/Re-appointment in the forthcoming Annual General Meeting

[In pursuance of Secretarial Standards on General Meetings (SS-2) and Regulation 36(3) of the Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015]

Name of the Director	Mr. Promeet Ghosh
Director Identification Number	05307658
Category	Managing Director & Chief Executive Officer (MD & CEO)
Date of Birth	September 05, 1968
Age	56 years
Nationality	Indian
Date of first appointment on the Board	August 16, 2016*
Relationship with Directors, Managers and KMPs	There is no relationship with other Directors on the Board, Managers and KMPs.
Brief Profile	Mr. Promeet Ghosh holds a Bachelor's degree in Engineering (Electrical & Electronics) from National Institute of Technology, Trichy and an MBA from Indian Institute of Management, Calcutta. He was an investment banker for two decades and has served as director on boards of various companies across sectors. He has worked with DSP Merrill Lynch for 18 years and helped build its M&A franchise. Thereafter, Mr. Ghosh was deputy head Temasek India, leading the team on the ground for nearly a decade. During his tenure, Temasek's direct India exposure grew significantly. After leaving his full-time role at Temasek in March 2022, he served as an advisor to Temasek until March 2023. He is passionate about sustainability transition.
Qualification	Bachelor's degree in engineering from Regional Engineering College, Trichy and MBA from the Indian Institute of Management, Calcutta.
Experience	33 years
Expertise in specific functional area	Wide managerial experience across multiple industries.
Terms and Conditions of appointment or re-appointment	To be appointed as a Director Liable to retire by rotation Eligible for re-appointment
Remuneration sought to be paid	As may be approved by N&RC and Board from time to time.
Remuneration last drawn	**Paid during Financial Year 2025-26** Total Remuneration paid in Financial Year 2025-26 is ₹ 12,62,05,987 (Rupees Twelve Crore Sixty Two Lakh Five Thousand Nine Hundred and Eighty Seven Only)
Number of shares held in the Company (directly or as a beneficial owner)	1,30,000 (One Lakh Thirty Thousand)
Number of Meetings of the Board attended during the year	Seven (7)
Membership/Chairmanship of Committees of the Company	• Environment, Social and Governance (ESG) Committee - Member • Stakeholder Relationship & Share Transfer Committee - Member • Corporate Social Responsibility Committee - Member
Directorships held in listed Companies	Butterfly Gandhimathi Appliances Limited
Listed companies from which resigned in the past three years	NIL
Directorships held in other Companies (excluding foreign, private and Section 8 Companies)	NIL
Membership/Chairmanship of Committees across other Public Companies (listed as well as unlisted)	Butterfly Gandhimathi Appliances Limited • Audit Committee - Member • Stakeholder Relationship Committee - Member • Nomination and Remuneration Committee - Member

*Non-Executive Non Independent Director till April 23, 2023, appointed as Executive Director w.e.f. April 24, 2023 and as MD & CEO w.e.f. May 1, 2023.

Information at a glance:

Particulars	Details
Mode	VC/ OAVM
Time and date of AGM	Friday, August 07, 2026, at 3:30 P.M.
Participation through video-conferencing	https://www.evoting.nsdl.com
Helpline number for VC participation	1800 22 55 33
Webcast and transcripts	https://www.crompton.co.in/investors/annual-report/
Dividend record date	Friday, July 24, 2026
Dividend payment date	On or after Friday, August 07, 2026, but within 30 days of AGM
Cut-off date for e-voting	Friday, July 31, 2026
E-voting start time and date	Monday, August 03, 2026, at 9:00 A.M.
E-voting end time and date	Thursday, August 06, 2026, at 5:00 P.M.
E-voting website of NSDL	https://www.evoting.nsdl.com
Name, address and contact details of e-voting service provider	**Contact details:** Mr. Suketh Shetty - Assistant Manager **National Securities Depository Limited,** 3rd floor, Naman Chambers, G Block, Plot No. C-32, Bandra Kurla Complex, Bandra (East), Mumbai – 400051 Email Id: evoting@nsdl.com; Contact number: 022-24994200
Name, address and contact details of Registrar and Transfer Agent	**Contact details:** Mr. Anandan K Senior Manager – Corporate Registry **KFin Technologies Limited,** Selenium Tower B, Plot No. 31 & 32, Gachibowli, Financial District, Nanakramguda, Serilingampally, Hyderabad - 500 032 Email ID: einward.ris@kfintech.com Contact number: 1800-309-4001

Crompton

Crompton Greaves Consumer Electricals Limited

NUMBER ONE

Integrated Annual Report 2025-26

Number One

AQI Chimney

Dual Control Fan -Regmote

Mini Pumps: #1 by volume, >2x category peers

5 star Induction Fans

Fine-Tunning speed Fans

Most Efficient Water Heater

Crompton's **Number One** standing reflects a mindset embedded in every product we build, every promise we keep and every first we create. Today, Crompton stands as the world's #1 ceiling fan brand and India's #1 across categories, a position shaped by the trust millions of consumers place in us every single day. That trust is our greatest achievement and our greatest responsibility.

From Indian living rooms to global recognition, Crompton's journey has been shaped by innovations that respond to real consumer needs and raise expectations across everyday home categories. Our engineering depth and consumer insight came together in products such as the AQI-enabled chimney, dual-control Regmote fan, highly energy-efficient HS Duro induction fan, Arno Neo water heater and Fluido BLDC fine-tuning speed fan. Each of these reflects a consistent approach: to make everyday appliances smarter, safer, more efficient and more relevant to the way modern Indian households live.

For Crompton, 'Number One' has always been a direction, not a destination. As long as there are higher bars to raise, deeper trust to earn and bolder firsts to create, our journey continues. At Crompton, being 'Number One' means continually raising the bar for innovation, reliability and consumer trust.

Contents

Look out for these throughout the report:

Reference to another page in the report

40
Crompton 2.0 strategy

78
World's No. 1 ceiling fans

114
Engaging with our stakeholders

About the report

We at Crompton Greaves Consumer Electricals Limited (Crompton) present our Integrated Annual Report for the financial year April 1, 2025, to March 31, 2026. In this report, we integrate our financial and non-financial performance, strategy, governance, and sustainability to demonstrate how we create and sustain value for our stakeholders over the short, medium and long term.

How this report is structured

Setting the context — Shaping the strategy — Delivering results responsibly

What anchors our reporting

Multiple-capital lens

- F Financial
- I Intellectual
- H Human
- M Manufactured
- N Natural
- S Social and relationship

Strategy as the organising reference

- Protect and grow the core
- Foray into new segments
- Win in the kitchen
- Transform the lighting business

Focusing on what matters most

- M1 Energy efficiency
- M2 Resource optimisation
- M3 Occupational health and safety
- M4 Ethics and integrity
- M5 Data privacy
- M6 Innovation
- M7 Employee well-being
- M8 Brand salience

How decisions are viewed

Key risks and opportunities are discussed alongside strategy and execution, reflecting how uncertainty is considered in planning, prioritisation and performance review.

Who this report creates value for

As the narrative progresses from strategy and execution to results, the report highlights the outcomes delivered for key stakeholder groups, recognising the interdependence between business success and stakeholder value.

Reporting scope and boundaries

Reporting period	April 1, 2025 – March 31, 2026
Financial disclosures	Standalone and consolidated
Non-financial disclosures	Standalone (Crompton only)
Reporting frequency	Annual

Intended audience

This report is primarily prepared for long-term investors, including equity shareholders, bondholders and prospective investors. It also addresses the information needs of employees, customers, regulators, partners and communities.

Reporting frameworks and standards

This report has been prepared in alignment with applicable regulatory requirements and recognised global frameworks, including:

- International <IR> Framework (IIRC/IFRS Foundation)
- Global Reporting Initiative (GRI) Standards (2016)
- United Nations Sustainable Development Goals (UN SDGs)
- United Nations Global Compact (UNGC) Principles
- Companies Act, 2013 and Indian Accounting Standards (Ind AS)
- SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015
- Secretarial Standards issued by the Institute of Company Secretaries of India

Governance, review and assurance

The Board of Directors acknowledges its responsibility for the integrity of this report and confirms that it addresses all identified material matters and presents our Company's performance and impact fairly and accurately.

Management has undertaken internal reviews to ensure the accuracy, completeness and consistency of information presented in the report.

Independent external assurance on non-financial disclosures has been provided by TÜV India Private Limited, including:

- Reasonable assurance for BRSR core indicators
- Limited assurance for BRSR non-core indicators and other non-financial disclosures

The assurance engagement was conducted in accordance with ISAE 3000 (revised) and ISAE 3410.

SDGs Impacted

Feedback

Stakeholder feedback is welcomed to strengthen future reporting and disclosures. Queries or suggestions may be addressed to: crompton.investorrelations@crompton.co.in

Inspired by your home. Designed to make every day feel better.

As the world's #1 ceiling fan brand, we combine heritage with modern innovation to enhance daily living. Our focus remains on creating smarter, more efficient homes for millions of consumers.

Creating Smart Solutions Everyday

Crompton is a leading consumer durable company, with market leadership in fans and residential pumps categories and a strong position in lighting and appliances categories. Leveraging the legacy of 85+ years and with award-winning products, the aim is to enhance the lives of every consumer while catering to evolving consumer needs.

Our Mission

We strive to create products that are safe, energy-efficient, dependable and environment-friendly by constantly improving our core technology.

Our Purpose

Enriching life for generations with smart and responsible solutions.

Our Values

C R E A T E

Caring
Respect people from diverse backgrounds and perspectives, act with empathy, demonstrate genuine concern, and proactively help and develop others.

Responsible
Understand and align business priorities with long-term goals and consumer preferences to drive Crompton's future-focused growth through innovation with purpose.

Entrepreneurial
Stay agile and adapt to ever-changing business landscapes, continuously experiment, courageously take risks, swiftly learn from failures, and make decisive, data-driven decisions.

Accountable
Set aspirational goals and high-quality standards, takes ownership and accountability. Establishes a strong commitment to excellence by emphasizing both outcomes and effectiveness.

Team Player
Collaborate to innovate, solve challenges, manage conflict, and leverage network to achieve shared objectives.

Ethical
Commit to authenticity, integrity, ethical conduct, and sustainability in all interactions with stakeholders, prioritising what is right for business, community, and the environment.

The Crompton story

We are one of India's leading consumer durables and lighting companies, built on a legacy of trust, deep engineering expertise and an extensive PAN-India distribution network. Our diverse portfolio spans fans, pumps, lighting and appliances, serving millions of consumers across the country. Through Crompton 2.0 transformation, we are advancing consumer-centric innovation, portfolio premiumisation and stronger go-to-market capabilities, while building new growth engines in integrated solar solutions and wires and cables, to address evolving consumer needs.

Building visibility around leadership

During F.Y. 2025-26, our Company's brand and category narratives gained greater visibility across media platforms, supported by sustained earned media coverage on innovation, sustainability, leadership, product launches and category authority. This helped us amplify strategic themes such as Crompton 2.0, premiumisation, energy transition, product innovation and category leadership, while reinforcing our positioning as a modern, consumer-centric home solutions provider.

From market leadership to consumer-facing trust

During F.Y. 2025-26, we transformed our 'world's number one ceiling fans' into a full-fledged end-to-end campaign spanning print, retail visibility and packaging. Each of our fans now carries this claim on-pack, converting a leadership milestone into a daily reminder of the trust our consumers place in us.

From single product to range communication

Another important shift during the year was the Company's move from predominantly single-product communication towards a broader, range-led articulation of our brand across the home. Rather than speaking only through isolated product campaigns, we increasingly began presenting ourselves as a more holistic household brand: spanning fans for living spaces and bedrooms, kitchen appliances and exhaust solutions for bathrooms. This approach widens consumers' understanding of Crompton as an home solutions brand.

Note: Map not to scale and for representation purpose only.

PAN-India footprint at a glance

Operational presence

24
Branches

8
Manufacturing plants*

Distribution and service ecosystem

2,76,000+
Retailers*

7,000+
Channel partners*

1,300+
Authorised service centres*

6,000
Households served under solar rooftop

Including Butterfly

F.Y. 2025-26 at a glance

Financial highlights

₹7,193.23 Crore
Revenue from operations
↑ 2.35%

₹746.14 Crore
EBITDA
↓ 10.20%

10.37%
EBITDA margin
↓ 145 bps

₹637.42 Crore
Operating cash flow
↓ 10.98%

₹(243.31) Crore
Profit After Tax (PAT)
↓ 143.20%

(3.38%)
PAT margin
↓ 1140 bps

₹3.00
Dividend per share

↑ Y-o-Y growth ↓ Y-o-Y degrowth

Non-financial highlights

38.51 Lakh kWh
Energy consumed from renewable sources

21%
Renewable energy contribution against total energy demand in FY26

2,903 MT CO_2e
GHG Scope 1 & 2 reduction in FY26 against FY25

55,751 kL
Water recycled and reused

72
Water conservation structures rejuvenated through Jal Jeevan

1,224
Students reached through Patang

1,000
Youth trained through Nayi Disha

9,027
Total lives impacted

71.43%
Board independence

28.57%
Female representation in the Board of Directors

5
Committees led by Independent Directors

7
Board meetings in F.Y. 2025-26

What we do

We operate across consumer electricals and energy-adjacent segments, serving households, farmers and institutions through a diversified portfolio.

Electrical Consumer Durables (ECD)

- Fans, including ceiling, pedestal, table, wall-mounted and exhaust fans
- Pumps, including residential, agricultural and solar pumps
- Large Domestic Appliances, including water heaters and air coolers
- Small Domestic Appliances, including irons, mixer grinders, juicers, blenders and induction cooktops
- Large Kitchen Appliances, including chimneys and related kitchen solutions

Lighting Solutions

- B2C lighting, including ceiling lights, lamps, battens, street lights, flood lights and accessories
- B2B lighting, including street, flood, industrial, professional and infrastructure lighting

Butterfly

- Mixer grinders, pressure cookers, gas stoves, chimneys, hobs, cookware and other kitchen appliances

New Businesses

- Solar rooftop solutions (ECD)
- Wires and cables (Lighting)

Competitive edge

A foundation of financial strength

- Zero debt and net cash positive status provides resilience and financial flexibility
- Focused execution aimed at sustaining above-market profitability

₹1,100 Crore+
Free cash at Group-level

Trust and market leadership

- Leadership positions in high-growth core categories, including fans and residential pumps
- Strong brand trust built through consistent quality and wide price-point coverage
- Consumer-insight-led design contributing to lower product return rates and high satisfaction

Fuelling growth with smart technology

- Annual allocation of up to ₹100 Crore to a platform-first innovation strategy
- Rapid scaling of high-efficiency BLDC motor technology (e.g., SilentPro) across the fan portfolio
- Premiumisation supported by design-led, energy-efficient product launches

196
R&D team size
13.29% ↑

Reaching every corner of India

- Extensive multi-channel distribution across urban, semi-urban and rural markets
- Strengthening of direct dealer network alongside accelerated growth in e-commerce and modern trade
- Supply chain and inventory optimisation improving service reliability

7000+
Dealers and distributors*
1% ↑

*(Including Butterfly)

↑ Y-o-Y growth

Our business segments

Electrical Consumer Durables

₹6,110.61 Crore
Revenue

₹808.96 Crore
EBIT

75.10% share
Revenue share

Market position*

#1 in Fans
#1 in Residential Pumps
#6 in Air Coolers
#3 in Storage Water Heaters

Key updates

We completed the transition to BEE 2.0 energy ratings for ceiling fans without operational disruption. In pumps, we strengthened leadership through targeted launches across residential, agricultural and solar segments, including Dura series upgrades for V3 and V4 submersibles, along with Aquagold, Flomax Dura, SWJ and monoblock/open well products. We also introduced smart controllers and MNRE-compliant solar pump solutions. In water heaters, we launched in-house designed Solarium Blaze models, overhauled Immersion Rods, introduced Made-in-India Oil-Filled Radiators and implemented BIS requirements in Air Coolers. The Company launched India's first AQI-based chimney, while Flame Pro Cooktop received the India Design Mark Award 2025. It also secured a ₹445 Crore rooftop solar order for 2 kW on-grid systems across 40,000+ homes and completed solar pump orders worth ₹500 Crore, installing 19,000+ systems with 97 MW capacity across multiple states.

*Source- External research reports and management estimates.

Lighting

₹1,082.62 Crore
Revenue

₹141.44 Crore
EBIT

13.31% share
Revenue share

Market position*

#3 in lighting (B2C)

Key updates

Our lighting segment achieved industry-leading margins by gradually shifting from commoditised categories to premium consumer lighting products and high-value B2B projects. During the year, our lighting segment also strengthened the sustainability framework through 100% RoHS-compliant product designs. We became the first lighting company to receive the CII GreenPro Ecolabel for our entire B2B product range.

The Company unveiled Crompton Armor Wires, combining advanced engineering with robust safety features to support higher electrical loads and heat resistance, ensuring dependable and future-ready performance for modern homes.

*Source - External research reports and management estimates.

Butterfly

₹943.15 Crore
Revenue

₹56.33 Crore
EBIT

11.59% share
Revenue share

Market position*

#1 Brand in LPG stainless steel gas stove (PAN India)

#2 Brand in LPG gas stoves (PAN-India)

#2 Brand in mixer grinders (South)

#2 Brand in outer lid pressure cooker

Key updates

Butterfly refreshed its positioning with 'Celebrating Change' to resonate with evolving consumers—those defined by attitude rather than age, embodying a 'Zillennial' mindset. The innovation-led premium 'Idea First' series was well-received by consumers and trade partners, driving market share gains across core categories and margin improvement. The Company also expanded into alternate cooking appliances to address growing consumer needs.

*Source - External research reports and management estimates.

New Businesses

19,000+
Solar pump systems installed

97 MW
Solar pump capacity installed

Market relevance

- Market leadership in solar pumps
- Early presence in residential rooftop solar
- Entry into wires and cables to extend Crompton's home electrical ecosystem

Key updates

During F.Y. 2025-26, Crompton advanced its New Business portfolio across solar rooftops and wires and cables. It also began building its residential rooftop solar presence, supported by an active order pipeline, while entering the ₹1.1 Lakh Crore wires and cables market.

Emerging growth platforms

We are aggressively expanding our TAM (Total Addressable Market) by entering high-potential 'white spaces'. These platforms leverage our brand equity and extensive distribution power to drive the next phase of growth.

Solar solutions

We have gained a signficant market share in solar pumps, delivering 2x growth Y-o-Y. Our solar rooftop debut has been stellar, with an order book aggregating approximately ₹500 Crore servicing ~50,000 households.

Wires and cables

We entered the ₹1.1 Lakh Crore Indian market, focusing on housing wires, where our brand equity and distribution network will drive a shift towards organised players.

Adjacencies

We made strategic forays into power solutions, allowing us to build on our electrical capabilities while capturing a larger share of consumer wallets.

Product portfolio

ECD

Fans

Ceiling fans


Fluido BLDC


Uranus


Niteo


Nucleoid


Caelum

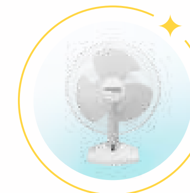

Aura 2 BLDC


Elevate

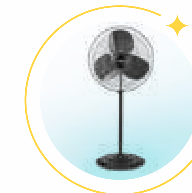
Fans Contd.

Non-ceiling fans


Non-Ceiling Siro Clip Fan


Torpedo EX: HS


Cito Pro


Windstar Farrata

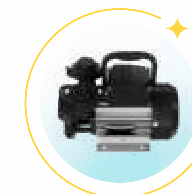
Pumps

Residential pumps

V4 Resi Dura series

V3 Dura series


Aquagold Dura


Flomax Dura


WIN I & II


Mini Master-I/ Mini Master Plus-I


SWJ series up to 1.5 HP


Jet Pump

Agricultural pumps


Openwell Solidus Series


Monobloc

V4 Magna Series

Solar pumps

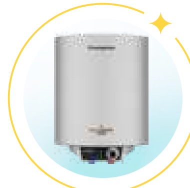

3HP to 7.5HP

Large Domestic Appliances ("LDA")

Water heaters

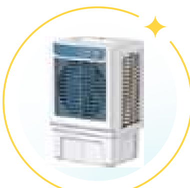

Arno Neo

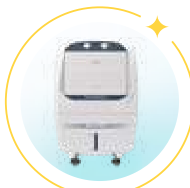

Solarium Neo Plus


Classic Neo


Acenza Plus 4-star

Air coolers


Aura 70L, 90L, 110L


Aura PAC 38L


Aura DAC 90i

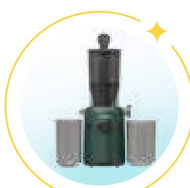
Room heaters

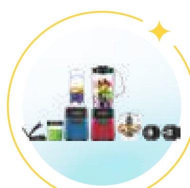

Insta Comfort Neo 800W

Small Domestic Appliances ("SDA")

Grinders


Mixer Grinder


Juicer Mixer Grinder

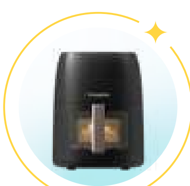

Nutri Blenders

Garment care


Dry iron


Steam iron

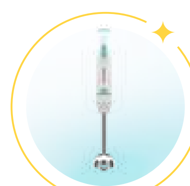
Small kitchen appliances


Air fryer


Induction Cooktops

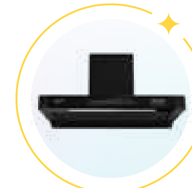

Electric Kettle


Electric Chopper


Hand Blender

Large Kitchen Appliances ("LKA")

Chimneys

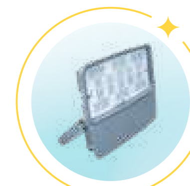

Sylvaire AirIQ SMART series BLDC chimney


Eliteo Mid-Premium BLDC chimney


HyperMax BLDC chimney

Lighting

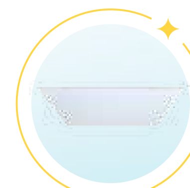
B2B


Rover Neo Flood Light

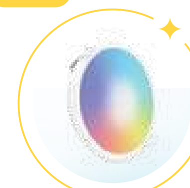

Nexus Start 150 W


High Wattage Sports lights

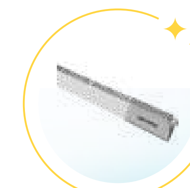

Rover Neo


Polaris UGR

B2C


Smart Ceiling Light


COB's


Decorative Battens


Solar Street Lights


Deco Wall Lights


Table Lamps & Torches

Butterfly

Mixer grinders

Ziera High Efficiency Mixer Grinders

Gas stoves

Xyra Aeroline 3-star Gas Stoves

Pressure cookers

UniCurve Triply Pressure Cookers

New Business

Integrated solar solutions

MNRE 2023-compliant Pumps

Energion 3.6 kW Single Phase Solar Rooftop Solution

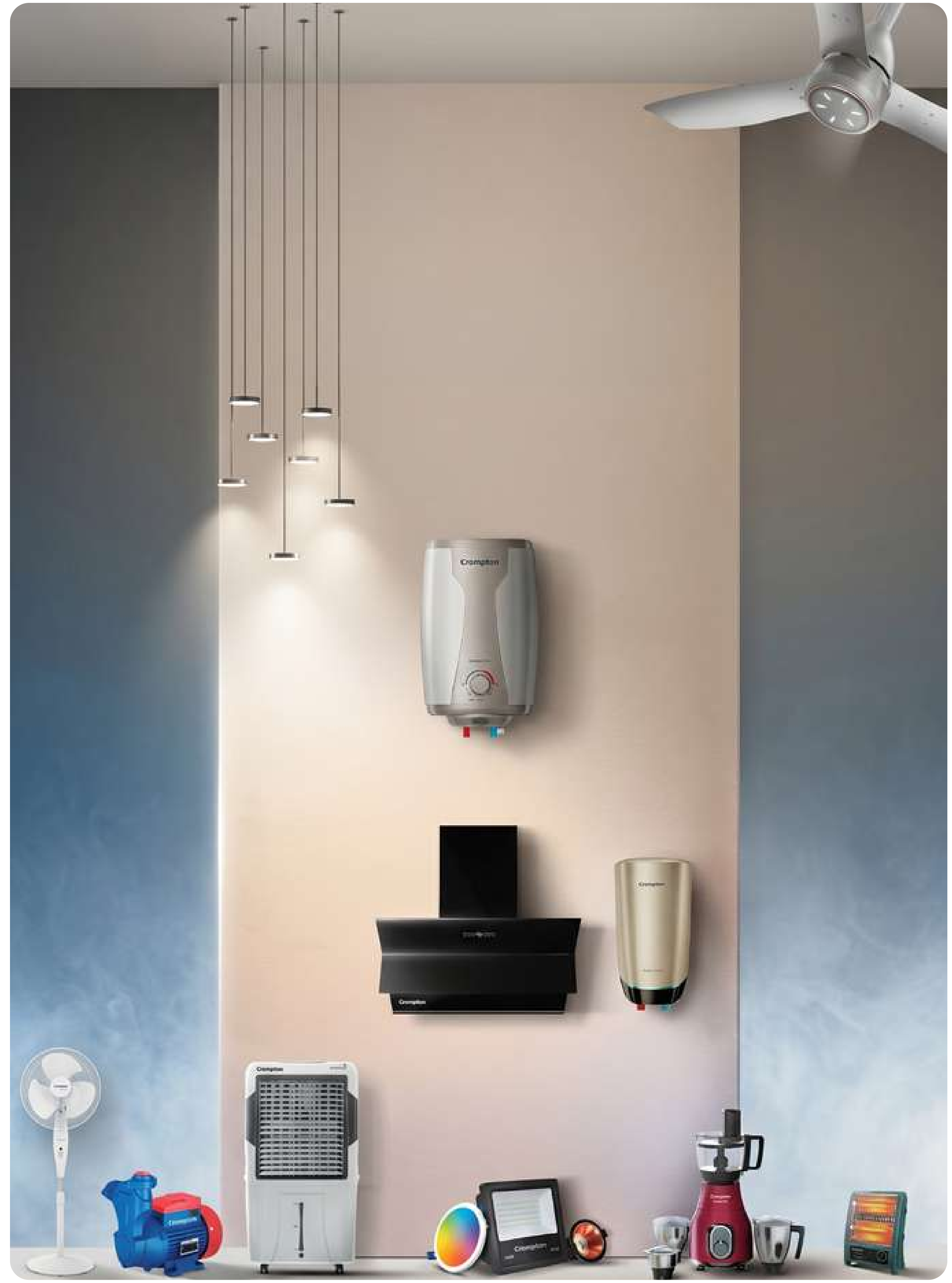
Solar pump controller

Solar rooftops KIT

Solar Grid-tied Inverter

Wires and cables

Crompton Armor Wires



Our business model

Inputs

F Financial Capital

Equity: **₹128.78 Crore**
Net worth: **₹3,178.07 Crore**
Capital expenditure: **₹70.95 Crore**

M Manufactured Capital

Manufacturing plants (including Butterfly): **8**
Fans: **15,65,000 units/month**
Lighting: **75,000 units/month**
Pumps: **54,525 units/month**

I Intellectual Capital

R&D professionals employed: **196**

H Human Capital

Permanent employees, including permanent workers: **2,211**
Person hours of training provided to employees: **67,197**

S Social and relationship Capital

Channel partners: **7000+**
Retailers: **2,76,000+**
CSR expenditure: **₹13.31 Crore**

N Natural Capital

Water consumed: **1,41,531 KL**
Energy consumption: **65,414 GJ**

How we do it

End-to-end value chain

- Sales
- Marketing and brand initiatives
- Manufacturing and quality assurance
- Procurement
- Research and development
- Customer insight and surveys
- After-sales service
- Distribution and logistics

Enabled by Crompton 2.0

- Enabled and empowered organisation *Page 44*
- Consumer need-led innovation *Page 48*
- Premiumisation of the portfolio *Page 52*
- Supply chain excellence *Page 54*
- Go-to-market excellence *Page 56*
- Digital enablement *Page 46*

Our Stakeholders

Customers
Safe, reliable and energy-efficient product
Page 124

Investors
Consistent, responsible and profitable growth
Page 120

Employees
Equal opportunity, skill development and a safe working environment
Page 132

Value chain partners
Long-term, collaborative and ethical relationships
Page 142

Government and regulatory authorities
Transparent compliance and responsible engagement
Page 117

Outcomes

F Financial Capital

Revenue: **₹7,193.23 Crore**
EBITDA: **₹746.14 Crore**
PAT: **₹(243.31) Crore**
EPS: **₹(3.78)**
RoCE: **29.75%**

M Manufactured Capital

Vadodara plant: **16,344 units/month**
Bethora plant: **3,58,958 units/month**
Kundaim plant: **65,935 units/month**
Baddi plant: **2,39,943 units/month**
Ahilyanagar plant: **15,896 units/month**

I Intellectual Capital

Patents Granted: **15**
New products launched: **211**
Revenue from new products launched: **₹1,435.18 Crore**

H Human Capital

LTIFR: **0.00**
Employees associated with Crompton for over five years: **382**

S Social and relationship Capital

Total lives impacted: **9,027**
Youth trained: **1,000**
Lives touched through water conservation efforts: **3,245**
Sustainable sourcing: **36.40%**

N Natural Capital

Water recycled & reused: **55,751 kL**
SGHG Scope 1 & 2 Emission Reduction: **23% MT CO_2 Eq.**
Waste recycled: **4,520 MT**

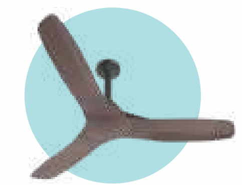
D. Sundaram
Chairman, Non-Executive and Non-Independent Director

Stewardship, Strategy and the Long Arc of Growth

Dear Shareholders,

FY26 marks a significant milestone in Crompton's journey. Being recognised as the World's No. 1 Ceiling Fans Brand is far more than a commercial achievement. It reflects the enduring strength of an institution built over decades through sustained engineering investment, steady expansion of our distribution network, and an unwavering commitment to earning consumer trust across millions of Indian homes. As Chairman, I take great pride in seeing that commitment acknowledged on a global stage.

Achieving this recognition also sharpens our responsibilities. We must ensure that Crompton is structurally prepared to sustain and extend this performance across changing market conditions, technological transitions and evolving consumer expectations. With that in mind, I want to take this opportunity to share how we are thinking about the road ahead.



Recognition as World's No. 1 fan brand reflects decades of engineering, trust, and disciplined execution.

A Growing Nation, A Growing Crompton

India's economic momentum continues to create compelling conditions for growth in our sector. India's GDP grew by 7.6% in FY26, supported by strong domestic demand, public investment and favourable demographic trends, and is projected to expand at 6.8 to 7.2% in FY27. Urbanisation continues to reshape where and how Indians live, and housing construction is expanding steadily across income segments, underpinned by improved access to financing and sustained government infrastructure investment. As homes are built and upgraded, the electrical ecosystem within them is becoming progressively more sophisticated, with households embracing solutions across cooling, lighting, water management and appliances as part of how they live and aspire to live.

Electrification has now reached near-universal levels across India, meaning that the next phase of industry growth will be defined not by access, but by aspiration. Households in smaller towns and rural markets that were only beginning to enter the formal appliance market a decade ago are now upgrading, replacing and premiumising their purchases. This shift in demand profile favours companies with strong engineering capabilities, deep distribution networks and trusted brands. It favours Crompton.

Regulatory developments reinforce this advantage further. Standards introduced by the Bureau of Energy Efficiency are accelerating the adoption of advanced technologies, including BLDC motors and high-efficiency product architectures. We view regulatory compliance not merely as an obligation, but as an important expression of our respect for consumers, regulators and the standards that advance safer, more efficient and more responsible products. These are market-shaping mechanisms that reward sustained engineering investment, and they are simultaneously driving the consolidation of market share from unorganised players towards established organised brands. As consumers increasingly prioritise reliability, durability and dependable after-sales service, the structural advantages of scale, technology and brand trust compound over time. India's fast-moving electrical goods sector is estimated to exceed ₹1 Lakh Crore, and Crompton, with its combination of category leadership, engineering depth and extensive distribution reach, is well positioned to capture a meaningful share of that growth.

Crompton 2.0 Strategy

Recognising this opportunity, our strategic roadmap is designed to evolve Crompton from a manufacturer with strong individual category positions into a diversified electrical consumer solutions platform serving the full spectrum of modern household needs. The five pillars of this roadmap, consumer-led innovation, portfolio premiumisation, go-to-market excellence, supply chain efficiency and digital enablement, strengthen specific dimensions of Crompton's competitive relevance in an industry where technology cycles are shortening and consumer expectations are rising.

The practical expression of this strategy is our disciplined expansion into adjacent categories. The wires and cables segment extends our presence across the complete electrical infrastructure of the home. Solar pumps build on our established water-management and pump-engineering capabilities, while rooftop solar solutions extend our participation into distributed residential energy.

This strategic ambition is supported by a financial foundation that has strengthened considerably. The completion of our transition to a zero-debt balance sheet, following the repayment of non-convertible debentures, is an important milestone that we are proud of. Investment decisions can now be guided purely by competitive logic and long-term growth priorities, enabling us to pursue opportunities with both conviction and financial resilience.

Engineering as Our Competitive Edge

A strategy of this breadth is credible only when it is backed by deep institutional capability, and we are confident that Crompton has built this foundation over time. Over the years, we have built deep institutional expertise in BLDC motor technology, pump engineering and energy-efficient product design, supported by a consumer-led approach to innovation that consistently translates technical depth into practical household solutions. At Crompton, consumer centricity, technology, need and design are not separate considerations.

They are integrated into how we develop every product, ensuring that what we bring to market is not only technically sound but genuinely useful and thoughtfully designed for the lives our consumers lead.

During F.Y. 2025-26, this engineering capability was demonstrated concretely. The BEE 2.0 transition in fans was completed ahead of schedule through proprietary innovation platforms, reflecting years of sustained technical investment. The development of India's first residential solar pumps extended our water management expertise into a new addressable segment. The Arno Neo water heater, engineered to perform effectively under high Total Dissolved Solids (TDS) conditions prevalent across many Indian households, reflects our ability to combine engineering rigour with precise consumer insight.

Engineering strength is one of the most durable sources of competitive advantage in the industries in which we operate, and we have invested in it patiently and consistently. Our continued focus on research and development, manufacturing capability, in-house validation and talent development ensures this foundation grows stronger as technology cycles evolve. It is also this engineering depth that gives us the confidence to move decisively into renewable energy

Stepping into Renewable Energy

India's transition towards renewable energy is one of the most exciting structural opportunities in the country's economic landscape over the coming decade. Government programmes such as PM-KUSUM are accelerating solar-powered irrigation adoption across the agricultural sector, creating a solar pumps market estimated at ₹30,000–35,000 Crore. The PM Surya Ghar programme is driving residential rooftop solar adoption at a scale that creates substantial and lasting commercial opportunity.

For Crompton, entry into this space is a logical and welcome progression. Our decades of capability in pumps, electrical systems and large-scale project execution provide a strong platform from which to compete.

We have established a presence in solar pumps and, more recently, in residential rooftop solar solutions, and early milestones, including a robust order pipeline and active participation in government-led programmes, demonstrate that we are building competitive relevance quickly in this market. Our intention is to build a credible and scalable solar platform that reflects the same discipline in execution, engineering quality and customer trust that has defined Crompton's progress across every category we have entered.

Expansion into solar and adjacent categories reflects disciplined, capability-led growth—not diversification for its own sake.

Leadership, Culture and Governance

At Crompton, we believe that sustained business success rests on strong leadership, sound governance and a culture that encourages people to think beyond short-term outcomes. Our governance philosophy reflects the belief that leaders must remain focused not only on annual performance but also on the long-term trajectory of the organisation.

During F.Y. 2025-26, we reinforced this approach through a long-term incentive programme linking the rewards of approximately 115 senior leaders directly to strategic and financial milestones. By aligning leadership incentives with long-term value creation, we are embedding sustained performance and responsible decision-making into the way Crompton is led.

Equally important is the culture that supports this vision. At Crompton, innovation, accountability and human growth are closely interconnected.

Our values of Care, Responsibility, Entrepreneurship, Accountability, Teamwork and Ethics guide how decisions are made, how talent is developed and how individuals collaborate across the organisation. These principles are brought to life through our Fun Place to Work framework, anchored in six commitments—Care, Connect, Collaborate, Create, Conquer and Celebrate which together foster an environment where people feel empowered, valued and motivated to perform. We also maintain an active dialogue with employees through structured engagement surveys and regular townhalls, recognising that organisations that listen continuously are better positioned to learn, adapt and grow.

Responsible Growth

At Crompton, we believe that responsible growth and strong business performance go hand in hand. Our sustainability approach is closely integrated with the way we design products, operate our facilities and engage with the communities around us. Technologies such as BLDC fans, LED lighting, energy-efficient water heaters and solar pumps represent the clearest expression of this philosophy, enabling consumers to meet everyday needs while significantly reducing energy consumption and environmental impact.

By embedding sustainability directly into product innovation, Crompton is helping drive energy efficiency at scale while strengthening the long-term relevance of our portfolio. Our continued progress in this area is reflected in external recognition as well. Crompton's S&P Global Corporate Sustainability Assessment (CSA) score improved from 34 in 2022 to 71 in 2025, positioning the Company as No. 1 in India and 2nd globally among household durables peers. This progress reflects a sustained commitment to responsible practices across governance, operations and product innovation.

The Road Ahead

The penetration of many appliances categories in India remains well below levels seen in comparable economies, while technology transitions in areas such as fans, water management and energy infrastructure are still at an early stage. At the same time, households are increasingly seeking products that deliver quality, efficiency and intelligent design. This widening gap between evolving consumer expectations and current industry penetration presents a significant opportunity, and Crompton is well positioned to address it.

We enter this phase with category leadership in fans, pumps, water heaters, air coolers and lighting, supported by a brand built on decades of consumer trust.

Our differentiated engineering capabilities, extensive distribution reach and debt-free balance sheet provide the strength to invest with conviction and pursue long-term growth. The Crompton 2.0 framework brings these strengths together within a clear strategic structure, enabling us to expand our presence across a progressively broader market.

Looking ahead, our focus is to strengthen leadership in our core categories while expanding our presence in solar pumps and rooftop solar solutions and further integrating Crompton's offerings within the Indian household's electrical ecosystem. With strong foundations in engineering capability, brand credibility, distribution depth and financial resilience, we are well prepared to pursue this next phase of growth with discipline and scale.

I extend my sincere gratitude to our employees, whose expertise, dedication and sense of ownership continue to drive Crompton's progress. I also thank our channel partners and dealers, whose strong market relationships and on-ground commitment ensure that Crompton products reach households across the country. Above all, I remain deeply grateful to our shareholders for their continued trust and confidence in the organisation. Their support strengthens our resolve to pursue our ambitions with discipline, responsibility and a long-term perspective.

Regards,
D. Sundaram
Chairman, Non-Executive &
Non-Independent Director

Promeet Ghosh
Managing Director & Chief Executive Officer

Dear Shareholders,

FY26 was a year of focused execution and steady strategic progress for Crompton. Over the course of the year, we continued advancing the Crompton 2.0 agenda, strengthening our core businesses and improving our functional capabilities. Despite a demanding operating environment, our disciplined approach ensured that the organisation remained focused on execution while continuing to invest in future-ready the capabilities that will shape Crompton's long-term growth.

Our direction remains clear. Crompton is steadily evolving from a category-led company into a comprehensive home electrical and consumer solutions company, supported by consumer-led innovation, product premiumisation, strong distribution reach and deeper digital integration across the enterprise. The initiatives undertaken during FY26 reflect our ambition to expand Crompton's role within the modern home while continuing to strengthen leadership across our core product categories.

The progress we achieved during the year reinforces the strength of our brand, the resilience of our diversified portfolio and the commitment of our people and partners across the country.

Industry momentum and evolving consumer expectations

The consumer electrical industry in India continues to benefit from strong structural drivers. Rising urbanisation, increasing housing demand and the steady expansion of middle-income households are supporting sustained growth in the adoption of electrical appliances and home solutions. At the same time, infrastructure development and improving rural electrification across regions are expanding the addressable market for consumer electrical products.

Consumer expectations are undergoing a profound transformation, with sustainability emerging as a defining force shaping purchasing decisions. Today's buyers increasingly demand energy efficiency, reliability, and technological sophistication — and Crompton has been anticipating this shift long before it became an industry imperative. While the Bureau of Energy Efficiency (BEE) continues to tighten standards industry-wide, Crompton has consistently stayed ahead of the curve, treating energy efficiency and responsible design not as compliance thresholds to meet, but as benchmarks to surpass. Rooted in strong engineering DNA and deep product development capabilities, Crompton does not merely respond to change — it pioneers it, embedding sustainability into the very core of how products are conceived, engineered, and delivered. This conviction is reflected in the recognition Crompton has earned at the highest global and national levels — being ranked 1st in India and 4th globally among household durables companies in the S&P Global Corporate Sustainability Assessment (CSA), and being awarded a score of 73/100 by NSE Sustainability Ratings & Analytics, recognising Crompton as a Leader in the Consumer Durables industry — third-party validation that our sustainability practices don't just meet the bar, they raise it.

Distribution channels are undergoing an equally important transformation. E-commerce platforms, organised retail chains and regional modern trade networks are increasingly influencing how consumers discover and purchase electrical products. Companies that combine strong brand credibility, wide distribution reach and continuous product innovation will be best positioned to capture the next phase of industry growth. Crompton's strategy during FY26 remained closely aligned with these evolving market dynamics.

Business performance

Against this backdrop, Crompton delivered resilient business performance in FY26, supported by disciplined execution and the strength of our diversified portfolio. Consolidated revenue stood at approximately ₹8,095.50 Crore, with EBITDA of approximately ₹827.40 Crore and an EBITDA margin of approximately 10.20%. While weather-related demand fluctuations influenced certain seasonal categories during the year, the breadth of our product portfolio and our continued operational discipline enabled us to maintain stable business momentum.

Our ECD segment navigated a challenging year, particularly for the Fans category, which faced significant headwinds owing to unfavourable climatic conditions that dampened consumer demand in the early part of the year. However, the segment demonstrated strong resilience and staged a commendable sequential recovery during H2, culminating in a healthy ~10% growth in Q4. Despite the subdued environment, we were proud to maintain our market leadership position in both Fans and Residential Pumps, while also gaining market share during the year — a testament to the strength of our brand and the trust our consumers place in us. In Fans, our deliberate and focused shift towards premiumisation continued to gain meaningful momentum, with premium segments such as BLDC fans gaining strong traction across channels. This premiumisation journey was further amplified by standout product introductions — the SilentPro Fluidowave and Solarium Blaze, both of which earned the prestigious Red Dot Design Award, affirming Crompton's growing credentials as a design-led, consumer-centric brand. We also introduced industry-first innovations such as fine speed control, elevating the consumer experience and setting new benchmarks for what a premium fan can deliver. Alongside this, we made significant inroads through new product launches and a focused GTM strategy, while also completing the transition to BEE 2.0 energy efficiency standards ahead of schedule — reinforcing Crompton's position in high-efficiency fan technology and strengthening our leadership within the category. In Pumps, we strengthened the portfolio through revamped Dura submersible platforms, application-specific launches and smarter control solutions, improving our ability to serve residential, agricultural and solar-linked demand with greater relevance. Continued innovation in pump technologies and intelligent control systems further strengthened our water management solutions portfolio.

The Appliances category sustained its strong growth momentum, with both the Crompton and Butterfly brands individually delivering double-digit growth during the year. For Butterfly, the brand transformation progressed meaningfully, driven by a revamped product portfolio, stronger design capabilities, and an enhanced retail presence — all anchored within a revised brand architecture that sharpens its identity and market positioning. A defining highlight of this journey was the launch of the Idea First Series — a collection of more than 22 newly designed products spanning mixer grinders, gas stoves, and pressure cookers — marking a significant step forward in cementing Butterfly's relevance and authority within the kitchen appliances segment.

Our lighting business delivered revenue of approximately ₹1,082.60 Crore annually, with an industry-leading growth rate of 14.30% in Q4. The segment delivered healthy performance on the back of an improved product mix for both B2C and B2B segments, coupled with cost savings under Project Unnati.

Together, these performances demonstrate the resilience of Crompton's diversified business model and the consistency of our innovation-led approach across categories.

Strengthening the balance sheet

A significant financial milestone during FY26 was the repayment of non-convertible debentures amounting to approximately ₹300 Crore, enabling Crompton to transition to a zero-debt balance sheet. This achievement strengthens our financial flexibility and positions the Company to pursue future opportunities with greater confidence.

During the year, we also undertook important upgrades to our manufacturing facilities. The Baroda facility was transformed into a multi-product platform, capable of producing BLDC PCBs, appliances and solar rooftop components with in-house validation capabilities. This investment strengthens supply chain agility, improves quality control and enhances our ability to respond quickly to evolving product demand.

During the year, the Company also took an important accounting step in its investment in Butterfly Gandhimathi — recognising an impairment that aligns its book value with its value-in-use. This step reflects our confidence in Butterfly's future, and not a lack thereof. It essentially resets the assumptions underlying Butterfly's book value, so our reported returns — ROCE, ROE and Asset Turnover — now reflect the true productive capital employed in the business. The recognition of this impairment does not reflect adversely on the present or future cash flows or business operations of Butterfly.

Advancing into new growth adjacencies

Expanding Crompton's participation across the broader home electrical ecosystem remains a central pillar of our growth strategy. As homes become increasingly technology-enabled and consumer lifestyles evolve, the opportunity to serve a larger share of household electrical and appliance needs continues to grow.

FY26 was a monumental year as we entered the residential wires segment, a market with a size of more than ₹30,000 Crore. Residential wires are a critical yet often under-considered part of home infrastructure, where product quality directly impacts safety and long-term performance. We are focused on scalability, durability and compliance with the safety standards expected by modern households. These initiatives meaningfully expand Crompton's addressable market and strengthen our evolution into a comprehensive home electrical solutions provider.

Solar: a new growth platform

Solar represents one of the most compelling categories of the future — and Crompton is building to lead it. India's transition towards renewable energy is accelerating rapidly, powered by favourable government policies, rising electricity costs, and a deepening consumer consciousness around sustainability. As this transition unfolds, the opportunity for a trusted, engineering-led brand like Crompton to play a defining role is significant. Our right to win in this space is rooted in our decades of expertise in energy-efficient technologies, our established distribution reach across urban and rural India, and our deep understanding of consumer and farmer needs — capabilities that are directly transferable and highly relevant in the solar context. For Crompton, solar is not an opportunistic adjacency — it is a strategic priority, and we are moving with both conviction and urgency to build a leadership position within it.

On the ground, our progress is already tangible. In solar pumps, we completed orders worth approximately ₹369.70 Crore, installing more than 13,072 systems representing approximately 97 MW of capacity across multiple states — directly supporting farmers and rural communities with reliable, cost-effective, and sustainable irrigation solutions. In solar rooftop solutions, we have made a strong early entry into residential applications, rapidly building an order pipeline of approximately ₹453 Crore, covering nearly 38,699 residential installations across states including Andhra Pradesh and Telangana. Government tailwinds such as the PM Surya Ghar programme are expected to further accelerate adoption in the years ahead — and Crompton is well-positioned to be the partner of choice for millions of Indian households embarking on their clean energy journey.

Reaching the modern consumer

As our portfolio expands and consumer aspirations evolve, our brand architecture is being deliberately shaped to serve every segment of the market with greater precision and relevance. A defining milestone in this evolution is the launch of Crompton Rhion — our new super-premium brand — representing a bold and deliberate step in our premiumisation journey. Crompton Rhion has been conceived as a platform to showcase the next level of innovation, advanced technology and superior design, offering a curated range of products across multiple categories that cater to the most discerning consumers. This launch is a natural progression of Crompton's brand architecture, enabling us to serve a broader spectrum of consumers — from the aspirational to the ultra-premium — while keeping the core Crompton brand firm. Our marketing initiatives during the year complemented this premiumisation agenda, striking a thoughtful balance between Crompton's strong brand heritage and contemporary digital engagement — with campaigns reinforcing our fan leadership among loyal consumers, while digital storytelling and influencer collaborations expanded our reach among younger audiences across Tier II and Tier III markets.

Strengthening our go-to-market architecture has become increasingly important as our portfolio grows in both breadth and ambition. Consumers today engage with brands across multiple touchpoints, and our strategy focuses on ensuring seamless access to our products across traditional retail networks, organised retail formats and digital platforms. During FY26, we deepened engagement across our channel ecosystem through digital initiatives designed to improve transparency and ease of doing business. Our Retailer Parivaar platform, now enabling more than 50,000 retailers across the country, provides partners with digital product catalogues, scheme visibility and streamlined redemption workflows, including direct-to-bank settlements — enhancing convenience for retailers while strengthening collaboration and trust across our entire distribution network.

Digital enablement

Digital transformation continues to strengthen Crompton's operational capabilities and decision-making across the organisation. Guided by our dual approach of 'Perform and Transform,' our digital roadmap during FY26 focused on improving operational efficiency while building technology platforms that support long-term growth.

A key priority during the year was building a more integrated data ecosystem across Crompton and Butterfly, enabling greater visibility and collaboration across the organisation. Digital tools introduced in finance now enable deeper profitability analysis across products and channels, while automation of reporting processes and improved master data governance frameworks are strengthening the accuracy and timeliness of financial insights.

Digital initiatives are also improving supply chain coordination and sales execution. Enhanced planning systems are strengthening demand forecasting and supporting more effective Sales and Operations Planning (S&OP) processes, while digital platforms across the sales organisation provide greater transparency into performance tracking and incentive management. As our digital footprint expands, we continue to strengthen cybersecurity frameworks while exploring the responsible use of emerging technologies such as Generative AI.

People and responsible growth

The investments we made in our people during FY26 were deliberate and measurable. Approximately 1,949 employees participated in structured training programmes spanning technical, functional and leadership domains during the year. Digital learning platforms introduced personalised training pathways and on-demand modules, enabling employees to continuously upgrade their skills across functions and geographies. Through cross-functional rotations and targeted leadership development programmes, we continued building a strong pipeline of future leaders equipped with the capabilities that Crompton's next phase demands. Our journey of becoming an enabled and empowered organisation is a continuous process that has allowed us to unlock the full potential of our people.

Our CSR programme remained focused on skill development, livelihood creation and community upliftment, supporting initiatives that directly improved employability and economic opportunity for young people across several regions of India. The All-Women Electrician Training Programme was a standout initiative during the year, equipping women with industry-relevant technical skills and enabling them to build sustainable careers within the electrical sector. On the recognition front, Crompton received the National Energy Conservation Award (NECA) 2025 for Appliance of the Year, presented by the President of India, Smt Droupadi Murmu, for our BEE 5-Star Arno Neo Storage Water Heater, and was recognised by the Confederation of Indian Industry as one of India's Top 100 Innovative Companies, marking our first-ever inclusion in this prestigious national innovation ranking. On the environmental front, we recorded measurable progress against our targets to reduce Scope 1 and Scope 2 emissions by 50% and lower emission intensity per unit of sales by 60% by 2035. Our CDP rating of B for both Climate and Water further reflects the rigour with which we are advancing these commitments across our operations.

Crompton's next chapter

As we look ahead, our focus remains on strengthening our core businesses while expanding into complementary product categories that increase Crompton's participation across the home electrical ecosystem. The Crompton 2.0 transformation provides a clear roadmap for our next phase of growth.

FY26 has reinforced our confidence in Crompton's direction. Our portfolio continues to expand, our capabilities are strengthening and our brand remains deeply trusted by consumers across India.

I extend my sincere gratitude to our employees for their dedication, our channel partners for their continued partnership and our shareholders for their continued confidence in Crompton's journey.

With a strong foundation, a clear strategy and a continued focus on innovation and disciplined execution, we remain confident in Crompton's ability to capture the opportunities ahead.

Warm Regards,

Promeet Ghosh

Managing Director &
Chief Executive Officer

Strategy and Execution

India stands at the cusp of a consumption transformation, visible in how consumers live, choose and consume. Households are seeking smarter, more efficient and dependable solutions, while rising energy consciousness, accelerating digital adoption, the pursuit of smart living and the economic awakening of Bharat continue to reshape demand. At Crompton, we view these forces as structural tailwinds to harness. At Crompton, we view these forces not as disruptions to navigate, but as structural tailwinds to harness.

Crompton 2.0 is our response: a deliberate, structural transformation, not a cyclical course correction. It repositions Crompton as a consumer-centric, technology-enabled growth platform, sharpening competitiveness, accelerating profitable growth, and unlocking long-term value across categories and channels.

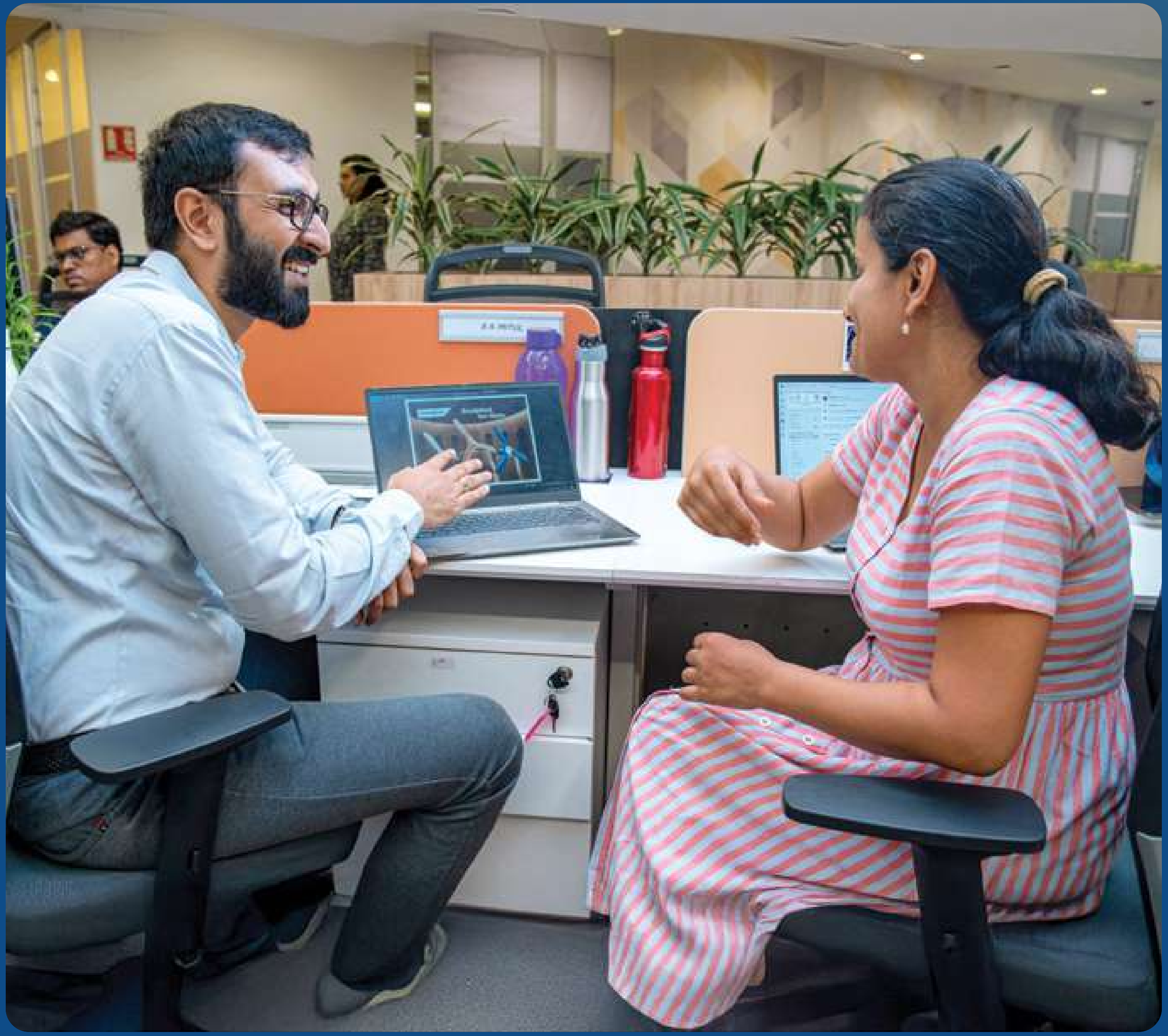
8
Manufacturing plants (Including Butterfly) supporting category depth, supply chain agility and execution scale across Crompton's portfolio

₹500 Crore
Active solar rooftop order pipeline, showcasing early momentum in India's distributed-solar opportunity

2,76,000+
Retailers across India, strengthening Crompton's reach across urban, semi-urban and rural markets

Evolving market trends

India's consumer landscape is being reshaped by powerful and interconnected forces. Each presents a distinct opportunity for Crompton to deepen relevance, sharpen differentiation, and build durable competitive advantage. Our response, anchored in the NUCLEUS and XTECH platforms, supported by a reimagined go-to-market model, ensures we are ahead of the curve, not adapting to it.



The shift underway: From commoditisation to differentiation. From price to value. From volume to premiumisation. From metros to Bharat.

Accelerated shift to energy efficiency

The national push towards energy conservation, driven by rising power costs and tighter regulatory standards such as BEE star ratings, is accelerating consumer demand for high-efficiency products. The market is steadily shifting towards premium offerings that deliver long-term value and lower operating costs.

We are leading this transition by accelerating the rollout of the NUCLEUS platform (BLDC).

This strategic shift supports margin-accretive growth while reinforcing our leadership in energy-efficient and sustainable technologies.

NUCLEUS platform

The core engine of premium efficiency up to 60% energy savings with BLDC technology

Digital disruption and multi-channel demand

Consumers increasingly rely on digital platforms for product discovery, comparison and purchase. This has heightened expectations for a seamless omni-channel experience, with consistent pricing, availability and service across online and offline touchpoints. Three-quarters of consumers find AI tools beneficial when shopping. Additionally, 72% actively use AI for product recommendations, and 45% have purchased a product based on an AI suggestion. Furthermore, 62% prefer AI tools that display reviews and photos from verified purchasers.

We are accelerating digital-first sales channels and modern trade penetration to engage urban, digitally native consumers. At the same time, we continue to strengthen our direct dealer network and optimise supply chain operations to ensure pricing discipline and service reliability across channels.

Omnichannel strategy

Focus on digital-first sales acceleration supported by retailer network and partners

Demand for integrated smart home solutions

Rising demand for convenience, connectivity and performance is fuelling the adoption of smart, connected devices. The home automation systems market, valued at $52.65 billion in 2024, is projected to reach $66.45 billion by 2029, registering a CAGR of 4.8% over this period. This trend is driving premiumisation and requires sustained investment in electronics, software and proprietary R&D capabilities.

Our R&D efforts are focused on integrating smart connectivity and advanced electronics into the NUCLEUS platform, ensuring our products address evolving expectations for intelligent, high-performance home environments.

Smart connectivity

Feature integration into NUCLEUS architecture up to ₹32.63 Crore annual R&D investment

Expansion of rural and tier 2/3 markets

Rising household penetration and disposable incomes in tier 2/3 cities and rural markets are driving demand for durable, reliable products. The home and household sector is projected to reach approximately $237 billion by 2030, growing at a CAGR of over 10%, highlighting the significant growth potential in these markets. Success in these markets requires local manufacturing strength, cost discipline and deep distribution reach.

The XTECH platform reinforces our core strength in durability and quality, with products designed and manufactured in India. Our go-to-market strategy emphasises rural and semi-urban penetration through a balanced channel mix, building long-term brand trust and mass-market loyalty.

XTECH platform

Enhanced durability for core products Made in India, ensuring quality assurance and supply chain strength

Crompton 2.0 strategy

Protect and grow the core

We continue to consolidate leadership in the fans segment through premium, design-led and energy-efficient offerings. In pumps, we are deepening our presence in agriculture while scaling solar solutions, where we have built strong execution capabilities.

Win in the kitchen

We are scaling small domestic appliances by leveraging the combined strengths of Crompton and Butterfly, while building a distinct large kitchen appliances portfolio focused on higher-value segments.

Transform the lighting business

We are sharpening product positioning with focus on premiumisation and improving go-to-market efficiency, while expanding our B2B lighting presence through marquee infrastructure and government projects supported by a specialised enterprise team.

Foray into new segments

We will selectively enter two to three whitespace categories where we can credibly build leadership and capture sustained demand, rather than pursuing broad-based diversification.

Enabled and empowered organisation

We build a high-performance culture grounded in ownership and agility.

Read more on page 44

Digital enablement

We integrate digital tools and analytics to enhance efficiency, innovation and speed of execution.

Read more on page 46

Consumer need-led innovation

We use deep consumer insights to drive meaningful product development.

Read more on page 48

Premiumisation of portfolio

We develop premium, high-value products informed by deep consumer insights, allowing us to meet specific needs and position our offerings effectively across channels.

Read more on page 52

Supply chain excellence

We optimise efficiency, quality and cost across the value chain.

Read more on page 54

Go-to-market excellence

We strengthen trade partnerships and alternative channels to expand reach and engagement.

Read more on page 56

Crompton 2.0 marks the next stage in our evolution, reflecting a shift in ambition from sustaining performance to actively shaping the future of the categories in which we operate. Built on a strong operating foundation, it is designed to sharpen our competitiveness, accelerate value-accretive growth and strengthen our ability to respond to change quickly and with confidence.

At its core, Crompton 2.0 brings focus and clarity by defining where we will play, how we will win and the capabilities we must strengthen to ensure that progress remains disciplined, consistent and durable over time.

Our roadmap for the next phase is guided by a clear belief: sustainable growth is created when consumer relevance and execution discipline move together.

Putting the consumer at the centre

Every decision, from product creation to go-to-market choices, is anchored in real consumer need and insight.

Expanding through purposeful innovation

R&D and design become engines that shape better categories and differentiated experiences.

Balancing growth with financial discipline

Expansion is driven in a way that respects margin, productivity and financial strength.

Creating a fast, digital-first organisation

Technology, data and agile ways of working support quicker action and sharper execution.

Case studies

Technology-led experimentation in marketing

As part of Crompton 2.0, marketing execution is becoming more digitally enabled and experimentation led. During F.Y. 2025-26, we deployed AI-based content, strengthened dashboard-led insight tracking and expanded the use of hybrid media, reflecting a shift away from a predominantly traditional campaign model towards a more agile, technology-supported marketing organisation.

New-age media, sharper context

We also broadened our media approach by selectively experimenting with newer formats and platforms. During F.Y. 2025-26, we undertook our first podcast sponsorship, experimented with moment marketing and used contextual partnerships, such as Cricbuzz, to support high-relevance summer categories, including fans and air coolers. These choices reflect a more calibrated and ROI-aware approach to media deployment.

Marketing moving upstream

A notable organisational shift during F.Y. 2025-26 was the repositioning of marketing as an upstream co-creator of value. By embedding consumer understanding earlier in decision-making, we are strengthening the link between insight, innovation, communication and commercial outcomes. Marketing at our Company is increasingly being oriented towards business outcomes, with stronger alignment to market-share goals across categories and channels. This reflects a more accountable and commercially integrated model of brand building.

Showing up all year, across the home

As part of Crompton 2.0, our Company is strengthening brand architecture and go-to-market execution through a more structured campaign calendar across categories and consumer moments. During F.Y. 2025-26, this translated into sustained visibility across seasonal, festive and product-led activations spanning fans, pumps, lighting and appliances, helping deepen our presence across the home.

Enabled and Empowered Organisation

As we advance our Crompton 2.0 journey, building a strong and agile organisation remains central to sustaining growth and execution excellence. Our people strategy focuses on strengthening leadership capability, reinforcing organisational accountability and developing critical skills aligned with evolving business priorities.

By establishing clear structures, capability frameworks and leadership development pathways, we are strengthening our ability to respond to market opportunities while delivering consistent performance across functions and geographies.

Performance snapshot

₹4.81 Crore
Investment in capability building and organisational development

66
Employees trained through CLDP and FLDP

866
Employees certified under the sales capability assurance model

Building leadership depth and culture

Leadership development remains a key pillar in advancing Crompton 2.0. Through flagship initiatives such as the Crompton Leadership Development Programme (CLDP) and the Functional Leadership Development Programme (FLDP), we continue to strengthen leadership capability and prepare our leaders to navigate increasing scale and complexity.

During the year, these programmes were expanded to include cross-business value chain exposure, consumer immersion initiatives and participation in business-critical projects aligned with the annual operating plan (AOP). These experiences enable leaders to develop a deeper understanding of the business while contributing directly to strategic priorities.

Fortifying organisational capability

Capability development across the organisation follows a structured approach linked to the AOP cycle. Capability requirements are identified during annual planning discussions, enabling targeted learning interventions aligned with business priorities. As part of this effort, we introduced the sales capability assurance model, a structured five-tier certification framework designed to strengthen product knowledge, process excellence and commercial capability across the sales ecosystem.

Improving organisational accountability

Strengthening organisational accountability has also remained a priority. During the year, we initiated implementation of an organisation-wide RACI framework to provide greater clarity on roles, responsibilities and decision-making authority across functions. This initiative is supported by streamlined job architecture and ongoing job evaluation processes, aimed at aligning organisational structures with evolving business needs.

Reinforcing ownership and long-term alignment

As an employee-led organisation, reinforcing ownership and long-term alignment remains important to us. During the year, we introduced Long-Term Incentives (LTI) to strengthen employee ownership and align individual contributions with the Company's long-term growth trajectory.

Keeping the brand salient through the year

During F.Y. 2025-26, Crompton adopted a more deliberate, calendar-led activation model to ensure that brand visibility was sustained across product lines throughout the year rather than concentrated around only a few categories. This included sharper category-led activation across relevant occasions and seasons, such as fans and air coolers during summers, mixer grinders during festive periods, pumps around culturally resonant occasions such as Holi and Chhath, and heating-related categories during winters.

From category leadership to holistic home solutions

As Crompton 2.0 progresses, the Company is also strengthening its external brand architecture to reflect a broader strategic identity: one that extends beyond individual product categories towards a more integrated home solutions positioning, supported by stronger thought leadership, leadership visibility and consumer-centric storytelling.

Strategic focus areas

- Strengthening organisational accountability through clearly defined governance frameworks and role clarity
- Building leadership capability and strengthening the internal talent pipeline
- Aligning capability development initiatives with priorities emerging from the AOP
- Reinforcing employee ownership and long-term performance orientation across the organisation

Digital Enablement

Digital enablement is a foundational pillar of Crompton 2.0, enabling us to improve efficiency, agility and decision-making across the organisation. By integrating advanced technologies and intuitive digital platforms, we are simplifying operations, strengthening execution and enabling faster, data-driven responses to market dynamics. Our digital roadmap focuses on building a connected ecosystem that empowers employees, dealers, retailers and partners with real-time insights and seamless engagement.

Mr. Vikram Sridharan
Chief Digital Officer (CDO)

"Digital transformation at Crompton is focused on enabling smarter decisions, stronger execution and seamless collaboration across the organisation. By combining data, platforms and security, we are building a resilient and future-ready enterprise."

SDGs Impacted

9 Industry, Innovation and Infrastructure

Performance Snapshot

25+
Digital dashboards and analytics tools

1,200+
Active analytics users

2,700
Total endpoints secured

29
PAN-India managed sites

Strengthening digital capabilities across the organisation

Our digital transformation agenda continues to enhance operational agility, collaboration and data-driven decision-making across the organisation. Guided by the "Perform and Transform" strategy, we are strengthening core capabilities while investing in future-ready digital platforms. During the year, we advanced the creation of a unified data ecosystem across Crompton and Butterfly, enabling stronger data integration, improved cross-functional insights and faster decision-making across business functions. Digital platforms are increasingly integrating sales, supply chain and planning functions, providing real-time operational visibility and enabling faster course correction. Mobile applications and analytics dashboards are also improving ease of doing business for dealers and retailers while equipping frontline teams with actionable insights that enhance productivity, forecasting accuracy and inventory optimisation.

Enhancing enterprise systems and workforce enablement

Enterprise platforms have also been strengthened across finance and human resources. Our Finance Transformation programme enhanced profitability analysis with granular visibility into product and channel margins, while automated financial closing processes and strengthened Master Data Management frameworks have improved reporting accuracy and created a single source of truth across financial systems. Digitised recruitment and onboarding modules have simplified employee integration, while enhanced Learning Management Systems provide personalised learning pathways and on-demand training. A Contract Labour Management System has also been implemented across locations to strengthen workforce tracking, attendance management, payroll oversight and labour compliance.

Digital empowerment of channel partners

Across the channel ecosystem, the Retailer Parivaar application now supports more than 50,000 retailers, enabling access to digital product catalogues, scheme visibility and automated redemption workflows with direct-to-bank settlements. Retailers also benefit from dashboard-based transaction visibility, including invoice tracking and purchase insights. In addition, the Sales Incentive Platform (SIP) provides real-time visibility into targets, performance metrics and incentive calculations, improving transparency and execution across the sales organisation.

Improving supply chain visibility and planning

Digital tools are also strengthening supply chain transparency and planning capabilities. End-to-end track-and-trace capabilities across warehousing operations provide real-time inventory visibility, while collaborative digital planning platforms have strengthened Sales & Operations Planning (S&OP) processes, improving alignment between demand forecasts and production planning while optimising inventory levels.

Cybersecurity and digital resilience

As our digital footprint expands, cybersecurity remains a priority. Our framework follows a risk-based approach supported by Zero Trust security architecture, advanced threat monitoring, security-by-design principles, robust data protection controls and employee awareness programmes.

We further strengthened resilience through the implementation of Software-defined Data Centre (SD-WAN), improving network performance and centralised control across locations, along with the deployment of a NextGen Extended Detection and Response (XDR) endpoint protection platform for real-time threat detection and automated response.

Together, these initiatives are strengthening Crompton's digital backbone and enabling a more connected, secure and data-driven organisation capable of responding quickly to evolving market and operational needs.

Strategic focus areas

- Embedding digital platforms and analytics to strengthen decision-making and operational agility
- Digitising dealer, retailer and salesforce interfaces to improve engagement and execution
- Leveraging enterprise data platforms to enhance forecasting, planning and performance management
- Driving automation across finance, supply chain and sales processes to improve efficiency and scalability
- Strengthening cybersecurity frameworks to safeguard systems, data and business continuity

Consumer need-led innovation

At Crompton, innovation begins with understanding how consumers interact with our products in their everyday environments. As part of our Crompton 2.0 journey, we continue to strengthen a consumer-informed innovation approach, where product development is guided by insights into real usage contexts across homes and workplaces. By studying evolving lifestyles, behavioural patterns and functional expectations, we seek to translate consumer understanding into product concepts that address practical needs and enhance everyday experiences.

Performance Snapshot

196	211	15	₹1,435 Cr
R&D team size	Products launched	Patents Granted	Revenue from new products

Translating insight into differentiated innovation

Our innovation approach integrates consumer research, engineering capability and product design to translate insights into product development. Extensive consumer studies help us understand evolving behaviour and usage patterns, enabling teams across marketing, R&D and product development to identify emerging needs and convert them into relevant product solutions.

Strengthening core engineering platforms

Engineering capability remains central to this process, supported by dedicated teams across motors, electronics and control systems. During the year, we strengthened indigenous technology platforms such as NUCLEUS and X-TECH, enabling advancements in motor technologies, product efficiency and operational reliability.

Structured product development and validation

Product innovation follows a structured stage-gate new product development (NPD) framework, ensuring strong cross-functional collaboration from concept to launch. Rigorous validation and reliability testing support disciplined evaluation at each stage, helping maintain high standards of product safety and performance.

Consumer insights have also guided the development of solutions that address real household needs, including indoor air quality management and automated water-pumping systems.

Integrating design and sustainability

Product design further complements this process. Our industrial design teams work closely with marketing and engineering to translate insights into refined product form, usability and ergonomics. Sustainability considerations are also integrated into development efforts, with continued focus on energy-efficient technologies and responsible resource use.

Strengthening consumer recall through groundbreaking storytelling

Crompton's innovation agenda was also amplified externally through sustained media narratives around smart living, premium product design, sustainable solutions and category-first launches, helping translate product progress into stronger consumer-facing brand recall.

Designing from insight, not assumption

At Crompton, innovation begins with a close understanding of how consumers use products today and what they increasingly expect from them tomorrow. Our Usage and Attitude studies across categories reveal a clear pattern: consumers continue to prioritise performance fundamentals such as consistency, durability, ease of use, design and energy efficiency, while also showing rising interest in smarter, quieter and more intuitive features. From fans that sync with air-conditioners and pumps with remote monitoring, to chimneys with app-based alerts and mixer grinders with preset modes, these expectations are helping shape the next phase of Crompton's innovation and premiumisation journey.

Strategic focus areas

- Embedding consumer insights more deeply into product development and innovation roadmaps
- Strengthening engineering capabilities through proprietary technology platforms
- Advancing structured product development processes to improve speed and quality of innovation
- Integrating usability, design and sustainability considerations into innovation frameworks

Case study

Crompton AirIQ chimney: Human-centred eco innovation for cleaner kitchens, healthier lives and sustainable growth

Indoor air pollution from cooking remains an under-addressed health concern in Indian kitchens. Everyday cooking can sharply raise kitchen AQI, with a simple paratha pushing smoke levels into the hazardous range of 900+ AQI. Higher kitchen AQI is associated with discomforts such as headache, respiratory problems, eye irritation and fatigue.

Crompton's AirIQ Chimney addresses this challenge through India's first AQI chimney, powered by patented AirIQ technology. It combines an AQI sensor, Crompton's SMART Algorithm and an AQ Sync BLDC Motor to monitor kitchen air quality in real time and automatically regulate suction based on cooking intensity.

As kitchen AQI rises above 100, the chimney adjusts suction and continues operating until AQI returns below 100. This enables responsive, hands-free ventilation while reducing unnecessary runtime and power consumption.

Key benefits

Healthier indoor air: Real-time AQI monitoring ensures continuous removal of harmful particulates, including PM2.5, along with cooking-related smoke, odour and grease particles.

Intelligent operation: Auto-on heat sensors detect cooking temperatures and activate the chimney, while adaptive speed control adjusts suction to cooking intensity.

Energy-efficient performance: The AQ Sync BLDC Motor eliminates constant high-speed operation, reducing overall energy usage by up to 30-40% compared with traditional chimneys.

Consumer convenience: Delivers suction of up to 2,900 CMH, noise levels below 41 dB, gesture control and intelligent auto-cleaning after 30 hours.

- Suction as high as 2900 CMH
- Noise levels is as gentle as < 41 dB
- Temperature Sensor for Auto Operation. Crompton patented
- Intelligent auto cleaning system which self-cleans after 30 hours

Environmental and resource impact

By adapting suction only when required, AirIQ lowers unnecessary power consumption and helps reduce the associated household carbon footprint. Its intelligent sensor-led operation also extends motor lifespan by preventing unnecessary wear, reduces filter clogging through optimised airflow management, decreases filter replacement frequency and minimises electronic waste through a longer product lifecycle. The innovation supports resource conservation by reducing overall electricity demand, lowering operational costs and aligning with energy efficiency, global sustainability standards, consumer demand for intelligent, eco-conscious appliances and Crompton's environmental stewardship agenda.

Case study

The intelligence inside the jar

In mixer grinders, ease of cleaning, durability, low noise, multifunctionality and visibility through transparent jars remain strong consumer priorities. At the same time, expectations are evolving towards odour control, nutrient retention, reduced overheating, precision controls and touch-enabled user interfaces, underlining a clear shift towards more intelligent kitchen appliances.

Case study

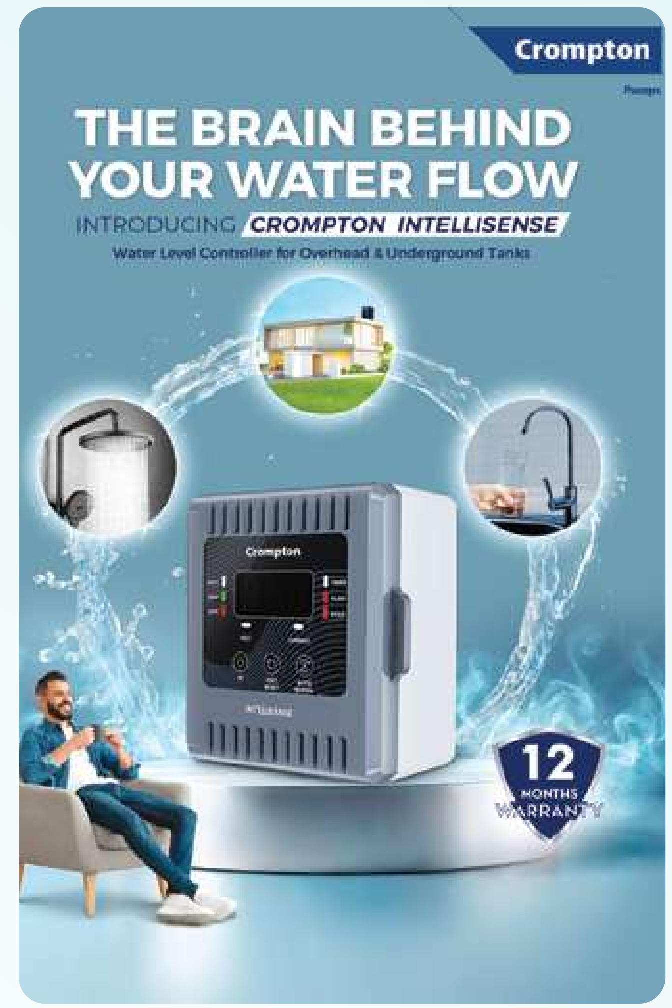
The brain behind smarter water flow

Reliable water management is a key consumer need across homes using overhead and underground tanks. Crompton Intellisense addresses this requirement through an intelligent water level controller designed to automate pump operation, improve protection and reduce the need for manual intervention.

The solution enables automatic water level control, along with auto/manual mode of operation. It provides high/low voltage protection, overload protection and dry-run protection, helping safeguard both the pump and the water system during everyday use.

Intellisense also offers tank full/empty indication, fault alerts on both LED and display, eight LEDs to show mode, tank level status, voltage, current and faults, and a 3-digit digital display for clearer visibility. Its wide voltage band operation and sturdy ON, OFF and Mode switches add to usability and operating reliability.

The product is suitable for single-phase surface pumps up to 2HP, including self-priming and jet pumps, and openwell pumps up to 1HP when used with the existing control panel and capacitor. By combining automation, protection and visibility, Crompton Intellisense strengthens the Company's focus on smarter, more dependable pump solutions for modern households.



Premiumisation of portfolio

Our premiumisation strategy is centred on creating measurable value for the end consumer. We are laser-focused on being consumer-first. For all our projects, we spend a lot of time understanding consumers by doing consumer immersions. Our engineering and industrial design teams collaborate closely in these consumer engagements, translating insights into solutions that enhance the user experience.

Category highlights

Fans

Demand in fans is shifting towards energy-efficient, design-led solutions. Strong adoption of BLDC and super-premium induction fans, along with launches such as Fluido, Niteo and Nucloid, has strengthened the portfolio with higher performance and contemporary aesthetics. These higher-specification models are gaining traction across modern trade and e-commerce, improving the category mix.

Pumps

The pumps segment delivered steady growth in F.Y. 2025-26, led by residential and agricultural applications despite measured market demand. Residential demand was driven by household water supply, pressure boosting and preference for reliable, energy-efficient solutions. In agricultural pumps, Crompton strengthened relevance through durable Dura platforms, application-specific launches and deeper channel reach.

Solar pumps are emerging as an additional growth area, supported by the government's renewable energy push and schemes such as PM-KUSUM. Crompton participated through solar water pumping orders across key states, while expanding smart-control and market-specific offerings across the portfolio.

Appliances

Demand for feature-rich kitchen solutions continues to grow across small domestic appliances. Mixer grinders and induction cooktops are gaining traction, supported by new launches and wider availability across modern trade and digital platforms. The kitchen portfolio has been strengthened through Viana hobs, Elitco BLDC chimneys and innovations such as India's first chimney with AirIQ technology, combining advanced functionality with improved energy efficiency.

Lighting

Lighting solutions that combine functionality with refined design are gaining adoption across residential and commercial applications. Demand for architectural and design-oriented lighting has improved the higher-value mix, with premium saliency reaching around 40%. New launches across accessories, table lamps and functional lighting have supported this shift, while improved product mix and operational efficiencies have aided margin expansion. Within Butterfly, the Idea First Series has refreshed cookers and gas stoves with thoughtful, consumer-relevant solutions.

Strategic focus areas

- Expanding the portfolio through next-generation, insight-led products
- Enhancing consumer experience through smart, intuitive and functional design
- Improving visibility and availability across modern trade, e-commerce and alternate channels
- Driving category leadership through first-to-market, technology-led innovations

Supply chain excellence

Supply chain excellence is a critical component of our organisation's overall success, driving efficiency, agility and customer satisfaction by ensuring the right product, the best quality and optimised cost. By integrating advanced technologies, digital tools and best practices, we have streamlined our processes from procurement to delivery, ensuring timely fulfilment of customer demands.

Our commitment to building a future-ready supply chain has grown stronger in FY26. Guided by the principles of resilience, efficiency, and sustainability, we have made meaningful progress across every dimension of our supply chain - from how we source and plan, to how we move goods and collaborate with partners. The initiatives undertaken this year reflect not just operational improvements but positioned our supply chain as a strategic enabler of business growth and competitive advantage.

SDGs Impacted

Strengthening resilience, efficiency and visibility

A resilient supply chain maintains operational continuity under stress while adapting to market volatility. This year, we focused on building structural strength into our operations, reducing dependencies, improving transparency and ensuring decision-makers have real-time visibility across the supply chain network. By strengthening collaboration between internal functions and external partners, we have built an agile supply chain that responds effectively to demand fluctuations and supply disruptions while maintaining service levels and cost discipline in an increasingly dynamic operating environment.

Optimising supplier ecosystem and sourcing resilience

Our supplier relationships are built on trust, capability and mutual growth. In F.Y. 2025-26, we deepened our multi-sourcing approach across critical categories, ensuring that alternate sources of supply are always available. We advanced proximity sourcing by bringing supply closer to manufacturing sites and end markets, significantly reducing procurement lead times, minimising logistics complexity and improving response agility during demand variability. Through structured supplier development programmes, we continued to invest in supplier capabilities, elevating performance standards in quality assurance, delivery reliability and regulatory compliance to build a more capable and accountable supplier base.

Enhancing logistics and distribution efficiency

Moving goods faster and smarter has been a key priority this year. By reconfiguring our distribution network to align with proximity sourcing and near-to-market principles, we have reduced transit touchpoints and improved delivery predictability. Our logistics partnerships have been strengthened with a sharper focus on reliability and cost efficiency, ensuring that the gains made at the sourcing stage are not lost in the last mile. The outcome is a leaner, more responsive distribution model that delivers products to customers with reduced lead times, fewer delays and improved total landed cost.

Advancing demand planning and inventory optimisation

Getting demand planning right is what separates a reactive supply chain from a truly intelligent one. This year, we made significant strides in aligning our planning processes more closely with real market signals- enabling better forecasting, smarter inventory positioning and reduced instances of both overstock and stockouts. By creating tighter feedback loops between sales, planning and procurement teams, we have improved our collective ability to anticipate demand shifts and act before they become problems. The focus has been on holding the right inventory, in the right location, at the right time- balancing service levels with working capital efficiency.

Driving digitalisation across the supply chain

Digital tools have moved from being a support function to becoming the backbone of how our supply chain operates. In F.Y. 2025-26, we accelerated the development and deployment of digital platforms spanning planning, procurement, sales and vendor collaboration, bringing all stakeholders onto a common, real-time view of demand and supply. These tools have reduced manual effort, improved data accuracy and enabled faster, informed decisions at every level. The transition towards a digitally connected supply chain has shifted effort from information gathering to insight-driven action and execution.

Strategic focus areas

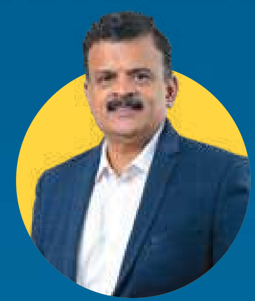
Looking ahead, our supply chain strategy will continue to be anchored in three core priorities:

- Resilience through multi-sourcing and proximity-based procurement strategies
- Efficiency through optimised logistics networks, advanced inventory management practices
- Enhancing vendor partnerships and expanding digital capabilities

Through these core priorities, we aim to build a supply chain that not only supports current business objectives but is structurally prepared for future market challenges and growth opportunities.

Go-to-market excellence

Our go-to-market strategy is a critical enabler of the Crompton 2.0 growth agenda. By continuously strengthening our distribution network, improving channel quality and enhancing frontline execution, we are expanding market reach and deepening consumer access across India. A balanced channel mix spanning traditional trade, modern retail, e-commerce and institutional channels allows us to serve an increasingly diverse consumer base while maintaining consistency in availability, pricing and service quality across touchpoints.



Mr. Anand Kumar N
Group Sales & Service Head

"Building a world-class go-to-market engine requires robust channel partnerships, capable frontline teams, and disciplined, data-driven execution. By strengthening these capabilities, we continue to expand our coverage, improve responsiveness and deliver superior market performance."

SDGs Impacted

7 Affordable and clean energy, 9 Industry, innovation and infrastructure, 11 Sustainable cities and communities, 12 Responsible consumption and production

Performance Snapshot

20%
Contribution from alternate channels to overall revenue basis gross sales

2,76,000+
Retailers and channel partners across India (including Butterfly)

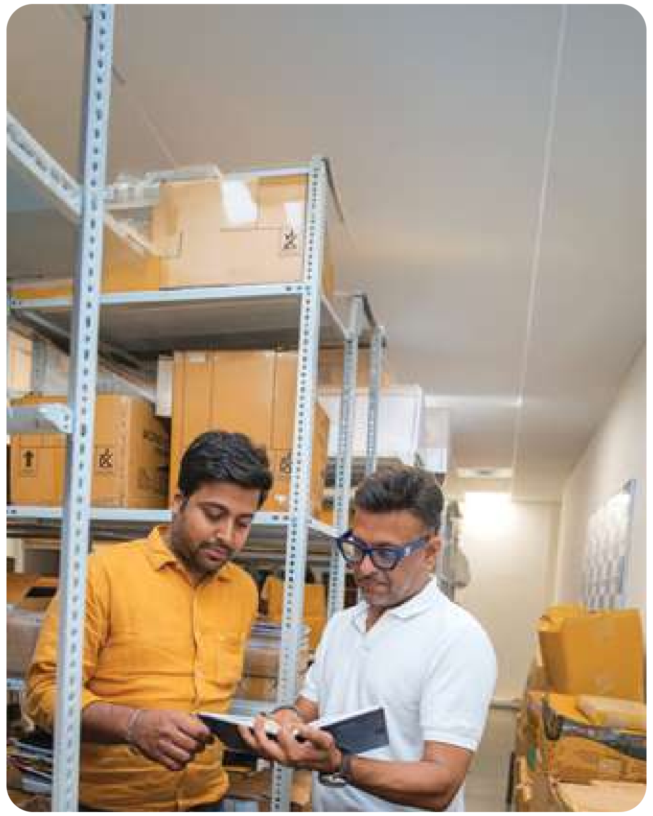
6
E-commerce and quick-commerce platform partnerships

Driving premiumisation and retail engagement

Premiumisation is a key driver of value creation, encompassing in-store demand generation, targeted retailer and distributor engagement programmes and incentive structures aligned to premium outcomes. A growing network of branded retail touchpoints, supported by improved merchandising and influencer-led activations, is deepening brand visibility and consumer engagement at the point of sale. Complementing these are initiatives to strengthen the channel partner value proposition, ensuring partners are adequately supported, properly incentivised and aligned to our growth priorities.

Strengthening institutional and project channels

Institutional and project channels also complement our distribution ecosystem across key product categories, supporting demand across residential, commercial and infrastructure segments. This diversified channel mix allows us to respond more effectively to changing consumer purchasing behaviour while maintaining consistent market execution.



Building frontline sales capability

Frontline execution remains a cornerstone of our GTM model. We are investing in building a more disciplined and data-driven sales organisation, strengthening the capabilities of our field teams through targeted training, rigorous performance management and more consistent in-market execution standards. These efforts are designed to raise the quality of our market coverage, improve responsiveness and coordination across regions.

Leveraging digital tools for sales execution

Digital enablement is becoming increasingly central to how we manage our sales and distribution operations. Investments in data visibility, performance tracking and process transparency are enabling faster, more informed decision-making across the organisation, from coverage planning and distribution management to channel partner engagement. At the retail level, stronger product storytelling and improved merchandising standards are also supporting value-led selling and a higher-value product mix across categories.

Strategic focus areas

- Expanding the portfolio through next-generation, insight-led products
- Enhancing consumer experience through smart features, intuitive design and superior functionality
- Strengthening visibility and availability of differentiated offerings across modern trade, e-commerce and alternate channels
- Driving category leadership through first-to-market and technology-led innovations

How our GTM model creates advantage

Channel strategy and synergy

Expanding and integrating diverse distribution channels

Sales force capability building

Strengthening frontline effectiveness through training and digital tools

Channel/retailer engagement

Expanding and integrating diverse distribution channels

Automation and digitalisation

Expanding and integrating diverse distribution channels

Consumer focus – visibility and influencer activations

Expanding and integrating diverse distribution channels

Premiumisation and upselling

Driving higher value through differentiated and premium product offerings

Manufacturing Highlights

Our operations are built on a strong foundation of manufacturing excellence, efficient supply chain systems, robust quality frameworks and a proactive safety culture. By combining modern facilities, digital technologies and continuous improvement practices, we ensure that our products consistently deliver reliability and performance to consumers across markets.

These efforts directly support our Crompton 2.0 transformation, enabling us to scale responsibly while maintaining the consumers' trust in our products.

Building resilient and future-ready facilities

Our manufacturing network enables us to deliver high-quality products at scale while maintaining operational flexibility across multiple product categories. During the year, we implemented important upgrades across our facilities to improve productivity and strengthen manufacturing capabilities.

A key milestone was the restructuring of the Vadodara facility which transitioned from a single product-line plant to a multi-product manufacturing hub.

The upgrade introduced additional product lines, including BLDC PCBs and appliances, and established a new in-house validation laboratory to strengthen product testing capabilities. This restructuring exercise enhanced operational flexibility and productivity while ensuring uninterrupted production and deliveries during the transition.

SDGs Impacted

Key Highlights

8
Manufacturing locations including Butterfly

70
Quality improvement projects closed in F.Y. 2025-26

5%
Product performance report (PPR) defect rate achieved for Crompton and 8.07% for Butterfly, marking our lowest ever PPR levels

- 100% digitisation achieved for inward quality control (IQC) and Pre-dispatch inspection (PDI) through the deployment of the SAP quality module across all Crompton manufacturing plants.
- 38.51 Lakh kWh of solar energy utilised across our manufacturing facilities including Butterfly.
- 23 % reduction achieved in operational Scope 1 and 2 emissions against the F.Y. 2025-26 baseline.

Manufacturing facilities

Bethora

Fans
750,000

Baddi (Unit 1,2,3)

Fans
500,000

Vadodara (Baroda)

Multi-category
334,350

Kundaim

Fans
315,000

Ahilyanagar

Pumps
54,525

Chennai

Kitchen appliances (Butterfly)
571,500

Product lines   Manufacturing capacity (per month)

Driving operational efficiency and cost competitiveness

Operational excellence remains a key focus area as we work to strengthen productivity and enhance operational agility across our manufacturing and supply chain network.

During F.Y. 2025-26, we continued implementing structured improvement programmes and digital initiatives to enhance efficiency while maintaining Crompton's standards of quality and reliability.

Driving operational efficiency and cost competitiveness

Operational excellence remains a key focus area as we work to strengthen productivity and enhance operational agility across our manufacturing and supply chain network.

During F.Y. 2025-26, we continued implementing structured improvement programmes and digital initiatives to enhance efficiency while maintaining Crompton's standards of quality and reliability.

Key initiatives

Vadodara (Baroda) strategic restructuring

A major milestone this year was the rightsizing and restructuring of our Baroda facility, successfully shifting it from a single product-line plant to a multi-product manufacturing hub. We introduced new product lines, including BLDC PCBs and appliances, and inaugurated a state-of-the-art in-house validation lab.

To execute this efficiently, we optimised our blue-collar workforce through a voluntary retirement scheme (VRS), incurring a one-time restructuring cost of ₹20.4 Crore, with an expected payback period of less than three years. This transition was executed seamlessly with zero impact on production or deliveries, and we are now exploring further site expansions to include a spares warehouse and solar rooftop manufacturing.

Butterfly Pudupakkam solar integration

We successfully commissioned a 2.3 MWp solar power system at the Pudupakkam plant, which now contributes an average of 60% of the facility's renewable power to its total demand. To further optimise operational efficiency, we deployed low-cost automation, energy-efficient BLDC and HVLS fans for shopfloor ventilation, light-pipe installations and water-saving aerators.

Evaluating greenfield expansion

To support growing demand and strengthen backward integration, we are evaluating a greenfield manufacturing project to produce fans. Phase 1 of the project is expected to involve capital expenditure of over ₹350 Crore and is planned for completion within two to three years. The project will enable backward integration of key manufacturing processes, improve cost efficiencies and ensure alignment with evolving BEE and BIS regulatory standards.

Digital enablement across operations

Digital systems and analytics tools are increasingly being integrated across manufacturing and supply chain operations to improve visibility, enhance planning accuracy and support data-driven decision making.

Enhancing resilience and responsiveness

Our supply chain network is designed to deliver agility and reliability across diverse markets. By strengthening digital capabilities and standardising processes, we continue to enhance operational efficiency from procurement to last-mile delivery.

During F.Y. 2025-26, we implemented several initiatives to strengthen logistics operations and improve coordination across our network.

Key initiatives

- Consolidation of Crompton and Butterfly warehouses to streamline logistics and improve delivery efficiency
- Implementation of Project ForeSight, an AI-enabled demand forecasting platform that helps align production planning with market demand
- Digitisation of logistics and warehouse operations to improve visibility and cost efficiency
- Continuous business partner capability development to strengthen supplier reliability

These initiatives have strengthened our sales and operations planning (S&OP) processes and improved inventory management across the supply chain.

Digital enablement and traceability

Digital integration remains central to strengthening operational visibility and sustainability monitoring across our operations. During the year, we implemented a QR code-based track-and-trace system across all product lines and 30 warehouses, enabling end-to-end product visibility throughout the supply chain. In parallel, we established a centralised ESG dashboard, incorporating an emission-factor library and digital validation protocols to monitor key environmental indicators such as energy consumption, water use, waste generation and emissions on a monthly basis.

Supply chain and logistics

We remain focused on enhancing the efficiency and resilience of our supply chain. We are achieving this through standardised operating procedures (SOPs) and a rigorous vendor onboarding process.

Our logistics network has been strategically enhanced to ensure seamless product delivery across diverse markets. A major strategic initiative consolidated Butterfly's warehouses with Crompton's, improving delivery efficiency and strengthening our ability to respond swiftly to market demand.

To refine our demand forecasting, we implemented Project Foresight to collaborate and digitally enrich forecasts. By leveraging this platform, we can align production schedules with anticipated demand, effectively reducing future stockouts and excess inventory. As a result, our sales and operations planning (S&OP) process has undergone significant improvements. Our commitment to best-in-class inventory management is clearly reflected in key investments such as warehouse modernisation, logistics digitalisation and automation across procurement, distribution and business planning.

Embedding quality across the value chain

Quality remains central to Crompton's consumer promise. Our quality management framework integrates robust systems, digital tools and continuous improvement initiatives to ensure reliability across product design, manufacturing and supplier processes. We successfully completed BEE Transitioning 2.0 for our products. We have achieved the lowest PPR (customer complaint) rate ever in this fiscal year. We conducted 110+ business partner quality performance audits and around 50 supplier quality performance audits. Key initiatives during the year included:

- Deployment of SAP quality management systems across plants
- Implementation of QR-based track and trace systems across product lines and warehouses
- Completion of 70 QC story improvement projects across value chain facilities
- Strengthening supplier capability programmes, including Saksham 1.0 and Saksham 2.0
- Quality technical training programmes were conducted for employees, suppliers and manufacturing facilities to strengthen capability across the ecosystem of around 1,1790+ person hours (which includes 4,134 person hours for vendors & suppliers) with 800+ members participation.
- Cross-functional teams also conducted 100+ days of field visits to gather consumer insights and identify opportunities for further product improvement.
- Successfully passed Integrated Management System (IMS) - ISO 9001 (QMS), ISO 14001 (EMS), ISO 45001 (OHSAS) certification for the entire organisation (all businesses) without any major non-conformity
- We established a world-class quality product validation lab in Vadodara this year to do validation of our as well as competitors' products benchmarking
- CGCEL Global Quality Week Celebration (third year): 1,900+ participants (F.Y. 2024-25: 1,400)
- Received prestigious National Feather Award – Best End-to-End Quality Excellence
- Our quality teams were recognised in industry-renowned external competition through CII (Confederation of Indian Industries) and QCFI (Quality Circle Forum of India): one platinum award, nine gold awards and a silver award

IMS certification

CGCEL IMS (Integrated Mgmt. System 9001, 14001, 45001) Surveillance Audit - Zero major NCs

QC story (Quality Circle) competition

CMS-quality Culture Torchbearer Plant of the year-F.Y. 2025-26 Pumps -Ahilyanagar

CGCEL Finale Winners - Gold Appliances - Butterfly (Plant)

CGCEL Finale Winners - Silver Lighting-Sakar (Vendor)

CGCEL Finale Winners - Bronze Fans-Kundaim Plant

Key highlights from QC story (Quality Circle) competition

70 (38+32) Total Project

2500+ Hrs Training Man

300+ Project Members

80+ In person

60+ Online

Project benefits

- Production Performance Report, Cost of Poor Quality Improvements
- Downtime Reduction
- Productivity Improvement
- Vehicle Turnaround Time
- Stores area, Machining, Truck and Bus Radial, Inventory Operating Control, Process Control & Loss Prevention, Safety Production Performance Report , Cost of Poor Quality Improvements
- Downtime Reduction
- Productivity Improvement
- Vehicle Turnaround Time
- Stores Area,
- Machining, Truck and Bus Radial , Inventory Operating Control , Process Control & Loss Prevention, Safety

CGCEL QC story competition - 2026

Technical training

Key levers

- Pilot project of F.G. Vendor Improvement
  - RG Industries (LDA)
  - Anand Shakti Innovation (Fans)
- Accountability by both business partners
- Initiated based on 8 AOP
- Drive transformation on Gemba
- Focused approach on enhancing quality, process and overall supply chain

CII, QCFI (Quality Circle Forum of India) awards by plant and vendor - 11 awards (33 members) – 1 Platinum, 9 Gold, 1 Silver for inhouse as well as vendor projects

Advancing our commitment to zero harm

At Crompton, the safety and well-being of our people and the protection of the environment are fundamental priorities. Our EHS framework is built on strong governance, proactive risk management and a culture that prioritises care and accountability.

Our objective is clear: zero harm to people and the environment.

Governance and compliance

Our EHS systems are aligned with internationally recognised standards, including:

- ISO 9001 (Quality Management)
- ISO 45001 (Occupational Health and Safety)
- ISO 14001 (Environmental Management)

Uniform standards, procedures and operational guidelines are implemented across all facilities. Regular audits and reviews help ensure compliance with internal policies and regulatory requirements.

Digital compliance tools are used to track environment, health and safety obligations, enabling teams to monitor compliance status and maintain required documentation.

Plant-level safety committees operate across facilities in accordance with statutory requirements, ensuring active participation in identifying risks and improving safety practices.

Workplace safety and risk prevention

Our safety strategy focuses on proactive risk identification across people, processes and machinery. Key initiatives include:

- Continuous updating of standard operating procedures (SOPs)
- Maintenance of comprehensive risk registers across operations
- Regular toolbox talks and safety awareness sessions
- Train-the-trainer programmes to strengthen safety capability across the workforce

Safety observations and incident data are monitored through both leading indicators (near misses, unsafe conditions and training programmes) and lagging indicators (incident rates), enabling continuous improvement in safety performance.

Inclusive safety practices

Safety standards apply to all individuals entering Crompton's facilities, including employees, contract workers, business partners and visitors. Structured safety induction programmes include:

- Classroom safety training
- Knowledge checks to assess understanding
- Supervised on-the-job training before operating equipment

To support inclusiveness, visual standard operating procedures are displayed at workplaces to ensure safety guidance is easily understood.

Environmental stewardship

Environmental responsibility is embedded across our operations through monitoring systems and resource efficiency initiatives. Our facilities regularly monitor key environmental parameters including:

- Air quality
- Water quality
- Effluent discharge
- Noise levels

Effluent treatment plants (ETP) and sewage treatment plants (STP) are maintained to ensure responsible water management. Treated water is reused where feasible, and hazardous waste is disposed of through authorised agencies. Environmental monitoring results are recorded and maintained for regulatory compliance and internal review.

Emergency preparedness

Each manufacturing facility maintains a structured emergency preparedness and response plan identifying potential emergency scenarios and defining roles and responsibilities.

Employees are trained in emergency procedures and participate in periodic mock drills to test preparedness and strengthen response capabilities.

- Engaging families through promotional activities during Road Safety Month, National Safety Week, etc.
- Achieved target of ZERO LTI, reflecting a shift towards zero-injury culture.
- Rolled out behaviour-based safety (BBS) observations across all sites to reinforce safe work practices.
- Organised focused training on high-risk areas such as electrical safety, machine guarding and emergency response.
- Increased leadership involvement through safety walks, site engagements and periodic reviews of safety KPIs.

Key Highlights

38.51 Lakhs kWh
Energy consumed from renewable sources

4520 MT
Of waste recycled across all manufacturing sites

100%
Reduction in total reportable injury rate (TRIR)

Regular EHS audits and safety drills conducted at all units

Key priorities ahead

Smart and scalable operations

We will continue expanding automation and digital integration across our facilities to enable predictive maintenance, real-time monitoring and improved operational agility.

Sustainable manufacturing practices

Our focus remains on increasing renewable energy usage, improving resource efficiency and strengthening waste management practices.

Agile supply chain transformation

We will continue enhancing supplier collaboration, strengthening digital logistics systems and improving supply chain resilience to support seamless product delivery.

Innovation

Building on its rich legacy of pioneering excellence, Crompton's innovation philosophy centres on purposeful creation. It blends technological sophistication with deep consumer understanding to engineer products that enhance everyday living. Through continuous investment in R&D and sustainable practices, the Company is shaping the future of electrical consumer goods, making homes smarter, lives better and tomorrow brighter.

Ms. Anita Pansare
Chief Technology Officer (CTO) & Head – ESG

At Crompton, innovation is our pledge to a brighter future. We are relentlessly focused on developing intelligent, resource-efficient products that deliver exceptional value and performance. Sustainability is the cornerstone of our strategy, influencing every stage of our product lifecycle. We are not just creating home appliances, we are engineering sustainable solutions for generations to come."

SDGs Impacted

7, 9, 11, 12, 13, 15

Key Highlights

15 Patents granted	**221** New products launched	**196** R&D team size	**588** Green certified products (CII Green-Pro Product Ecolabel)

The next frontier for innovation

National Energy Conservation Award – 2025

For Most Energy Efficient Appliances (Water Heater) from Hon'ble President of India Smt. Droupadi Murmu

Driving innovation that creates a smarter, greener, more meaningful tomorrow

Advancing sustainable innovation

At Crompton, its R&D efforts focus on developing technologies that deliver superior performance with minimal environmental impact. From high-efficiency motors and low-energy appliances to renewable energy-based solutions, the Company is committed to creating products that enable consumers to live responsibly without compromising on comfort or convenience.

Innovating consumer-centric design experiences

At Crompton, every product begins with a deep understanding of the consumer. By harmonising advanced technology with thoughtful design, the Company creates solutions that feel natural, effortless, and enriching. This dedication to human-centric innovation ensures that each Crompton product delivers a unique blend of comfort, performance, and modern appeal.

Enabling the future through digital transformation

Digitalisation and IoT adoption are central to the Company's commitment to sustainable and responsible innovation.

Intelligent controls and data driven optimisation enhance energy conservation and user convenience. This technology led approach strengthens environmental and social impact while ensuring Crompton remains at the forefront of smart, efficient, and future ready consumer solutions.

Advanced R&D infrastructure driving next generation innovation

Noise, vibration, and harshness laboratory

The Company has established a state of the art Noise, Vibration, and Harshness (NVH) laboratory, representing a strategic investment in product excellence and customer centric innovation.

This world class facility underscores its commitment to delivering superior, quieter, and more refined products that enhance overall user experience.

RoHS testing facility

Strengthening compliance through in house RoHS testing capability

The Company has established an in-house Restriction of Hazardous Substances (RoHS) testing facility to reinforce its commitment to responsible manufacturing and sustainable product stewardship. This dedicated setup enhances its ability to ensure that all materials and components used in its products comply with global environmental regulations.

Strengthening packaging quality through advanced testing capabilities

Crompton enhanced its packaging quality assurance capabilities with the deployment of a Scuff Tester.

The equipment enables testing as per IS and ASTM standards, strengthening packaging reliability, reducing rejection rates, and supporting consistent product presentation across markets.

World class EMI/EMC lab for superior product performance

Crompton's state-of-the-art EMI (Electromagnetic Interference) and EMC (Electromagnetic Compatibility) Lab plays a critical role in delivering products that meet the highest global standards of reliability, safety and performance.

New product development

Crompton's Innovation Centre continued to drive focused and efficient new product development during F.Y. 2025-26. Cross-functional teams across all business segments leveraged advanced engineering tools, simulation platforms, and robust testing processes to ensure adherence to stringent standards of safety, performance, and regulatory compliance.

Through a structured stage-gate development approach, the Company enhanced portfolio prioritisation, shortened development cycles, and strengthened customer-centric innovation.

During F.Y. 2025-26, Crompton launched 211 new products, reinforcing its commitment to continuous innovation and supporting future growth opportunities.

Fans

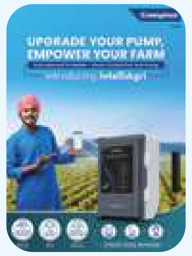
BEE 2.0 Transition

- Embedding innovation, technology excellence and regulatory discipline at the core of its fan portfolio upgrade
- Leveraging next generation BLDC platforms and aero engineered designs

Crompton SilentPro Fluido Wave

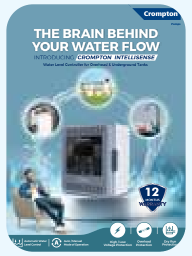
- A sleek, aerodynamic fan with a durable ABS body, delivering powerful 230 CMM airflow at 320 RPM with near silent operation
- Its smart blade design, anti dust finish, and easy install brackets make it both stylish and practical, ensuring perfect cooling with modern elegance

Pumps



IntelliAgri: smart app-based pump control

IntelliAgri is an app based pump controller for agricultural pumps. Provides remote monitoring, controlling and comprehensive protections, reducing manual intervention and downtime. The solution optimises water and energy use and extends equipment life.



Intellisense Intelligent Water Management Solution

Crompton's INTELLISENSE is an intelligent water level controller designed to automate water tank operations for both overhead and underground systems. with real-time monitoring, protections against voltage fluctuations, overload and dry run conditions. The solution enhances reliability and ease of water management.

Water heaters

Energy-efficient water heater

- **Durability:** The anti-scale heating element enhances resistance to hard water with TDS levels up to 2,000 ppm.
- **Efficiency and longevity:** Anti-scale heating element prevents scale formation ensuring that heating efficiency remains unaffected over the long term.

Award-winning energy-efficient storage water heater product

Crompton Arno Neo 3015 has been awarded with National Energy Conservation Award 2025 in Most Energy Appliance Category – Storage Water Heater.

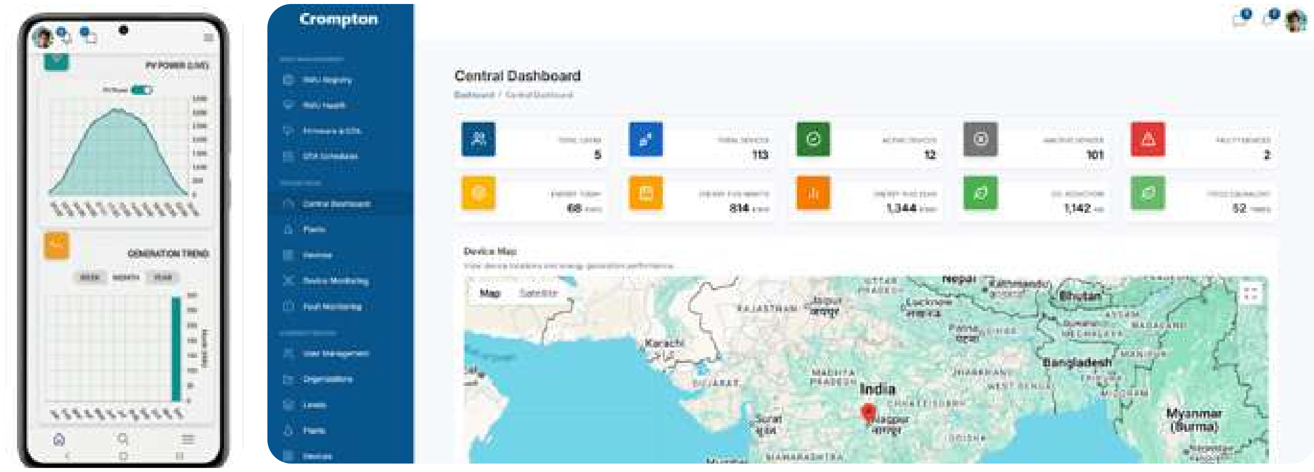
Arno water heaters with smart energy management, a powerful heating element for effective heating, a powder-coated body to prevent rust and advanced three-level safety that guarantees protection from electric shocks and malfunctions.

Energy Efficient Cooktop:

Butterfly Gandhimathi Appliances has introduced India's first 3-Star and 5-Star cooktops, designed to deliver best-in-class thermal efficiency. The BEE 3-Star cooktop offers thermal efficiency of 72%, while the BEE 5-Star cooktop delivers thermal efficiency of 76%. The 5-Star cooktop enables up to 10% LPG savings compared with conventional cooktops, supporting lower household energy consumption. At scale, the innovation carries an estimated use-phase emission reduction potential of around 16 million MT CO_2e, reinforcing Crompton's focus on energy-efficient, consumer-relevant product development.

Redefining kitchen comfort with Sylvaire AQNova

India's first and only AirIQ Technology chimney, featuring best-in-class suction and whisper-quiet operation. Equipped with an AQSync BLDC motor, Smart ON activation, and Intelli Auto Clean, it ensures a seamless and hassle-free cooking experience.



Remote Monitoring System: Pumps and Solar Rooftop

Crompton is accelerating its clean energy innovation agenda by integrating the Remote Monitoring System (RMS) with advanced solar ecosystem to deliver a smarter, more efficient and future ready solar infrastructure for both solar pumps and rooftop photovoltaic (PV) systems.

Key priorities ahead

Product premiumisation

Crompton will continue to prioritise premiumisation by enhancing consumer experience across existing and emerging categories. This will guide the development of differentiated, industry-leading products and solution platforms, with sharper focus on design, functionality and usability. The approach will reinforce innovation leadership, deepen preference in premium segments and strengthen the brand's positioning across categories.

Future-ready R&D

Building robust core technologies while nurturing futuristic platforms will remain central to long-term growth. Focus areas include advanced comfort solutions, next-generation cooling and heating systems, noiseless operation technologies and scalable platforms for performance materials such as anti-dust, anti-stain and disinfectant technologies. Dedicated work in material innovation, including light diffusion, thermal performance and electrical conductivity, will support future product breakthroughs.

Strengthening systems and capabilities

A major focus area will be the establishment of an integrated product development framework, enabled by digital tools. Further digitalisation of processes will enhance governance, reinforce execution rigour and improve post-facto learning through systematic data capture and analytics. This will help strengthen cross-functional alignment, improve development discipline and support more consistent delivery from concept to commercialisation.

Electrical Consumer Durables

The segment remains a key driver of our revenue, supported by a diversified portfolio of fans, pumps and appliances that address essential household needs. As consumer demand shifts towards energy-efficient, aesthetically designed and technology-enabled home solutions, we continue to strengthen our portfolio through innovation and premium offerings across categories. At the same time, we are expanding our reach through digital platforms and an optimised distribution network to deepen consumer engagement and improve accessibility across markets.

Despite the impact of unseasonal weather patterns and prolonged adverse climatic conditions witnessed during the year, which affected demand across certain product categories, the segment demonstrated resilience supported by our diversified portfolio and strong market presence.

Mr. Rajat Chopra ,
Business Head – Home Electricals & Pumps

As we scale ECD's presence, our focus remains on strengthening consumer connect through digital-first engagement and an agile, optimised distribution network. By expanding our reach across platforms and markets, we aim to enhance accessibility and drive consistent, sustainable growth"

SDGs Impacted

7, 9, 11, 12, 13

6,110.61
*FY26 Revenue

Revenue*

6,010.00 FY25	**1.67%** Y-o-Y growth

EBIT*

808.96 FY26	**928.33** FY25
(12.86%) Y-o-Y growth	

*(₹ in Crore) (standalone)

ECD segment includes

Fans Page 78

Pumps Page 82

Large Domestic Appliances Page 86

Small Domestic Appliances Page 90

Large Kitchen Appliances Page 94

Solar Rooftops Page 104

Fans

Our emphasis on high-performance and premium fans continues to strengthen our leadership in the category. As consumer preferences evolve towards aesthetically designed, energy-efficient and technology-enabled home solutions, we are expanding our portfolio through advanced BLDC platforms and contemporary product designs. By combining engineering excellence with refined aesthetics and smart features, Crompton fans remain a preferred choice for modern Indian households.

Mr. Anuj Arora,
PL Head – Fans

While we are honoured to be recognised as the World's No. 1 ceiling fan brand, our focus remains firmly on the future. We continue to advance the category through purposeful innovation, engineering solutions that address evolving consumer needs while setting new benchmarks in performance and design."

World's No. 1 ceiling fan brand

We have been recognised as the World's No. 1 ceiling fan brand, as per Euromonitor International Ltd., Electric Cooling Fan Category, September 2025 research based on retail volume sales for 2024. This recognition reflects the strong trust consumers place in our products and our continued leadership in delivering high-performance, energy-efficient and aesthetically designed fan solutions.

Key trends

Aesthetics-led demand

Fans are increasingly seen as design elements within modern homes. Consumers now expect products that complement interior aesthetics while delivering strong performance.

Technology-led innovation

Advanced features such as silent operation, LED speed indicators, predictive automation, voice control and preventive maintenance alerts are redefining fan functionality.

Convenience and energy efficiency

Rising energy costs and stricter efficiency norms are accelerating the shift towards BEE star-rated and BLDC motor fans, offering energy savings alongside enhanced convenience through remote and IoT capabilities.

Digital discovery

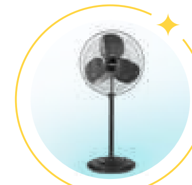
E-commerce platforms and online reviews are playing a growing role in influencing consumer purchase decisions.

New launches


Nucleoid


Elevate


Niteo


Windstar Farrata


Aura 2 BLDC


Siro Clip Fan


Uranus 1S


Fluido BLDC IoT

FY26 performance

- The fans segment maintained strong momentum across categories, with induction fans continuing to be the largest contributor, while the Domex category within non-ceiling fans recorded notable growth.
- BLDC fan adoption accelerated, particularly through e-commerce channels, which contributed more than 50% of total ceiling fan sales during the year.
- We successfully completed the transition to the updated BEE energy efficiency framework, ensuring full compliance with evolving regulatory standards.
- We strengthened our technology platforms with the introduction of XTECH, an advanced induction motor platform designed to enhance durability and performance across our induction fan portfolio.
- We also launched Nucleus, our indigenous BLDC motor platform designed for scalable product development and compatible with cloud architecture and the Crompton Senze App.
- Our BLDC portfolio expanded with launches including Fluido BLDC, Elevate, Aura 2 BLDC, Niteo and Nucleoid which strengthened our BLDC Range.
- Brand visibility in fans remained strong through a sequence of seasonal and leadership-led campaigns during F.Y. 2025-26, spanning summer activation, pre-festive engagement and the amplification of Crompton's India's No. 1 and World's No. 1 standing.

First among equals

Crompton was recognised as the World's No.1 ceiling fan brand, as per Euromonitor International Ltd., Electric Cooling Fan Category, September 2025 research based on retail volume sales for 2024.

Fluido: Design-led premiumisation in action

Recognised through the German Design Award and the Red Dot Award, Fluido symbolised Crompton's shift towards more premium material finishes, sharper design expression and a more contemporary consumer lens. The platform was further extended with the launch of Fluido BLDC.

When fans think ahead

Consumer expectations in fans are steadily moving beyond basic air delivery towards quieter operation, energy savings, design variety and longer-lasting performance, while future demand is increasingly tilting towards automated operation, vibration control and intelligent synchronisation with other in-home systems.

Plans for FY27

- Strengthen premiumisation across the portfolio by introducing BLDC technology in the TPW category and decorative exhaust fans, and expanding into the multiblade and luxury fan segments.
- Expand into the personal fans category, with a focus on gaining share through e-commerce and quick commerce platforms.
- Upgrade non-ceiling fan products to ensure compliance with evolving BEE energy efficiency norms.
- Drive BLDC adoption through channel-specific models across e-commerce, rural and retail markets, supported by promoter incentives and MOR Lifestyle programmes.
- Introduce and optimise brand architecture across the fans portfolio to strengthen positioning and consumer recall.

Pumps

The pumps segment supports critical water management needs across residential, agricultural and solar applications. Our portfolio addresses diverse use cases ranging from household water supply and pressure boosting to agricultural irrigation and decentralised solar pumping systems. Through continued engineering development and expanded distribution reach, we are strengthening our presence across residential and agricultural pumping solutions while building capabilities in solar-powered water management.

Mr. Gautam Deshpande

PL Head -Pumps

"Our pumps portfolio continues to evolve with a focus on reliable performance and application-specific innovation. By expanding our solar solutions and strengthening our product portfolio, we are enabling dependable water access across households and farms while reinforcing our position in pumping solutions."

27
New products introduced

#1
In Residential Pumps

v4 Resi Dura
Launched in F.Y. 2025-26

Key trends

- **Government initiatives:** The government's Jal Jeevan Mission has resulted in the growing demand for residential pumps. Besides, changes in BIS norms have led to the development of energy-efficient pumps. Initiatives like the PM-KUSUM scheme is supporting farmers to install solar pumps for agriculture and Crompton has secured orders for the development of solar water pumping systems in the states of Haryana, Maharashtra, Rajasthan and Madhya Pradesh over the next two years.
- **Development of advanced pumps:** Consumer demand for pressure pumps in households is increasing, while growth in commercial and construction sectors drives the need for dewatering and sewage pumps. This has led to the development of pumps with advanced features including the addition of IoT-based products.
- **Demand for durability and performance:** Agricultural pump ownership costs have risen significantly due to increase in component and repair costs. This has led to higher expectations for warranties and a growing adoption of pump-sharing models among farmers.
- **Evolving consumer expectations:** In pumps, purchase decisions continue to be anchored in reliability, anti-jam functionality, water resistance, lower noise and longer operational life, while rising consumer interest in remote alerts, real-time monitoring and noiseless performance points to a clear opportunity for smarter water-management solutions.

FY26 performance

- Despite observing sluggish market demands, we have continued our momentum to gain market share across categories through constant innovation.
- We have completely revamped V3 and V4 submersible pumps through the Dura series with improved product performance and durability within the residential and agricultural category enhancing market penetration and customer satisfaction.
- We have developed solutions for smart and convenient operations for residential as well as agricultural pumps by launching 'Intellisense' and 'Intellisense Smart-Agri' products, respectively.
- Expanded our product portfolio by launching new products in Monoblock, Openwell, Jet and SWJ series as per specific market requirements.
- Strengthened visibility through product- and region-linked campaigns, including the V4 Dura launch and festive activation, supporting stronger relevance in functionally driven and culturally anchored purchase moments.

New launches

Residential pumps

- Launched new V4 and V3 Dura submersible pumps series by increasing the product durability and with BEE star rating to reduce electrical consumption.
- Launched IntelliSense controller for automatic water level control with protections like overload, dry run and high/low voltage.
- Expanded our residential pumps portfolio with the Aquagold, Flomax Dura series and revamped SWJ series till 1.5 HP.
- Strengthen the in-house manufacture capability by launching Mini Master-I and Mini Master Plus-I.
- Launched jet pump with better performance and higher discharge.


Flomax Dura


Intellisense Controller


MINI MASTERPLUS-I


Aquagold Dura

V4 Resi Dura


Xtraa Plus 50


Mini Master-I

Agriculture pumps

- Launched new V4 Magna series with improved performance and increased durability.
- Launched Intellisense smart-agri controller to make the pump smart and IoT-enabled.
- Expanded Monoblock pump series by developing super low voltage pump.
- Launched openwell Solidus series with optimum performance and cost.

STP/CCP series

Expanded up to 10HP STP series to deliver robust performance for larger industrial systems with increased operational efficiency.

Solar pumps

Successfully developed and launched 3HP to 7.5HP agricultural solar pumps for irrigation systems, complaint with MNRE guidelines, providing sustainable energy solutions for efficient irrigation.

Plans for FY27

- Extensive launch and establishment of smart and connected products in residential pumps.
- Efforts aligned towards BEE transition effective January 1, 2027 of agri and residential borewell range covering 100% share of the business.
- Expanding solar pumps by launching DC surface monoblock pumps.
- Establish a direct-to-consumer (D2C) sales channel for solar pumps.
- Extension of special application pumps in sewage pumps and pressure washer pumps.

Large Domestic Appliances (LDA)

Large domestic appliances play an important role in Crompton's home comfort portfolio, addressing everyday household needs through products such as water heaters, air coolers and room heaters. As Indian households increasingly seek dependable appliances that deliver comfort across seasons, demand for reliable heating and cooling solutions continues to grow. Backed by Crompton's engineering capabilities, trusted brand presence and strong distribution network, we continue to expand our footprint in these categories while strengthening our relevance in modern homes.

Mr. Malhar Vadke
PL Head – LDA

Designing appliances for Indian households requires a deep understanding of local conditions—from water quality variations to changing climate patterns and evolving expectations around safety and efficiency. Our focus is therefore on engineering practical solutions that deliver dependable performance while maintaining the reliability and trust consumers associate with Crompton."

39
New products introduced

#3
In storage water heaters

#6
In air coolers

26.5%
Contribution from NPD to overall sales

New launches

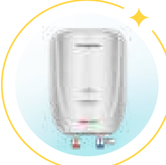
Instant water heaters

Solarium Blaze 3L

Arno Neo Insta 3L&5L

Hyperjet 3L & 5L

Rapidjet Neo 3L



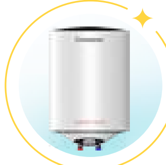
Solarium PLS 3L

Rapidjet TDS2000 3L

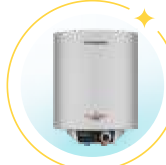
Storage water heaters

Acenza PLS

Classic Neo



Acenza Plus 4-star



Arno Neo

Air Cooler

Aura 70L,90L,110L

Aura PAC 38L

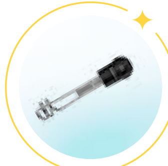
Aura DAC 90i

Room heaters

Mini Comfort and OFR

Insta Comfort Neo 800W

Immersion water heater



Insta Delight AIMR-SPAS1B

Crompton geysers designed for hard water conditions

To address the challenges of water hardness commonly faced in many Indian regions, Crompton has developed a range of water heaters engineered for durability and reliable performance.

Anti-scale technology

Helps reduce mineral build-up caused by hard water, supporting consistent heating performance and longer product life.

Up to 10-year tank warranty

Crompton offer extended tank warranty on select geysers, reinforcing product durability and long-term reliability.

Designed for Indian water conditions

Water heaters such as Solarium, Versa DLX and Pecera DLX are engineered to perform effectively in environments where hard water can affect appliance longevity.

Key market trends

Urban housing expansion

Rapid urbanisation and the growth of high-rise residential developments are increasing demand for dependable water heating solutions capable of operating under higher water pressure conditions.

Climate-driven appliance demand

Rising summer temperatures across several regions of India continue to drive demand for effective cooling appliances that deliver sustained comfort during prolonged heat periods.

Preference for trusted appliance brands

Consumers increasingly prioritise appliances that offer durability, safety and reliable after-sales support, reinforcing the shift towards organised manufacturers.

Shifts in cooling requirements and usage patterns

For air coolers, consumers increasingly value faster cooling, silent operation, compact design and strong airflow, while future-facing preferences are moving towards noiseless operation, wider air throw, 360-degree cooling and advanced features that improve ease, comfort and room coverage.

Changing demand patterns in water heating solutions

In water heaters, compact design, dependable heating, shock-proof construction and energy savings remain core purchase drivers, while emerging expectations around softer water features, personalised temperature settings, built-in diagnostics and aesthetic design combinations are reshaping the premium end of the category.

Expanding our presence in home comfort appliances

Our approach to strengthening the LDA segment is guided by three priorities.

Scaling leadership in large addressable markets

Large Domestic Appliances represent a Total Addressable Market exceeding ₹7,000 Crore, positioning the category as a meaningful opportunity within Crompton's expanding appliance portfolio.

Strengthening category leadership

Our appliances continue to gain strong consumer preference, with water heaters and air coolers ranked as the top 2 brands of e-commerce.

Driving growth through distribution excellence

Our extensive distribution network and established go-to-market capabilities enable us to expand product availability across general trade, modern retail and digital channels.

FY26 performance

- The LDA segment maintained steady momentum during F.Y. 2025-26, supported by demand across water heaters and air coolers.
- Continued product development and portfolio expansion strengthened Crompton's presence in home comfort appliances.
- Growth was supported by strong distribution reach and expanding e-commerce channels, which remain important drivers of category adoption.

Plans for FY27

- Further expansion of the LDA portfolio across water heaters and air coolers.
- Continued focus on product efficiency, safety and durability to address evolving household needs.
- Strengthening distribution and service reach to ensure consistent consumer experience across markets.

Efficiency that makes a difference at every home

In F.Y. 2025-26, LDA won the President's Award for most energy efficient water heaters.

Small Domestic Appliances (SDA)

The Small Domestic Appliances segment plays an important role in strengthening Crompton's presence across everyday household solutions. As lifestyles evolve and demand for convenience-driven cooking grows, consumers are looking for appliances that combine performance, reliability, and simplicity. Our kitchen portfolio, from mixers, blenders, and food processors to induction cooktops, is thoughtfully engineered to simplify meal preparation and deliver consistent results. Backed by Crompton's trusted brand and expanding distribution and service network, we are deepening household engagement across kitchen solutions.

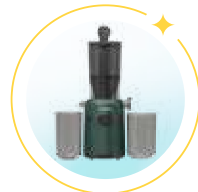
Mr. Ketan Chaudhari
PL Head – SDA

Crompton's kitchen range makes every day cooking easier and more enjoyable. With busy lifestyles driving demand for convenient, dependable appliances, we offer a lineup of designed for powerful performance, safety and effortless use. Built to deliver reliable results every time and supported by Crompton's strong brand and growing availability, our kitchen appliances help families cook smarter and faster."

34
New products introduced

53%
Growth in e-commerce

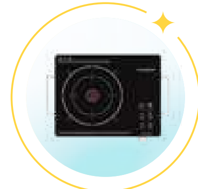
New launches



Ameo Fresh Cold Press Juicers

Ameo Fresh Nutri Blenders

Ameo Dlx Air Fryers



Infrared Induction Cooktops

InstanourishPro Multipurpose Kettle

Duro Grand Plus Food Processor

Key market trends

Health and wellness

With busier lifestyles and a growing emphasis on wellness, there is an increased demand for convenient and healthy cooking options at home, alongside a growing interest in exploring new cuisines. To cater to these evolving consumer preferences, we introduced nutri blenders, cold press juicers and air fryers designed to simplify healthy meal preparation and support culinary experimentation.

Changing household lifestyles

Urbanisation and the rise of nuclear households is increasing demand for compact and multifunctional appliances that simplify cooking and everyday household tasks.

Digital-first discovery

Consumer purchase journeys in SDA categories are increasingly shaped by digital platforms, with a large proportion of buyers researching appliances online before making a purchase. This trend is strengthening the role of e-commerce and digital brand saliency in appliance discovery.

Strengthening our presence in everyday appliances

Our SDA strategy focuses on three priorities.

Product innovation

We continue to introduce appliances that improve functionality, efficiency and convenience in everyday household use.

Omnichannel expansion

Our appliances are available across general trade, modern retail and e-commerce platforms, ensuring accessibility across diverse consumer segments.

Expanding household adoption

By addressing everyday usage needs, we aim to increase the adoption of Crompton appliances across households and drive repeat purchases across categories.

FY26 performance

- The SDA segment maintained steady momentum during F.Y. 2025-26, supported by growing demand for everyday convenience appliances.
- E-commerce and modern trade channels continued to strengthen product visibility, supporting consumer adoption across markets.
- Distribution expansion supported broader market penetration, including increased presence across emerging urban markets.

Consumer insight and service excellence

Understanding evolving consumer preferences remains central to our SDA strategy. We capture insights through structured research, digital product reviews and social media listening, enabling our teams to refine product design, improve packaging and respond quickly to emerging expectations.

A strong service backbone further reinforces consumer confidence. Our well-trained service network and reliable spare-parts availability support faster issue resolution, strengthening post-purchase satisfaction and encouraging repeat purchases across Crompton's appliance portfolio.

Plans for FY27

- Continue expanding the SDA portfolio with appliances designed to enhance convenience and everyday usability.
- Strengthen presence across e-commerce, modern trade and general trade channels to improve accessibility.
- Enhance product innovation aligned with evolving consumer preferences for efficient and easy-to-use appliances as an alternative to traditional methods of cooking.

Large kitchen appliances

Our large kitchen appliances business is being built around a simple but powerful consumer truth: the kitchen should be a place of comfort, convenience and pride. As kitchens evolve into more visible, design-conscious spaces within the modern home, consumers increasingly expect appliances that combine performance, aesthetics and intelligent functionality. Crompton's response is rooted in listening closely to how Indian consumers cook and live, then translating those insights into differentiated solutions that elevate the everyday kitchen experience. At Crompton, our mission is to listen closely, design thoughtfully and deliver meaningfully to elevate everyday kitchen experience.

Aarushi Agarwal*

Business Head – Large Kitchen Appliances and New Businesses

For us, being Number 1 means being the numero uno in understanding consumer needs, exemplary in designing solutions via products around them, and gold standard in delighting consumers across the consumer decision journey: from insight to in-store to post-purchase service."

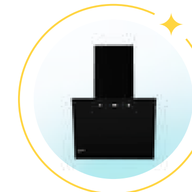
*Tendered her resignation and will be relieved with effect from July 27, 2026.

India's first
AQI-based chimney

India Design Mark Award 2025
Flame Pro cooktop

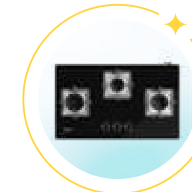
New launches

Sylvaire AirIQ SMART Series BLDC chimney



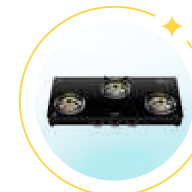
Eliteo Mid-Premium BLDC chimney

Viona and Viona Plus range of hobs

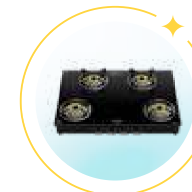


SuperSlim Matte range of tablet hobs

Oressa range of premium and aesthetic cooktops



FlameStar and Agnion ranges of cooktops for e-commerce



FlameMaster and FlameNova range of cooktops for general trade

Key market trends

Kitchens are becoming expression spaces – an extension of you

The kitchen is no longer viewed only as a functional zone. It is increasingly an extension of lifestyle and identity, especially in modern homes where kitchens are more visible and integrated with living spaces. This is increasing demand for appliances that combine strong functionality with premium aesthetics and design appeal.

Wellness is now a key purchase driver

Consumers are becoming more conscious of comfort and wellness within the kitchen environment, particularly in relation to smoke, noise and air quality during Indian cooking. This is creating a stronger market for products that offer tangible lifestyle and health benefits, not just basic utility. Crompton's AQI-based chimney is a direct response to this emerging need.

Premiumisation is becoming visibly meaningful

Premiumisation in this category is increasingly being driven by quieter operation, better aesthetics, easier cleaning, improved comfort and stronger relevance to everyday needs. Consumers are willing to pay more where the benefit is real and differentiated, rather than superficial.

Tier 2 and Tier 3 markets are deepening the category

Demand is broadening well beyond metros. The interview indicates meaningful traction for chimneys in Tier 2 and Tier 3 towns, including through e-commerce, suggesting that aspiration-led kitchen upgrading is becoming more geographically widespread.

Channel behaviour is diverging

Consumer behaviour is increasingly channel specific. Offline purchase journeys, especially in premium counters, remain important for higher-value evaluation and assisted conversion, while e-commerce is more mass to mid-premium and quick commerce is beginning to matter in adjacent categories such as cooktops.

Consumer decision drivers

- Performance
- Aesthetics
- Ease of cleaning
- Noise reduction
- Wellness relevance
- Smart functionality
- Premium feel

FY26 performance

- During F.Y. 2025-26, Crompton strengthened its Large Kitchen Appliances business through sharper consumer insights, differentiated innovation and premium led market development.
- The portfolio remained focused on solutions rooted in the realities of Indian cooking, while addressing growing expectations around aesthetics, comfort and convenience in modern kitchens.
- A defining milestone was the launch of India's first AQI based chimney, a category first innovation responding to concerns around indoor air quality during cooking.
- The product was developed based on a usage and attitude study across 10 cities and 1,100 households and launched ahead of Diwali to address heightened air quality concerns in key markets.
- The chimney saw strong consumer acceptance and repeated stock outs, emerging as a clear proof point of Crompton's insight led innovation model within the category.
- Design led differentiation was further reinforced during the year.
- The Flame Pro cooktop received the India Design Mark Award 2025, reflecting Crompton's focus on products that address Indian usage habits, including cleaning challenges and aesthetic preferences.
- This strengthened the brand's positioning as one that combines technology with thoughtful design, rather than functionality alone.
- Go to market execution evolved materially, with a shift from a predominantly brand store led approach to a more hybrid model.
- The business plans to expand its presence from 100 stores to 500 stores, prioritising weighted reach through A+ counters over simple numeric expansion.
- This strategy aligns with Crompton's strength among premium consumer cohorts and upgrade led purchases.
- The category benefited from changing channel dynamics, with Crompton maintaining strong positions in e commerce.
- At the same time, offline retail continued to play a critical role for premium appliances, where consumers prefer touch and feel evaluation before purchase.
- Portfolios were shaped differently for general trade and e commerce to reflect distinct consumer expectations across channels.
- Consumer centricity extended beyond product development into after sales experience.
- Marketplace reviews and ratings were tracked closely, with monitoring reportedly conducted every second day.
- Feedback was routed into service responses and, where required, into product refinement through R&D.
- This closed loop approach supports Crompton's ambition to move beyond consumer satisfaction towards building long term brand advocacy.

What 'Number One' means in LKA

#1

In understanding consumer needs in designing around real usage in store experience in post-purchase delight

Case study

Innovation spotlight

Breathing easier in the Indian kitchen

Crompton introduced India's first AQI-based chimney during F.Y. 2025-26, designed to detect kitchen air quality in real time and automatically adjust suction intensity. Built around the realities of Indian cooking, the product reflects a more evolved view of kitchen appliances, as solutions that contribute to comfort, wellness and everyday living, not merely smoke extraction.

Case study

Consumer feedback loop

Listening after the sale

Consumer centricity in LKA extends well beyond the point of purchase. Online ratings and reviews are monitored closely, and feedback is used not only to resolve consumer issues through service teams, but also to inform future product refinement through R&D. This helps strengthen both satisfaction and long-term trust.

Plans for FY27

- In FY27, Crompton's Large Kitchen Appliances strategy will remain anchored in strengthening premium relevance while widening participation across the category.
- The business will continue developing products that combine meaningful innovation, stronger aesthetics and everyday comfort tailored to Indian kitchens.
- A key priority will be to deepen presence in the first time buyer segment, identified as a relatively under addressed opportunity.
- This will complement Crompton's existing strength among premium and upgrade led consumer cohorts.
- Channel architecture will be further strengthened through the hybrid retail model.
- Focus areas include sharper A+ counter presence and sustained emphasis on e commerce.
- Portfolio propositions will be more carefully tailored to channel specific consumer needs and purchase behaviour.
- Innovation efforts will continue to focus on differentiated features that solve real household needs.
- Priority areas include comfort, kitchen wellness, intelligent functionality and design led upgrading.

What is shaping the category?	How is Crompton responding?
Wellness and indoor air quality	Launching category-first innovations
Premiumisation with clear utility	Expanding through a hybrid retail model
Lower-noise cooking experiences	Building products around Indian cooking habits
Tier 2/3 expansion	Sharpening A+ counter presence
Design-led kitchen upgrading	Combining technology with aesthetics
Channel-specific consumer behaviour	Using feedback to improve products and service

Lighting

Lighting is one of Crompton's three core business segments, alongside Electrical Consumer Durables and Butterfly. The segment serves both consumer and professional lighting markets through a portfolio spanning B2C lighting, B2B lighting and application-led illumination solutions. During F.Y. 2025-26, we continued to strengthen the business by shifting from commoditised categories towards premium, specification-driven and energy-efficient products. This helped improve portfolio quality while expanding our relevance across homes, commercial spaces, industrial applications and infrastructure projects.

Mr. Shaleen Nayak
Business Head – Lighting & New Business

"Our goal is to deliver world-class, hassle-free lighting and energy solutions that combine high-quality equipment, best-in-class design and meticulous installation. Backed by a highly responsive after-sales service network, we aim to ensure reliable performance and a seamless customer experience across every project and application."

SDGs Impacted

6.32%
Revenue growth

Revenue*

FY26	FY25
1,082.62	1,018.29

EBIT*

FY26	FY25
141.44	119.68

*(₹ in Crore)

18.18%
Y-o-Y growth

49
New B2C products introduced

22
New B2B products introduced

Lighting Segment includes

B2C lighting
Ceiling Lights | Lamps & Battens | Outdoor Lights | Smart Lights | Accessories

B2B lighting
Street lights | Flood lights | Industrial lighting | Indoor Commercial Lighting | Solar lighting | Infrastructure lighting (Tunnel, Sports, Highmast)

Wires & Cables
Crompton Armor House Wires | 99.9%+ pure copper | Flame-retardant, low-smoke design

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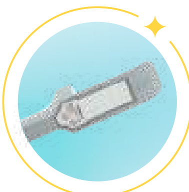
New launches

B2B

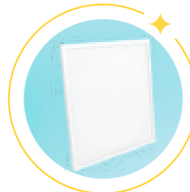
Rover Neo

Surface-Suspended Downlighters

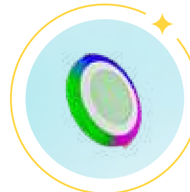


Street Light (20W / 25W / 30W / 50W)

B2C



LED Tile



Star PrismGlo

Star Infinia COB

Strengthening our lighting portfolio

During F.Y. 2025-26, we continued to improve the quality and resilience of our lighting portfolio by shifting focus away from highly commoditised categories towards professional, specification-driven and application-centric solutions. This enabled deeper participation across architectural, industrial and infrastructure lighting projects, where performance, reliability, lifecycle efficiency and service support influence procurement decisions. We strengthened modular product platforms, improved optical performance and advanced smart-ready product architectures, helping differentiate the portfolio while aligning it with evolving project requirements.

Transforming consumer lighting

Consumer lighting in India is moving beyond traditional lamps and battens towards solutions that support modern interiors and everyday comfort. Demand is increasingly led by ceiling lights, decorative lighting, outdoor products and smart lighting solutions that combine aesthetics, consistent illumination, ease of installation and lower energy use. In response, we expanded our portfolio across ceiling lights, smart lighting and outdoor ranges, while progressively reducing exposure to highly price-sensitive SKUs. This shift is improving product mix and strengthening alignment with design-led, energy-efficient consumer preferences.

Sustainability-led lighting innovation

Sustainability is now central to lighting product design and institutional procurement. During the year, we strengthened our sustainability framework through 100% RoHS-compliant product designs, high-efficiency lighting systems, longer product lifecycles and the use of environmentally responsible materials. We also expanded our portfolio of CII GreenPro-certified lighting products, strengthening our ability to participate in infrastructure, industrial and institutional projects where ESG-aligned procurement is gaining importance. Improved optical efficiency and enhanced product design further support lower energy consumption and green building objectives, reinforcing Lighting's role as a standalone business segment anchored in innovation, efficiency and responsible growth.

Strengthening our presence in professional lighting

Our leadership across electrical product categories provides a strong foundation of trust among dealers, consultants and contractors. Our wide distribution network, consistent product quality and strong service capabilities enable us to build deeper engagement within professional lighting ecosystems. As a result, we continue to strengthen our participation across commercial buildings, industrial campuses and infrastructure lighting projects, reinforcing our presence in specification-driven lighting segments.

Key market trends

B2C

- **Smart home adoption:** Increasing consumer preference for app-controlled, dimmable and colour-changing lighting solutions.
- **Aesthetic premiumisation:** Lighting is increasingly used as a design element, boosting demand for decorative wall lights and COB accents.

B2B

- **Energy-efficiency mandates:** Tighter regulatory standards and corporate ESG goals are accelerating the transition towards energy-efficient LED infrastructure.
- **Infrastructure expansion:** Government investment in energy-efficient street lighting and public infrastructure continues to scale.

Plans for FY27

- Strengthen the professional lighting portfolio across industrial, commercial and infrastructure applications.
- Expand the smart lighting ecosystem, including IoT-enabled and automated lighting solutions.
- Scale the solar rooftop business through digitally enabled project execution and strong installer networks.
- Deepen engagement with institutional customers, utilities and infrastructure developers.
- Continue advancing energy-efficient lighting solutions aligned with evolving sustainability standards.

New Business

The New Business portfolio extends Crompton's presence into high-potential adjacencies that are closely linked to the evolving needs of modern Indian homes. Through Solar Rooftop and Wires & Cables, we are expanding from consumer electricals products into clean energy generation and core home electrical infrastructure. These businesses build on our brand trust, engineering capability, consumer reach, execution discipline and service infrastructure, while widening our total addressable market and strengthening our role across the household energy and electrical ecosystem.

Mr. Shaleen Nayak
Business Head – Lighting & New Business

"As we build our presence in Solar Rooftop and Wires & Cables, our focus is on scaling with discipline, reliability and long-term trust. In Solar Rooftop, we are strengthening execution capabilities, installer networks and service infrastructure to support dependable home energy solutions. In house wires, we are extending Crompton's legacy into the electrical backbone of the home, where safety, durability and performance are critical. Across both businesses, we remain focused on reliable availability, partner confidence and consumer trust."

SDGs Impacted

7, 9, 11, 12, 13

₹445 Crore
Largest solar rooftop order in Crompton's portfolio

40,000+
Homes to be covered through 2 kW on-grid rooftop systems

₹30,000-₹35,000 Crore
Estimated residential house wires market opportunity

12-14%
Expected CAGR for residential house wires from 2024 to 2029

New Business Segment includes

Solar Rooftop
Page 104

Wires & Cables
Page 105

Solar Rooftop

Solar Rooftop is an important pillar of our New Business portfolio, aligned with India's transition towards cleaner, more decentralised and self-reliant energy systems. We are building this business as a long-term home energy solution, supported by execution capability, service readiness, digital monitoring and trusted customer engagement.

Key trends

India's rooftop solar market is gaining momentum as consumers seek cleaner, more cost-effective and self-reliant energy solutions. Adoption is being supported by improved technology affordability, easier grid integration, rising awareness and policy-led programmes that encourage residential solarisation. As this market evolves, customers are increasingly seeking trusted brands that can deliver not only installation, but also quality assurance, service support, safety compliance and long-term performance confidence.

FY26 performance

During the year, we strengthened Solar Rooftop as an important pillar of our New Business portfolio. We focused on building a scalable execution model, with the Andhra Pradesh rooftop solar programme emerging as a key priority. We strengthened project lifecycle management, supply chain infrastructure, certified installer networks and customer-facing digital journeys to enable faster execution, consistent quality and smoother service delivery.

Our rooftop strategy is aligned with the emerging utility-led adoption model, where distribution companies can help scale adoption by aggregating household demand. Under this model, we manage vendor empanelment and oversee installation quality. To support this approach, we are also strengthening digital monitoring, technician training, vendor development and spare-parts management.

Plans for FY27

Going forward, we will focus on strengthening execution discipline, service readiness, installer capability, digital monitoring and regulatory coordination. This approach will help us deliver a reliable customer experience, strengthen trust and participate meaningfully in India's transition towards cleaner and more decentralised home energy systems.

Utility-led adoption model
We are building capabilities to support demand aggregation, structured project delivery and installation quality

Execution and service backbone
We are investing in installer readiness, digital monitoring, technician training and spare-parts management

Wires & Cables

Wires & Cables marks our entry into a foundational home infrastructure category. Through Crompton Armor Wires, we are extending our legacy of performance, reliability and safety into the electrical backbone of Indian homes, where product quality directly influences long-term household safety and performance.

Key trends

As Indian homes become more appliance-led, connected and energy-intensive, safe and durable wiring is becoming increasingly important. Consumers, electricians, contractors, architects and builders are placing greater emphasis on wiring solutions that can support higher electrical loads, long-term reliability and household safety. Our entry into this category responds to this shift by extending Crompton's legacy into a critical residential electrical category.

FY26 performance

During the year, we entered the House Wires category with Crompton Armor Wires across Tamil Nadu and Karnataka. We adopted a South-first go-to-market strategy, leveraging regional brand equity and distribution strength to build early momentum before wider expansion. This launch marks a natural adjacency to our existing consumer electricals portfolio and strengthens our role in the residential electrical ecosystem.

The Crompton Armor range has been designed around performance, reliability and safety. It includes multiple variants to address diverse electrical requirements, with features such as pure copper for efficient power flow, low-smoke and low-toxic-gas properties, flame-retardant protection, anti-termite and anti-rodent properties, RoHS compliance and adherence to relevant safety norms. The premium Armor Ultra range is designed to support higher conductivity and improved efficiency under demanding conditions.

Plans for FY27

Our priority will be to strengthen availability, deepen trade engagement and build confidence across electricians, contractors, retailers, architects, builders and consumers. We will also continue to support category education around the importance of choosing the right wiring solutions, given their direct role in household safety and long-term performance. The Crompton Saathi App for electricians will help support this ecosystem by providing product-related information and strengthening our association with the electrician community.

Crompton Armor Wires
Future-ready wires designed for the modern home. They are built to carry higher current and tolerate higher heat, delivering exceptional scalability and exceptional durability; powering homes safely today and tomorrow.

Crompton Saathi App
Strengthening influencer engagement through product information and industry leading influencer program

Butterfly

With over four decades of category presence, Butterfly continues to strengthen Crompton's position in kitchen and small domestic appliances. During F.Y. 2025-26, the business gained momentum through sharper portfolio focus, innovation-led product launches, premiumisation, disciplined execution and a refreshed brand identity anchored in 'Celebrating Change'. The year also marked an important shift towards a more consumer-led and channel-ready Butterfly, supported by the Idea First Series, stronger leadership bandwidth and improved execution across offline and online channels.

Ms. Swetha Sagar

Manager & Chief Business Officer - Butterfly

Butterfly's journey this year has been centred on making the brand more relevant to changing kitchens and evolving consumer expectations. Our refreshed positioning, 'Celebrating Change,' is not just a communication platform; it reflects a more consumer-led approach across functions & customer touchpoints to deliver a cohesive end-to-end brand experience. The Idea First Series has been an important expression of this shift, helping us introduce sharper innovation, stronger premium cues and better channel traction into the business. Going forward, our focus remains on building a more differentiated, insight-led and execution-ready Butterfly."

SDGs Impacted

9.03%
Revenue growth

Revenue*

943.15	865.03
F.Y. 2025-26	F.Y. 2024-25

EBIT*

56.33	42.69	31.97%
F.Y. 2025-26	F.Y. 2024-25	Y-o-Y growth

*(₹ in Crore)

22.05% EBITDA growth

8.51% EBITDA margin

80.28 Crore EBITDA

Butterfly segment includes

Kitchen appliances
Mixer grinders | Gas stoves | Pressure cookers | Cookware

Food preparation
Juicers | Blenders | Food processors | Wet grinders

Cooking and convenience appliances
OTGs | Induction cooktops | Air fryers | Electric kettles | Sandwich makers

Premium and innovation-led range
Idea First Series | Design-forward appliances | Alternate cooking appliances

Reimagining Butterfly for the modern kitchen

Butterfly's F.Y. 2025-26 progress was shaped by a clear shift: from participating in the kitchen appliances market through a broad legacy portfolio to building a more insight-led, premium and execution-ready business. The brand's refreshed positioning, 'Celebrating Change', reflects this transition. It recognises that the Indian kitchen is no longer only a functional space. It is becoming more organised, expressive and convenience-led, with consumers seeking appliances that combine performance, safety, design, energy efficiency and ease of use.

During the year, this thinking translated into a sharper product and operating agenda. Butterfly strengthened its innovation pipeline through the Idea First Series, reinforced manufacturing and quality discipline, improved service responsiveness and advanced channel readiness across offline and online formats. Together, these actions are helping the business build stronger relevance with contemporary consumers while retaining the trust built over decades.

Where consumer understanding becomes market-ready innovation

Kitchen insight
Understanding how people cook, clean, prepare and use appliances every day

Product idea
Identifying opportunities to simplify routine tasks and improve usability

Engineering design
Developing practical, durable, safe and efficient appliance solutions

Manufacturing readiness
Aligning tooling, planning, sourcing and quality systems for scalable execution

Consumer validation
Testing usability, performance and serviceability before and after launch

Market launch
Delivering differentiated products that respond to evolving kitchen needs

Designing from real kitchen behaviour

The Idea First platform was developed around practical kitchen realities rather than cosmetic upgrades. For mixer grinders, Butterfly's teams studied issues such as jar stability, grinding efficiency, spillage and ease of cleaning. For gas stoves, the focus was on flame efficiency, fuel consumption, safety and maintenance. For pressure cookers and cookware, the emphasis was on modern design, usability and everyday safety. This helped convert observed consumer pain points into sharper product propositions across categories such as the Xeno Pro and Ziera mixer grinders, Renz gas stove and Unicurve stainless steel cooker.

Building discipline behind innovation

The year also saw a stronger execution backbone come together behind the product agenda. Butterfly introduced an M+1 planning framework to improve forward visibility for procurement and production teams. Quality moved further from inspection-led control to process-led assurance, supported by shop-floor ownership, defined inspection gates and automated checks. These interventions helped reduce Parts Per Rejection from 9.24 to 8.39 and Cost of Poor Quality from 1.93 to 1.80.

Strengthening post-purchase trust

Butterfly also sharpened the ownership experience through Butterfly Assist+, a unified service identity across after-sales support. The refreshed service model combines website, WhatsApp bot and call-centre access with product registration, service tracking, digital warranty management, e-manuals, FAQs and how-to content. During the year, within-24-hour complaint resolution improved from 65% to 72%, long-pending complaints reduced from 657 to 250, and the Customer Satisfaction Survey recorded a score of 4.4 out of 5.

Case study

The launch of the Idea First Series marked an important step in translating this positioning into product reality. Built around real kitchen insights and industry-first thinking, the new range supported growth across core categories while improving traction across offline and online channels. Alongside this, Butterfly continued to strengthen its operating model through tighter cost discipline, leadership reinforcement and sharper channel execution, enabling the business to deliver improved revenue momentum and stronger profitability during the year.

Key interventions

- Introduced a refreshed brand positioning centered on 'Celebrating Change'.
- Launched the innovation-led Idea First series, accelerating portfolio premiumisation across key categories.
- Leadership team strengthening with appointment of Mr. Kaushik Moorthy as National Sales Head, Mr. K. Muthu Saravanan as Marketing Head and Mr. Somasundaram P as Head of Manufacturing and Demand Planning.
- Strengthened presence in e-commerce, modern trade and regional chain stores.
- Improved EBIDTA through better product mix and disciplined spend optimisation.

Key market trends

'Zillennial' psychographics: Consumers are moving beyond traditional demographic definitions. The kitchen is increasingly becoming an expression of individuality, self-awareness and lifestyle preference.

Energy-efficient appliances: Energy efficiency and sustainability priorities are strengthening demand for appliances that reduce consumption while improving everyday convenience.

Convenience and premiumisation: Consumers are showing a stronger preference for feature-rich, design-forward and premium appliances that make cooking easier, faster and more enjoyable.

Alternate Cooking Appliances: The expansion of alternate cooking categories is creating opportunities for cross-selling, bundling and deeper participation across the modern kitchen.

F.Y. 2025-26 performance

- Reported 9% year-on-year revenue growth, supported by improved channel traction and new product launches.
- Delivered 22% EBITDA growth, driven by margin expansion and disciplined cost management.
- Revenue reached approximately ₹943.2 Crore, reflecting growth across core product categories.
- EBITDA improved to ₹80.3 Crore, with margins strengthening to 8.5%.
- Achieved sustainable growth across core categories, supported by portfolio expansion.
- Premium offerings drove stronger growth across LFRs and General Trade.

Plans for FY27

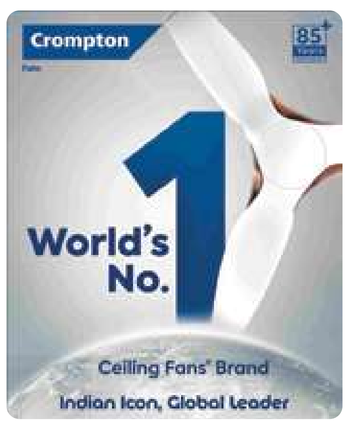
- Continue scaling the Idea First platform across categories and channels.
- Deepen premiumisation supported by a stronger innovation pipeline and sharper product architecture.
- Launch of alternate kitchen appliances including induction cooktops, air fryer, electric kettle, sandwich maker etc.
- Expand channel reach through modern trade, regional and national chains, and richer e-commerce experiences.
- Build stronger emotional connect with 'Zillenials' through refreshed brand communication and experience-led execution.
- Strengthen market execution under the new sales leadership structure.
- Sustain margin discipline through improved product mix, cost management and focused spend deployment.
- Strengthening the presence in non-South region with strategic product and marketing interventions.
- Deliver a seamless, integrated experience to consumers across all channels.

Awards and accolades

Every accolade earned this year represents a milestone in our Crompton 2.0 journey, a narrative where energy efficiency meets human-centric design, and where operational safety is a silent promise kept to our people. These honours validate our promise to simplify lives through innovation while responsibly stewarding the planet.

National Feather Award 2025–26: CGCEL Honoured for End-to-End Quality Excellence!

Recognised by: National Feather Award
CGCEL was recognised as the Best Organization in Quality for its comprehensive quality excellence strategy implemented across the entire value chain, encompassing supplier and venvdor management, manufacturing, incoming and in-process quality, final product dispatch, service, new product development, customer complaint resolution, and robust systems and process governance.



World's No. 1 Ceiling Fan Brand

Euromonitor International-
We were recognised as the World's No. 1 Ceiling Fan Brand, based on global retail volume sales in the Electric Cooling Fan category.

Golden Peacock Award 2025

Institute of Directors - We received the Golden Peacock Award, reaffirming our commitment to strong corporate governance and stakeholder trust.

BW Businessworld IMSC Award-2024-25

Crompton was recognised among India's Most Sustainable Companies by BW at the Businessworld IMSC Award 2024-25.

Top 100 Innovative Companies in India

Confederation of Indian Industry (CII) - We were recognised among India's Top 100 Innovative Companies, marking our first inclusion in this prestigious national innovation ranking.

German Design Award 2026

German Design Council- Our SilentPro FluidoWave and Solarium Blaze 3L were honoured for excellence in product design and innovation.

CII GreenPro Type-I Ecolabel Certification – B2B Lighting Range

Confederation of Indian Industry (CII) - We achieved GreenPro Type-I Ecolabel certification for our entire B2B lighting product range, validating our environmentally responsible product design and lifecycle practices.

Chief Executive Award – Energy Leadership Awards 2025

Energy Leadership Awards-
Our Managing Director & CEO, Mr. Promeet Ghosh, was recognised for outstanding leadership and vision in the energy sector.

Energy Transition Award – Jury Recognition

Energy Leadership Awards - We received jury recognition for our efforts in advancing cleaner, sustainable energy solutions and reducing carbon footprints.

Most Innovative Project – Saksham (Women Electrician & Livelihood Programme)

Rotary National CSR Awards - We were recognised for the Saksham initiative, which empowers women through professional electrician training and sustainable livelihood creation.

National CSR Excellence Award – Special Project Category (Saksham: Women Electrician & Livelihood Programme)

National CSR Excellence Awards
- We were awarded the Saksham programme, highlighting its impact on enabling women's economic participation through skill development and employment opportunities.

National Energy Conservation Award 2025

Bureau of Energy Efficiency, Ministry of Power- Crompton received the Appliance of the Year recognition for its BEE 5-Star Arno Neo Storage Water Heater, reinforcing its focus on energy-efficient product innovation.

CII and QCFI Quality Circle Awards

CII and Quality Circle Forum of India - Crompton's quality teams received 11 awards, including one platinum, nine gold and one silver, for in-house and vendor-led improvement projects across quality, process and supply-chain excellence.

S&P Global Sustainability Yearbook Inclusion

Crompton's inclusion in the S&P Global Sustainability Yearbook reflects continued progress in sustainability performance and disclosure quality.

IGBC Green Interior Award 2026

Crompton's head office in Vikhroli, Mumbai, has been awarded the IGBC Green Interior Award 2026, in recognition of the green and sustainable initiatives planned and implemented across its office infrastructure and facilities.

Top 30 Supply Chain Ranking 2025 by ISCM

Ranked No. 29 in the ISCM Supply Chain Ranking 2025, we earned the Supply Chain Champion Award for excellence, innovation and resilience.

Indian Procurement Leadership Award

This recognition highlights our end-to-end procurement overhaul, using digital sourcing, automation, collaboration and analytics to drive cost savings, faster cycles and resilience.

Award in Durable Supply Chain Conference [Durables Connect 2025]

The award recognised end-to-end procurement digitisation, driving data-led sourcing, stronger supplier collaboration and efficiency, through joint efforts of the procurement team and technology partners.

Engaging with our stakeholders

At Crompton, everything starts with listening. Growth comes from truly understanding the people who shape our business: our consumers, employees, partners, investors, and communities. Their voices guide how we adapt, what we build, and how we show up. By staying connected and transparent, we create products and experiences that make a difference and deliver lasting value for everyone we work with.

SDGs Impacted

8 Decent work and economic growth; 9 Industry, innovation and infrastructure; 11 Sustainable cities and communities; 16 Peace, justice and strong institutions

Our approach

Stakeholder identification

We begin by identifying all stakeholders who influence or are impacted by our business. Each group, whether internal or external, is prioritised based on its relevance and impact.

Engagement with stakeholders

We then engage directly through surveys, interviews, workshops and regular touchpoints. These conversations help us understand stakeholder needs, expectations and challenges in real time.

Material topic identification

Next, we identify the issues that matter most. These material topics are refined through discussions with management and aligned with Crompton's strategic priorities.

Response analysis

Finally, we analyse and consolidate the feedback. The insights gained guide our focus areas and shape our Materiality Matrix, ensuring our efforts create the greatest impact.

How we engage

Investors

Purpose

We actively engage with our investors to provide updates on our business model, key developments and strategic priorities. We also clearly communicate our capital allocation plans and address any questions they have about our operational and financial performance.

Strategic priorities

- High return on investment
- Efficient capital allocation
- Increased investment in brand building, R&D and people under Crompton 2.0 strategy
- Enhanced ESG impact
- Transparent disclosure for informed investment decisions

Mode of engagement

- One-on-one interactions and calls
- Group meetings
- Investor conferences
- Non-deal roadshows
- Quarterly results declaration
- Media releases

Frequency of engagement

Capitals impacted

F Financial
S Social and relationship

Value created

₹3.00
Dividend per share

29.75%
Return on capital

Employees

Purpose

We engage our employees to foster commitment and expertise, aligning their talents with our strategic vision. Their empowerment strengthens our competitive edge, reinforces market leadership and drives sustainable growth.

Strategic priorities

- Employee benefits
- Safe working environment
- Career progression
- Equal opportunities and treatment
- Learning and growth
- Work-life balance
- Fair merit-based rewards and recognition
- Innovation and adaptability
- Digital transformation

Mode of engagement

- Meetings/town hall briefings
- Employee engagement surveys
- Team building, workshops and training
- Annual appraisals
- Employee communication via email
- Conversation forums
- Rewards and recognitions
- Robust people policies

Frequency of engagement

Capitals impacted

H Human
M Manufactured

Value created

67,197
Person hours of training

Frequency of engagement | Continuous | Ongoing | Monthly | Need-based

Community

Purpose

We are committed to strengthening communities and promoting social progress, which is vital for our long-term sustainability. Through various initiatives, we build lasting relationships and create a meaningful impact. We also prioritise gender equality by building supportive infrastructure and policies that foster a diverse and inclusive workplace.

Strategic priorities

- Provide opportunities for self-sustenance and empowerment
- Develop an ecosystem to enable more women to work in manufacturing facilities

Mode of engagement

- CSR initiatives
- Community interactions with NGOs
- Volunteering

Frequency of engagement

Monthly

Capitals impacted

- S Social and relationship capital
- H Human capital
- N Natural capital

Value created

9,027
Lives impacted

Suppliers

Purpose

We work closely with our suppliers to build strategic partnerships. These collaborations ensure our operations run smoothly and our supply chain is resilient, allowing us to optimise our sourcing and procurement practices.

Strategic priorities

- Long-term partnerships
- Transparent practices
- Reliable payment schedules
- Timely redressal of queries
- Cost efficiency

Mode of engagement

- One-to-one meetings
- Regular operational reviews
- Vendor meets

Frequency of engagement

Continuous

Capitals impacted

- S Social and relationship capital
- M Manufactured capital

Value created

~₹1,000 Crore
In-house buying spend

Frequency of engagement | Continuous | Ongoing | Monthly | Need-based

Consumers

Purpose

We actively engage with consumers to understand their evolving needs and preferences. This customer-centric approach is crucial to our strategy and success, allowing us to tailor our offerings and enhance customer satisfaction.

Strategic priorities

- Anticipating evolving needs
- Innovative product solutions to meet changing consumer demands
- Creating service delight with faster turnaround times

Mode of engagement

- Customer engagement surveys
- Feedback through Happy Code

Frequency of engagement

Continuous

Capitals impacted

- S Social and relationship capital
- I Intellectual capital

Value created

70%
Complaints resolved in 24 hours (Q4 FY26)

Government/Regulatory authorities

Purpose

We actively engage with government agencies and regulatory bodies to ensure compliance with industry standards and regulations. This collaboration is essential for obtaining the registrations and approvals needed to support our continued growth and maintain responsible business practices.

Strategic priorities

- Compliance with rules and regulations
- Timely reporting through various compliance-based forms

Mode of engagement

- Disclosures and filings for compliance reporting
- Meetings with authorities for permissions/approvals

Frequency of engagement

Need-based

Capitals impacted

- F Financial capital
- S Social and relationship capital

Value created

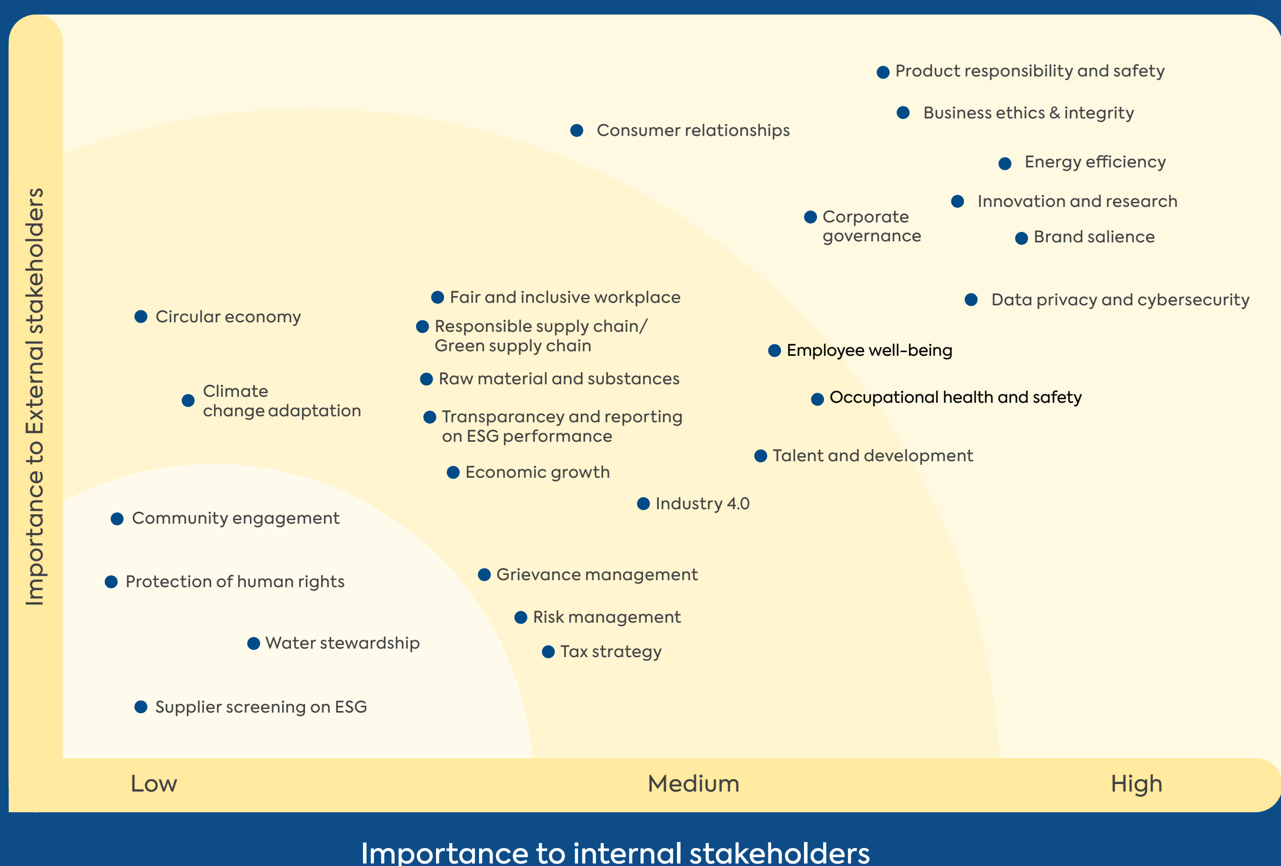
- Timely tax payment
- High compliance standards
- Support government initiatives

Frequency of engagement | Continuous | Ongoing | Monthly | Need-based

Materiality assessment

Our materiality assessment is a structured process that examines both our internal operations and external environment to identify and prioritise the issues most relevant to our stakeholders and business. By conducting this assessment periodically, we ensure our strategy stays aligned with evolving expectations and market realities, supporting more informed decisions and stronger risk management.

Materiality Matrix



Material topics

- M1 Occupational health and safety
- M2 Product responsibility and safety
- M3 Energy efficiency
- M4 Brand salience
- M5 Raw materials and substances
- M6 Data privacy and cybersecurity
- M7 Employee well-being
- M8 Consumer relationships
- M9 Business ethics and general business principles
- M10 Innovation and research
- M11 Talent development
- M12 Economic growth

Category	Description
Hidden value creators	These issues are critical to both our stakeholders and our Company. They require a strong, externally visible management response. Effectively addressing them is essential for our long-term business success.
Priority issues	These issues carry medium to high importance for both our stakeholders and our Company. We should treat a proactive and visible management response as a high priority.
Hidden value creators	While these issues may not be prominently on our stakeholders' radars, they are significant for our business. We should focus on raising stakeholder awareness and communicating their relevance to our long-term value creation.
Hygiene factors	These issues matter greatly to our stakeholders but have a relatively low impact on our business. We must respond thoughtfully to stakeholder concerns while being mindful of cost implications.
Monitoring issues	These issues are currently of limited importance to our stakeholders and have minimal impact on our business performance. However, best practice suggests that we keep a close watch, as their significance may grow over time.

Towards double materiality: Our roadmap for FY2026-27

We recognise the growing importance of sustainability in shaping our business resilience and stakeholder confidence. In this direction, we have initiated a Double Materiality Assessment (DMA), representing a significant evolution from a traditional single materiality approach to a more comprehensive framework that considers both our impacts on the environment and society, and the implications of sustainability factors on our business. The assessment will be completed in F.Y. 2026-27, with foundational work already underway, including methodology design, stakeholder mapping, and preliminary scoping.

What is double materiality?

The double materiality approach enables us to assess sustainability matters from two critical and complementary perspectives:

- Impact materiality (inside-out): Understanding how our operations, products and value chain create positive or negative impacts on society and the environment, assessing these across dimensions of scale, scope, likelihood and irremediability.
- Financial materiality (outside-in): Evaluating how environmental, social and governance factors present risks and opportunities that could materially affect our business performance, risk profile, cash flows, access to finance and long-term value creation.

Investors

SDGs Impacted

8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES

We are committed to creating sustainable long-term value for shareholders through disciplined financial management, strategic growth and transparent stakeholder engagement.

Our Crompton 2.0 strategy guides this ambition, expanding our addressable markets, strengthening consumer-centric innovation and enhancing go-to-market capabilities. A resilient and diversified portfolio, consistent cash generation and prudent capital allocation provide the financial foundation to pursue growth, while proactive and transparent engagement with the investment community reinforces long-term shareholder confidence.

Material issues

M9 M12

Key risks considered

- Supply
- Information and technology

Capitals impacted

F

Key Highlights

₹7,193.23 Crore
Revenue

₹746.14 Crore
EBITDA

₹(243.31)* Crore
PAT

₹637.42 Crore
Operating cash flow

85.43%
Cash conversion ratio

*During the year, the company recorded exceptional items of ₹754.85 Crore towards restructuring of Vadodara plant operations - ₹20.36 Crore, impact of New Labour Code - ₹18.45 Crore & impairment of investment in material subsidiary Butterfly and associated trademarks - ₹716.04 Crore. (for additional details, please refer Note 26 of the Standalone Financial Statements)

Strategic insights

Our growth strategy is anchored in expanding market opportunities while preserving financial discipline. During the year, our total addressable market nearly doubled, growing from approximately ₹75,000-₹80,000 Crore to nearly ₹1.5 Lakh Crore, driven by our entry into new categories, including appliances, solar solutions and residential wires. Strong operating cash flows and prudent capital allocation continue to fund growth investments while maintaining financial stability. We sustain regular dialogue with the investment community through earnings calls, investor conferences, global roadshows and direct management interactions, reinforcing transparency and long-term confidence.

Performance review

Despite macroeconomic headwinds and weather-related demand volatility in certain cooling categories, our diversified portfolio enabled us to sustain resilient performance throughout the year.

Standalone revenue stood at ₹7,193.23 Crore, supported by steady momentum in the Electrical Consumer Durables (ECD) segment, which contributed ₹6110.61 Crore, led by strong performance in the TPW fan category and continued growth in pumps and small domestic appliances.

The year also marked significant progress on the regulatory front. Our non-ceiling fan portfolio was fully transitioned to BIS compliance, while our ceiling fan range was seamlessly migrated to BEE 2.0 energy efficiency standards, reflecting strong cross-functional coordination and operational preparedness.

Our lighting business delivered stable performance, sustaining margins despite higher investments in brand building. Continued momentum in solar pumps, small domestic appliances and Butterfly kitchen appliances further supported overall performance and helped offset seasonality in cooling products.

Portfolio diversification remains a core pillar of our business resilience. Categories such as lighting and kitchen appliances provide a natural hedge against seasonal demand cycles, while emerging segments like solar solutions further reduce weather-related volatility across the portfolio.

Mr. Kaleeswaran A

Group Chief Financial Officer – (Group CFO) & Head of Strategy

At Crompton, we balance growth ambition with financial discipline to create sustainable shareholder value. Over the past year, we made meaningful progress across category expansion, operational efficiency and market reach, while maintaining prudent capital allocation. Transparent engagement with the investment community has remained central to our approach, and with a clear strategic direction, we are confident in our ability to deliver long-term value for our shareholders.

Consolidated financial metrics

Revenue (₹ Crore)

FY26	8,096
FY25	7,864
FY24	7,313
FY23	6,870
FY22	5,394

Profit before tax (PBT) (₹ Crore)

FY26	677#
FY25	756
FY24	573
FY23	612
FY22	752

EBITDA (₹ Crore)

FY26	827
FY25	901
FY24	714
FY23	770
FY22	769

Profit After Tax (PAT) (₹ Crore)

FY26	507#
FY25	564
FY24	442
FY23	476
FY22	578

EBITDA Margin (%)

FY26	10.22
FY25	11.46
FY24	9.76
FY23	11.21
FY22	14.26

Earnings per share (EPS) (₹)

FY26	7.70#
FY25	8.64
FY24	6.88
FY23	7.29
FY22	9.21

Financial metrics

Net worth (₹ Crore)*

FY26	2,966
FY25	3,390
FY24	3,000
FY23	2,660
FY22	2,453

Dividend per share (₹)

FY26	3.00
FY25	3.00
FY24	3.00
FY23	3.00
FY22	2.50

Market capitalisation (₹ Crore)

FY26	14,388
FY25	22,765
FY24	17,184
FY23	18,635
FY22	23,683

Book value per share (₹)*

FY26	46.07
FY25	52.66
FY24	46.64
FY23	41.82
FY22	38.73

#Before exceptional item
*Excluding non-controlling interest

Financial metrics (Contd.)

Net fixed asset (₹ Crore)

FY26	2,587
FY25	3,329
FY24	3,255
FY23	3,276
FY22	3,286

Return on capital employed (ROCE) (%)

FY26	50.53
FY25	78.01
FY24	85.96
FY23	204.11
FY22	166.18

Return On Equity (ROE) (%)

FY26	13.93#
FY25	15.46
FY24	13.48
FY23	15.02
FY22	22.39

Delivering value through responsible business

At our Company, we are committed to ethical and responsible business practices and uphold high standards across everything we do. We regularly evaluate our performance against both financial and non-financial measures to ensure we create meaningful and lasting value for all our stakeholders.

Economic value generated and distributed

Economic value generated (standalone)

Revenue

FY26	7,193.23
FY25	7,028.29

Economic value distributed

Operating costs

FY26	4,976.56
FY25	4,762.36

Employee benefits and expenses

FY26	563.96
FY25	534.89

Payments to providers of capital

FY26	238.05
FY25	238.32

Community investments

FY26	13.31
FY25	13.37

Consumers

SDGs Impacted

For more than 85 years, we have been a trusted presence in Indian homes. Built on a legacy of reliability, performance and consumer confidence, Crompton continues to evolve with the changing aspirations of modern Indian households.

As lifestyles grow more dynamic and consumers seek products that combine functionality, design and efficiency, we are strengthening our commitment to placing consumer centricity at the heart of our strategy, innovation and long-term growth.

Material issues

M1

Key risks considered

- Brand
- Supply
- Distribution
- EHS
- Culture
- People

Capitals impacted

F S

Key Highlights

70%
24-hour TAT resolution (exit Q4 F.Y. 2026)

95%
Queries answered by call centres

91%
Call centre answered level (exit Q4'25)

4.4/5
Customer satisfaction score (exit Q4 F.Y. 2026)

Rewiring the value chain around the consumer

At Crompton, consumer understanding is no longer treated as a downstream input that only shapes communication after a product has already been developed. Instead, it is increasingly becoming one of the earliest inputs into value creation itself. Marketing today works in closer partnership with product development, R&D and business teams so that the voice of the consumer informs not only brand communication, but also innovation priorities, portfolio choices, resource allocation and long-term strategic direction.

This shift reflects a more deliberate operating model: understand the consumer first, decode product interaction and pain points, distil those insights into sharper briefs and then build products and campaigns accordingly. In this model, marketing moves from being the last step in the chain to one of the first. That change may appear subtle in phrasing, but in practice it represents a major organisational pivot towards more insight-led consumer need backwards decision-making.

Further, our interaction with consumers are not limited to purchase alone but stretch beyond purchase through repeated interactions across multiple categories and post purchase after service that builds consumer satisfaction.

During F.Y. 2025-26, we conducted an exhaustive Usage & Attitude Study (U&A Study) covering more than 18,000 consumers across India to strengthen our understanding of our consumers when they interact with our categories. To translate those insights into action, we also conducted around 22+ workshops with R&D and product teams to deepen understanding of how consumers interact with our products, how categories are evolving and where priorities need to be sharpened. The underlying objective is clear: better consumer understanding should lead directly to better product design, better product development, better campaign creation, better customer experience through enhanced after sales and service delivery.

From real behaviour to real differentiation

- Consumer research
- Behavioural and category insights
- Sharper product briefs and prioritisation
- Consumer need-based product innovation and portfolio decisions
- Consumer-centric communication and activation
- Enhanced consumer experience and stronger market relevance

Mr. Tanmay Prusty
Chief Marketing Officer (CMO)

Our ambition is clear: to become the number one choice for consumers by consistently understanding their needs and translating those insights into meaningful products and experiences. Consumer understanding informs decisions across the organisation, from product development and portfolio expansion to communication strategy, market activation and after sale-service to consumer satisfaction. As this capability deepens, marketing is evolving from a communication services function into a more outcome-driven organisation that co-owns growth ambitions with the businesses it supports. By embedding consumer intelligence more deeply across Crompton, we are strengthening our ability to remain both a dependable household brand and an increasingly aspirational partner for everyday living.

From consumer truth to product breakthrough

Our innovation strategy begins with understanding the challenges consumers encounter in their daily lives and translating those insights into practical, differentiated solutions. This remains central to Crompton's consumer value proposition, but during F.Y. 2025-26 that approach became more deliberate and more visible in the market.

A strong example is the launch of the AQI chimney, developed in response to a real and growing household pain point: indoor air pollution in kitchens, particularly in increasingly compact urban homes. The product includes an AQI measurement system that indicates kitchen air quality and adjusts suction in real time based on the measured AQI.

The same philosophy also informs how we improve everyday utility in other categories. For instance, the prevalence of hard water across many Indian regions has shaped the development of anti-scaling water heaters designed for durability and dependable performance under local conditions. Beyond functional problem-solving, we also remain focused on design excellence, intuitive usability and energy efficiency, recognising that modern consumers increasingly seek products that support both convenience and lifestyle.

Four themes shaping our consumer and marketing agenda

The evolution of consumer approach during F.Y. 2025-26 was anchored in four interconnected themes:

Dialling up consumer centricity across the organisation: We are working to become far more intimate with how consumers use our products, how categories are shifting and how competition is shaping expectations. This understanding is increasingly being channelled into upstream decisions across innovation, communication and prioritisation.

Contemporising and premiumising the Crompton brand: We have made a concerted effort to present Crompton in a more contemporary, modern brand while retaining the brand's legacy and trust which has been built over decades.

Driving saliency across product lines through the year: Rather than concentrating communication around only a few categories or seasons, we are activating multiple product lines across relevant periods of the year to ensure the brand remains visible, contextual and responsive to consumer needs.

Increasing the adoption of technology and experimentation in execution: From AI-led content creation and digital dashboarding to hybrid media planning and new-age platform partnerships, we are modernising how marketing is executed and measured.

How insights travels inside Crompton

1. **18,000+ consumers studied** through a pan-India Usage and Attitude exercise
2. **22+ workshops conducted** with R&D and product teams
3. **Insights increasingly shaping NPD strategy,** resource allocation, communication strategy and brief creation
4. **Product framing also becoming more consumer-friendly,** for instance, translating technical product language into more intuitive consumer-facing expressions such as 'point anywhere remotes'

Communicating meaningful consumer experiences

As consumer expectations evolve, our communication strategy is also changing. We are moving beyond feature-led or specification-heavy messaging towards more experience-led storytelling that highlights how Crompton products improve everyday life through comfort, convenience, energy efficiency, design and ease of use.

An important development has been the shift from predominantly single-product communication towards range communication. Crompton is now communicated not just as individual items but as a cohesive family of offerings across the whole home - ceiling fans for drawing rooms and bedrooms, lighting and kitchen appliances for living spaces and kitchens, and exhaust solutions for bathrooms. This more holistic articulation, amplified through cross-platform campaigns, contextual placements and data-driven targeting, positions Crompton as a whole-home brand rather than a collection of standalone categories.

Another significant shift under Crompton 2.0. is where we contemporised and premiumised Crompton with younger, fresher, design-forward communication. Categories once presented over shorter seasonal bursts are now shown with wider lifestyle relevance, stronger aesthetic appeal and a more inclusive visual identity through consistent and continuous messaging through the year. We've extended reach across high-traffic outdoor media (airports, metros, stations), OTT and sports platforms like Cricbuzz, new-age podcasts (we sponsored our first show, #ServingItUpWithSania), influencer collaborations, and AI-driven short content and topical moment marketing to meet changing audience preferences.

Case study

Fluido: expressing a more premium and inclusive Crompton

Fluido emerged as a strong symbol of Crompton's more premium and contemporary turn during F.Y. 2025-26. A design-led product recognised through the German Design Award and the Red Dot Award, Fluido was communicated with a younger, more aspirational and more inclusive tone than has historically characterised the category. The campaign extended across television, print, outdoor and premium branding locations such as airports, helping showcase Crompton as a brand that can combine functionality with material finish, design appreciation and lifestyle appeal.

Sustaining saliency across categories and seasons

One of the key priorities during the year was to keep the Crompton brand visible and contextually relevant across product lines throughout the year, rather than limiting communication to a few large categories or seasonal bursts. This has meant supporting a wider set of categories with more calibrated activation plans based on relevance, region and occasion.

This approach reflects a sharper understanding that relevance is often contextual. In pumps, for example, cultural occasions such as Chhath and Holi were not treated as generic calendar moments, but as occasions with a meaningful thematic link to water and with strong regional relevance in important pump markets such as Bihar.

Brand relevance in action

- Fans and air coolers received heightened visibility during the summer period
- Mixer grinders were activated around the festive season and Diwali
- Pumps were marketed during culturally relevant occasions such as *Chhath* and *Holi*
- Heating-related categories were activated during winter periods

18 campaigns

Across the year

Technology-led and new-age marketing execution

F.Y. 2025-26 also saw Crompton increase its adoption of technology and experimentation across the marketing function. Four AI-based films/copies were created across different occasions, digital dashboarding was used more extensively for studies and insights, and the media mix evolved towards a more hybrid structure that combines conventional channels with digital-first activations, YouTube-led campaigns and partnerships with newer platforms.

Highlights of the year

- Crompton's first podcast sponsorship with *ServingitUpwithSania*.
- A digital partnership in March–April 2026 around lighting, with the first video being AI-led
- Selective contextual partnerships such as Cricbuzz for summer-linked categories including fans and air coolers

Building trust through integrated brand moments

A major highlight of the year was the "World's No. 1" campaign, which formalised and activated Crompton's global category leadership in ceiling fans as a consumer-facing brand moment. The campaign was launched through national print platforms and then extended across the value chain through point-of-sale materials, stickers and badges across fans, shelf displays and packaging. Every fan sold now carries the World's No. 1 claim on its packaging. Importantly, the campaign was framed not merely as a statement of leadership, but as an expression of gratitude to consumers whose trust made that standing possible.

Ensuring product accessibility

Widespread product availability remains fundamental to delivering a strong consumer experience. By expanding distribution networks and strengthening channel partnerships, Crompton ensures that its products remain accessible across geographies and store formats. This broad availability supports a smoother journey from discovery to purchase while reinforcing the dependability associated with the Crompton brand.

Improved store layouts, product displays and visual merchandising further help consumers engage more effectively with Crompton's product portfolio at the Point of Sale.

Raising the bar on service experience

At Crompton, delivering superior consumer experience remains central to our value proposition. Over the past year, we embarked on a Service Excellence 2.0 journey, building on the strong foundation established under Service 1.0. This next phase was initiated with a clear objective: to enhance customer satisfaction and loyalty, thereby elevating service as a key differentiator that complements our sales excellence.

As part of this journey, we undertook a comprehensive assessment of our service ecosystem, identifying key strengths to build upon and opportunities to further enhance consumer experience. These insights were translated into a structured framework comprising four core pillars of Service Excellence, each designed to holistically elevate service performance and customer satisfaction.

Customer support transformation focused on enhancing accessibility and responsiveness across touchpoints. Through omnichannel integration, AI-led interventions and strengthened CRM capabilities, we have enabled seamless complaint registration and faster query resolution, significantly improving reachability and response times for consumers.

Service delivery centered on strengthening our on-ground presence and improving turnaround times. With one of the industry's most extensive service networks, coupled with a shift towards more granular, time-based service metrics and system-driven controls, we have enhanced execution efficiency and ensured more reliable service outcomes at the consumer's doorstep.

Spares management and supply chain Efficiency aims to build a robust backend that supports timely service delivery. Through centralised planning, structured inventory classification, we have improved parts availability and strengthened overall service readiness.

Capability Building and Training focuses on developing a skilled and future-ready service ecosystem. A structured learning framework, supported by digital platforms, certification programs and technician grading initiatives, is enabling continuous upskilling of both internal teams and field technicians, thereby enhancing service quality and customer interactions.

Together, these pillars have enabled a more integrated, agile and consumer-focused service organisation, delivering measurable improvements in responsiveness, efficiency and service quality.

Looking ahead, our long-term service vision is to build a digitally enabled, insight-driven and self-evolving service ecosystem - one that not only resolves consumer needs efficiently but also anticipates them proactively. By leveraging technology, strengthening capabilities and continuously refining our processes, we aim to further elevate the service experience and reinforce consumer trust in the Crompton brand.

Consumer-centricity at the heart of Crompton 2.0

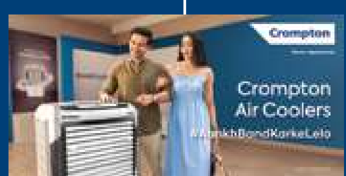
Crompton's consumer-centric approach is ultimately about building durable relationships founded on trust, relevance and meaningful innovation. By combining deeper consumer intelligence with practical innovation, more contextual communication, wider accessibility and stronger after-sales service, we are strengthening both consumer loyalty and business resilience.

As we advance our journey under Crompton 2.0, we remain committed to making consumer understanding a more powerful driver of decision-making across the organisation. That means continuing to sharpen insight, convert that insight into better products and experiences, and communicate Crompton not only as a trusted household name, but as a more contemporary, holistic and aspirational partner for everyday living.

Building Salience for Crompton across Categories FY 2026

Fans
Summer Campaign
(Mar'25 to Jun'25)

Fans TPWE Campaign
(Apr'25 to May'25)



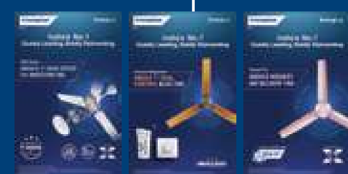
Air Coolers
Summer Campaign
(Apr'25 to May'25)

LKA Mother's
Day Campaign
(May'25)

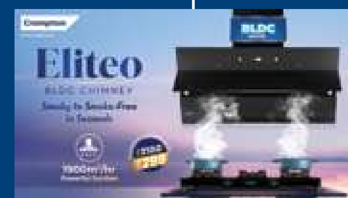
Master Brand
Range Campaign
(Jul'25)

Fans Extended
Warranty Campaign
(Jul'25 to Aug'25)

SDA Mixer Grinder
Festive Campaign
(Aug'25 to Oct'25)



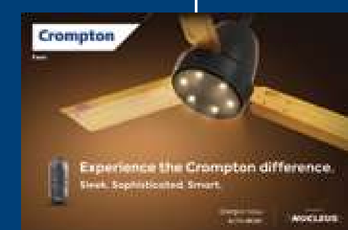
Fans India's
No. 1 Campaign
(Aug'25 to Sep'25)



LKA Eliteo
Chimney Campaign
(Aug'25)

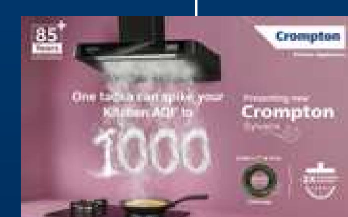
Pumps Crompton
Hoga To
Nazar Aayega
(Sep'25 to Oct'25)

LKA
Festive Campaign
(Sep'25)



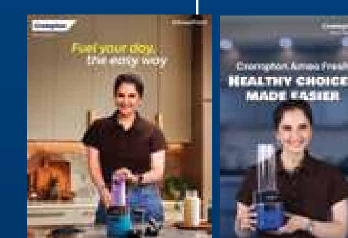
Fans Pre
Festive Campaign
(Sep'25 to Oct'25)

Pumps Crompton
V4 Dura Launch
(Sep'25 to Oct'25)



LKA Sylvaire
Chimney Campaign
(Nov'25)

Pumps Chhath Puja
Festive Campaign
(Oct'25 to Nov'25)



SDA - Serving It Up
With Sania
(Nov'25 to Feb'26)

Fans World's No.
1 Campaign
(Jan'26)

Lighting Bright &
Right Campaign
(Jan'26 to Feb'26)

Pumps Holi
Festive Campaign
(Mar'26)

People

SDGs Impacted

At Crompton, our people are at the heart of our ambition to be Number One. As a proudly employee-led organisation, without a promoter or owner, our people are not merely contributors to business performance; they are the architects of it.

In F.Y. 2025-26, we continued to deepen our investment in building a workplace where individuals feel empowered to grow, demonstrate strong ownership and contribute meaningfully to our purpose of Enriching Life for Generations with Smart and Responsible Solutions..

Material issues

M1 M2 M3

Key risks considered

- EHS
- Culture
- People

Capitals impacted

F I H

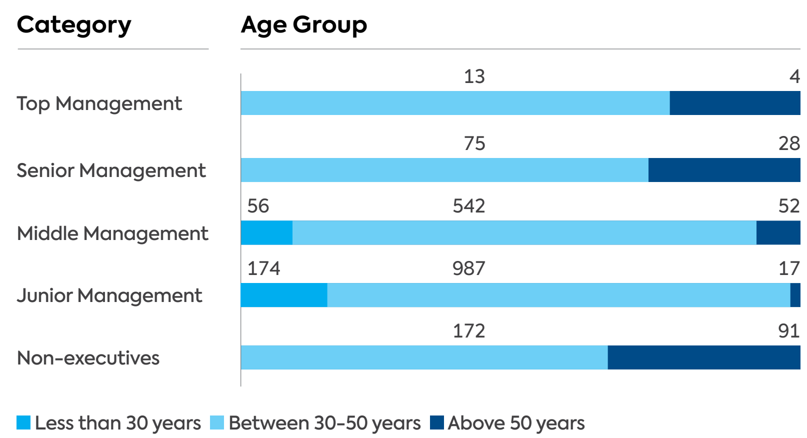
Key Highlights

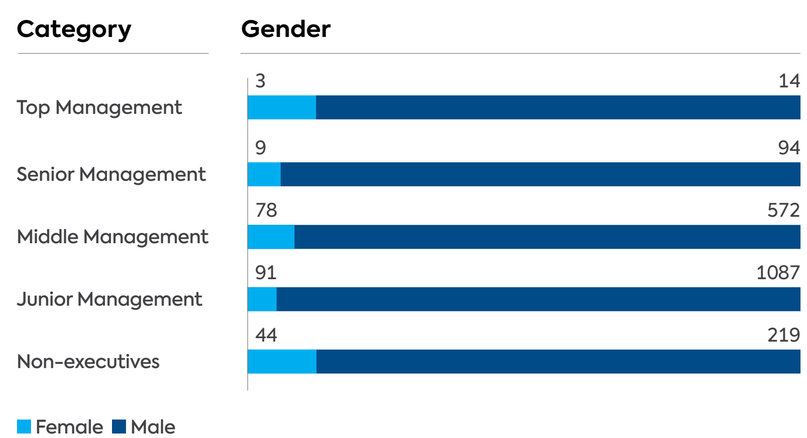
2,211
Permanent employees + permanent workers

67,197
Training person hours

0.00
LTIFR

Guided by our core values, CREATE, we continue to strengthen organisational systems and governance structures that enable our people to operate with clarity of roles, accountability and confidence across all levels of the organisation.





Mr. Prasanth Nair

Chief Human Resources Officer (CHRO)

Our people agenda in F.Y. 2025-26 was guided by a clear intent: building the structural and cultural foundations for a performance-driven culture while advancing Crompton's purpose of enriching life for generations with smart and responsible solutions. We remained focused on unlocking people potential through stronger accountability, capability-building, digital enablement and long-term incentives that empower our talent to grow and lead with impact. Rooted in our CREATE values, these initiatives are shaping a stronger, more agile and future-ready Crompton built for sustainable success.

Building capabilities through continuous skill development

Building capability at every level of the organisation remains a strategic priority. Our learning architecture combines structured development journeys, on-the-job experiences and digital learning to strengthen both behavioural and functional competencies, anchored in the CREATE framework.

Flagship Leadership Development Programmes

Our two flagship programmes, CLDP (Crompton Leadership Development Programme) for senior leaders and FLDP (Functional Leadership Development Programme) for mid-management, continued to evolve in this fiscal. While the core objective of nurturing strategic and operational leadership remains unchanged, this year we went beyond traditional development by integrating three distinctive enhancements:

- Cross-business value chain understanding, enabling leaders to navigate the full breadth of Crompton's operations.
- Consumer immersions, where participants engage directly with end-users in the market to sharpen business insight.
- Participation in business-critical AOP projects, ensuring leadership development translates directly into organisational impact.

The results speak for themselves: 41% of the participants have already been promoted and 29% have transitioned into expanded roles, a clear indication that these programmes are building a robust internal leadership pipeline.

29
Employees participated in CLDP

37
Employees participated in FLDP

Sales capability assurance: Belt certification model

A significant development this year was the shift from addressing ad hoc learning needs to building a structured Sales Capability Assurance approach. The five-tiered Sales Belt Certification Model enables sales professionals to build capability progressively, with each stage assessed before advancement to the next level.

The model begins with the Yellow Belt, which covers foundational product and process excellence for all new sales hires, followed by a validation assessment within the first 30 days to accelerate readiness. The White Belt focuses on product excellence across business lines and builds a stronger understanding of categories, technologies and portfolio architecture. The Blue Belt strengthens process excellence by equipping employees in Crompton's way of selling and digital tools such as Field Assist and the Parivar dealer portal. The Brown Belt comprises role-based learning journeys for TSMs, ASMs, RSMs and BMs, covering areas such as key account management, channel management and data-to-narrative capabilities over an extended development horizon. The Black Belt is designed for select high performers who can go on to serve as master trainers for frontline teams, in-store demonstrators and authorised service technicians.

Together, this model transforms sales capability development into a visible and motivating progression journey, while also creating a clearer roadmap for role readiness and career advancement.

Onboarding and capability building across the employee lifecycle

We continued to strengthen learning interventions across the employee lifecycle through structured onboarding and segmented capability-building programmes. Our Enrich onboarding platform provides a consistent experience for new joiners through a three-stage framework: Assimilate, Affiliate and Accelerate. In the Assimilate stage, employees are introduced to Crompton's culture, business context, policies and key systems. The Affiliate stage helps them build internal networks and navigate the organisation through interactions with teams and stakeholders. The Accelerate stage provides role-specific guidance and resources to help them become productive more quickly.

During the year, we also implemented a segmented learning architecture to strengthen capabilities across levels. MyCompass supported individual contributors in building core professional and self-leadership skills, while Compass@Navigate was designed to strengthen managerial effectiveness, team leadership and day-to-day people management capabilities. To accelerate digital capability building, we conducted online workshops on our internal platform Nexus AI, along with sessions on AI for Productivity, enabling employees to use digital tools more effectively in their roles. Across manufacturing locations, we conducted 15+ targeted workshops focused on Six Sigma, productivity enhancement, efficiency improvement and other function-specific capability requirements. In addition, a Leadership Master Class Series was launched for the Leadership Band, focusing on outside-in perspectives across consumer centricity, strategic thinking, operational excellence and enterprise leadership.

ServiceX for Service TSM-ASM

In F.Y. 2025-26, we conducted ServiceX for Service TSMs and ASMs to strengthen the mindset, skills and behaviours required to consistently exceed customer expectations and create memorable service experiences.

New Leader Assimilation Programme (NLA)

The NLA programme supports newly appointed senior leaders in integrating effectively into Crompton's operating model and culture. Key outcomes include building strong team relationships, understanding stakeholder expectations and developing structured 30-60-90 day transition plans. The programme remains an important enabler of effective leadership onboarding.

Enrich

Our Enrich onboarding platform provides a structured and consistent experience for new joiners, helping them integrate effectively into the organisation. The programme is built around a three-stage framework — Assimilate, Affiliate and Accelerate.

In the Assimilate stage, employees are introduced to Crompton's culture, business context, policies and key systems, enabling them to understand how the organisation operates. The Affiliate stage focuses on helping new joiners build internal networks and navigate the organisation through interactions with teams and stakeholders. In the Accelerate stage, employees receive role-specific guidance and resources that enable them to become productive in their roles more quickly.

Behavioural and functional capability assurance

During the year, we implemented a comprehensive, segmented learning strategy to strengthen individual, managerial, leadership, functional, and organizational capabilities.

Individual Contributors were enabled through MyCompass, a structured programme focused on building core professional skills and self-leadership capabilities.

People Managers participated in Compass@Navigate, designed to enhance managerial effectiveness, team leadership, and day-to-day people management capabilities.

At an organizational level, to accelerate digital capability building, we conducted online digital workshops on our internal platform Nexus AI, along with sessions on AI for Productivity, enabling employees to effectively leverage digital tools in their roles.

To address functional and operational capability needs, we conducted 15+ targeted workshops across manufacturing plants, covering areas such as Six Sigma, efficiency improvement, productivity enhancement, and other function-specific learning requirements.

A Leadership Master Class Series was launched for Leadership Band focusing on building an outside-in perspective on critical leadership themes such as consumer centricity, strategic thinking, operational excellence, and enterprise leadership.

Together, these interventions strengthened capability depth across levels, supported leadership readiness, and reinforced a culture of continuous learning aligned with business priorities.

Strengthening accountability and organisational clarity

As Crompton scales under its Crompton 2.0 strategy, ensuring alignment of culture, accountability and performance standards across functions and geographies has become a critical priority. In F.Y. 2025-26, we made meaningful structural and systemic progress:

- RACI Framework: Developed and communicated across the organisation, a foundational step in eliminating ambiguity in a matrix structure. Implementation will be a priority in the coming year.
- Job Structure Standardisation: Legacy structures cleaned up and a standardised job tagging system implemented, providing clarity on departmental alignment and matrix reporting.
- Job Evaluation: Work commenced on a formal job evaluation process to rate and score every role, forming the basis for further structural alignment and career progression frameworks.

These initiatives, spanning performance management, structure and rewards, collectively reinforce a culture of meritocracy and ownership that is central to Crompton's growth ambition.

Aligning leadership incentives with long-term value creation

We introduced a Long-Term Incentive (LTI) plan to further align leadership interests with the Company's long-term value creation goals. In addition to the existing ESOP framework, the programme has been extended to approximately 150 leadership-level employees. The plan is designed in line with the Company's strategic objectives and aims to encourage long-term commitment and sustained performance. The initial LTI structure has been rolled out as a cash-based incentive programme, with vesting linked to a combination of time-based and performance-based criteria, ensuring alignment between leadership performance and the Company's long-term growth.

Employee Engagement

Employee engagement remains a strategic lever for us, underpinning organisational trust, performance and retention. We built on the momentum of prior years to deepen listening, co-create solutions and demonstrate tangible follow-through.

Pulse: Annual Engagement Survey

Our organisation-wide Pulse survey, conducted in partnership with Gallup Q12, recorded a participation rate of 94% in F.Y. 2025-26, compared with 88% in the previous year, and this was achieved within a significantly shorter window of 10 days. This strong uptake signals that employees trust the listening process and believe their feedback leads to action.

Key themes from the F.Y. 2025-26 survey:

- Overall value score strengthened across the organisation.
- Pride in Crompton's products and services increased.
- Engagement scores showed a positive trend, reflecting the business turnaround over recent years.
- Top strengths identified: opportunity to do one's best work, psychological safety and recognition.

Engagement results were cascaded by business leaders directly, not by HR, reinforcing genuine leadership ownership of employee experience. Action plans are now co-owned by HR and cross-functional employee cohorts, ensuring solutions are rooted in the actual concerns of each function rather than generic prescriptions.

94%
Participation in Pulse engagement employee survey

Employee voice and transparency

We continued strengthening our commitment to open communication and psychological safety. The SpeakUp platform allows any employee to submit queries or concerns directly to the CHRO, without filters, categories or intermediaries, reinforcing that every voice matters. Our MD-led town halls continued to serve as an open forum where all employee questions, regardless of subject or seniority, are addressed directly and transparently.

The sustained uptick in ethical scores, combined with clear and anonymised communication on investigation outcomes, is building deeper institutional trust and a culture of accountability.

Engagement beyond surveys

Beyond structured listening, We continue to create spaces for genuine connection through sports events, talent showcases, wellness activities, celebration programmes and employee communication platforms. Our HRBPs are tasked with enabling agenda-less conversations that build bonds, psychological safety and a sense of belonging, the conditions that ultimately produce discretionary effort and ownership.

Employee well-being

Employee well-being reflects our value of Care. Our approach addresses the full spectrum of physical, mental, emotional and financial health, and extends to employees' families.

Happy To Help: Employee Assistance Programme

Our Employee Assistance Programme provides employees and their families with confidential, third-party-supported counselling and guidance across mental health and emotional support, physical health, financial wellness and personal or family-related challenges. By encompassing families within its scope, the programme reflects a holistic understanding of well-being.

Women's safety initiatives

In F.Y. 2025-26, Women's Safety Workshops were conducted across all Crompton locations, including blue-collar and white-collar staff across both on-roll and off-roll categories. The workshops focused on building awareness and preparedness for safety within and beyond the workplace.

SpeakUp: Employee voice platform

SpeakUp enables employees to raise concerns, share suggestions or escalate queries directly and confidentially with the CHRO. This platform reinforces a culture of openness, fairness and accountability, and operates as both a well-being tool and a governance mechanism.

Health and safety

Safety is a cultural commitment rooted in our CREATE value of Caring. Our aspiration is zero harm: for every employee, contract worker, visitor and stakeholder who enters our premises, the expectation is that they leave safely. This philosophy is reflected in a governance architecture that is top-driven, systematically managed and continuously strengthened.

Governance and certifications

Crompton maintains internationally recognised certifications across all manufacturing operations: ISO 45001 (Occupational Health and Safety Management), ISO 14001 (Environmental Management) and ISO 9001 (Quality Management). In F.Y. 2025-26, a surveillance audit was conducted and cleared with zero non-conformities. Safety committees meet regularly to review priorities, set targets and drive accountability towards our Zero Harm goal.

Digital compliance management

From January 2026, we transitioned to the EY EHS Compliance Tool, a digital platform tracking compliance obligations across environment, health and safety. Users record compliance status with evidence attachments through a structured maker-checker review process. Environmental monitoring outcomes are logged on the Sustainability Portal. Monthly and quarterly reviews ensure ongoing rigour.

Risk reduction: People, process and machines

F.Y. 2025-26 saw a focused, cross-functional risk reduction drive across three dimensions:

Machines: Safety-critical machines identified and assessed; engineering controls implemented; SOPs and Risk Registers updated accordingly.

People: Regular toolbox talks; Train-the-Trainer approach to cascade safety knowledge at shop floor level; visual SOPs for inclusive safety communication.

Processes: SOPs streamlined to reflect operational changes, with risk controls embedded into revised procedures.

Safety that stands tall

Crompton was awarded 2nd place in Category 'D' (1000+ employees) at the Gomant Uchcha Suraksha Puraskar 2026, conferred by the Green Triangle Society under the aegis of the Inspectorate of Factories & Boilers, Government of Goa.

This recognition underscores the strength of our safety culture and reinforces our belief that safety is a shared responsibility, collectively owned and consistently practiced across operations.

Safety training programmes

A comprehensive suite of safety training was delivered across manufacturing locations, including Permit to Work, Working at Height, Lockout-Tagout, Machine Guarding, Electrical Safety, Behaviour-Based Safety (a major focus this year), PPE usage and material handling safety. Additional programmes covered first aid and CPR, emergency response and ergonomics. Area- and machine-specific modules addressed localised workplace risks.

Consistent safety standards for all workers

We apply identical safety standards, procedures and consequence management to both employees and contract workers, without distinction. Safety is a condition of entry to any Crompton facility. New workers follow a structured journey: classroom induction, knowledge retention assessment, supervised on-the-job training and certified independent operation only once a supervisor confirms competence.

Leading and lagging indicator tracking

Leading indicators: Unsafe acts and conditions reported, near-miss reporting, training completion, drill participation.

Lagging indicators: Number of accidents, Lost Time Injuries (LTI).

Every reported unsafe act or condition is mandatorily routed to the relevant line manager or plant head, with required corrective action closure.

Emergency preparedness

Each plant maintains a formal Emergency Preparedness Plan covering potential scenario, assigned roles and response protocols. Mock drills are conducted monthly or quarterly per plant requirements. Records are maintained and outcomes used to strengthen preparedness.

EHS in capital projects

Factory Inspector approval is mandatory before risk-bearing activity commences on any new project. Risks and control measures are documented upfront. Dedicated safety monitors operate during construction. Risk Registers, SOPs and plant layouts are formally revised and submitted upon commissioning.

Leadership commitment in safety

The Board, MD and CEO receive annual EHS performance presentations and regularly visit plants to engage directly with workers. This visible, top-driven commitment, backed by adequate resources and systems, is the foundation of our safety culture.

FY26 safety dashboard

Zero
Fatal

Zero
Total reportable incidents

10
First aid cases

514
Near misses

Zero
Lost time injury frequency rate (Per Million)

Zero
High consequence work related injury (excluding fatalities)

Diversity and inclusion

We are committed to building a workplace where diversity is respected, equity is practised and inclusion is embedded in everyday decisions. Our approach is structured around four pillars: employee awareness, inclusive hiring strategies, talent integration and development, and supportive workplace policies.
In F.Y. 2025-26, we made continued progress across each of these dimensions. Campus recruitment remained an important lever for improving gender representation in F.Y. 2025-26. We continued to strengthen the diversity pipeline through our entry-level programmes, including the Graduate Engineer Trainee (GET) and Management Trainee (MT) cohorts, while also reinforcing workplace support through enhanced travel safety provisions for women employees, caretaker allowances for new mothers, continued POSH implementation across locations, and the launch of the HerVoice diversity taskforce.

Representation and hiring

Campus recruitment remains our most visible lever for improving gender representation. In F.Y. 2025-26, we achieved meaningful milestones in our entry-level programmes, reinforcing a diverse talent pipeline for the future.

These results reflect deliberate hiring design and targeted outreach. We continue to work towards broader representation at mid and senior levels as our pipeline matures.

Inclusive policies and workplace support

We strengthened several policies in F.Y. 2025-26 that directly support employee well-being and equitable participation:

- Enhanced travel safety provisions for women employees.
- Caretaker allowances for new mothers, enabling better balance during critical life transitions.
- Continued implementation of the Prevention of Sexual Harassment (POSH) framework across all locations.

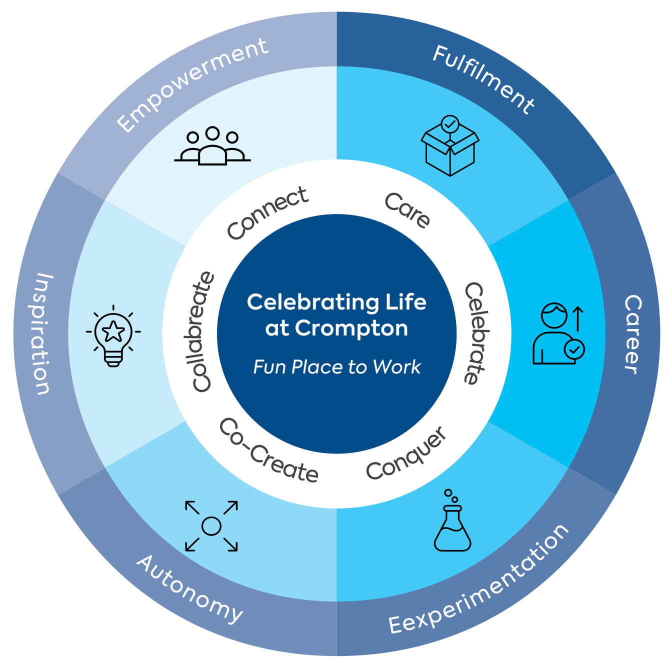
6C 2.0: Building a learning organisation

Our cultural foundation, the 6C Framework of Care, Connect, Collaborate, Co-Create, Conquer and Celebrate, continues to guide how we work and grow together. In F.Y. 2025-26, we deepened this through 6C 2.0: Playbook for a Learning Organisation, embedding continuous learning, cross-functional collaboration and innovation into everyday practice.

Senior leader-led capability-building clubs continued to provide diverse intellectual and creative development pathways, including the Design Thinking and Six Sigma Club, TED Talk Series, Know-how Book Review Series, Kintsugi Art Club, Blue Ocean Club, Gen Z Coaching Club, Mindfulness Club and Playback Theatre Club.

The Pride and Glory recognition programme continued to celebrate individuals and teams who embody Crompton's values in action, reinforcing a culture where purpose and performance go hand in hand.

CONVERSATION FORUM



Human rights

Respect for human rights is foundational to our culture and operations. We integrate human rights principles into our policies, training programmes and management practices to ensure fair, safe and dignified working conditions across the organisation and our value chain. Our commitment extends to ethical business conduct, employee well-being and a workplace built on transparency and respect for everyone who contributes to our success.

Value chain partners

SDGs impacted

7 9 11 12 13 17

Our suppliers and logistics partners are integral to delivering consistent product quality, ensuring supply continuity and supporting our growth ambitions. We work closely with them to build long-term relationships based on trust, transparency and shared accountability.

Through structured engagement, performance management and collaborative planning, we aim to strengthen the resilience and efficiency of our value chain. Our approach focuses on building a supplier ecosystem that aligns with our ethical standards, sustainability priorities and operational expectations while supporting innovation and long-term business growth.

Material issues

M1 M2 M3

Key risks considered

- EHS
- Culture
- People

Capitals impacted

M I N

Key Highlights

Supplier Performance Index (SPI)

Measures supplier performance across product quality, delivery reliability, cost efficiency and compliance, enabling regular assessment, structured feedback and timely improvement actions

Vendor Performance Index (VPI)

Tracks vendor performance across operational capability, compliance and service reliability, helping strengthen partner processes and improve execution across the value chain

Responsible sourcing and supplier governance

Responsible sourcing is central to our procurement philosophy. Our supplier selection framework is designed to ensure that partners align with our standards on business ethics, regulatory compliance, safety and environmental responsibility.

We follow a structured vendor onboarding process, supported by standardised operating procedures (SOPs) that clearly define expectations for quality, operational processes, compliance and safety practices. These onboarding interactions help suppliers align their internal systems and processes with Crompton's operational standards.

Where required, we collaborate with third-party experts to strengthen supplier systems, enhance compliance with industry standards and support continuous improvement initiatives across the supply ecosystem.

Supplier performance and capability development

We support potential suppliers in improving their manufacturing and technical capabilities in line with our quality and first-time-right principles through various capability enhancement programmes.

We use the Supplier Performance Index (SPI) and Vendor Performance Index (VPI) to monitor and improve supplier performance across key parameters, including product quality, delivery reliability, cost efficiency and compliance. Regular assessments and structured feedback help identify opportunities for improvement while strengthening the technical and operational capabilities of our partners.

Supplier capability development is supported through ongoing operational engagement and performance reviews. These interactions enable suppliers to strengthen manufacturing processes, improve quality control practices and enhance delivery reliability.

Our supplier evaluation framework also considers innovation capability, manufacturing capacity, financial stability and the ability to support multiple product categories, ensuring that our partner ecosystem remains robust and future ready.

Supplier engagement and operational collaboration

We maintain regular engagement with suppliers to strengthen coordination across procurement, production and supply planning functions. Cross-functional teams across procurement, new product development and tooling work closely with suppliers from product design through manufacturing, ensuring seamless coordination and efficient product delivery.

To enhance collaboration across the supply chain, we have implemented Project ForeSight, a digital platform designed to support collaborative demand forecasting. Through this platform, suppliers gain visibility into demand projections, enabling them to better align production schedules with anticipated market requirements.

This initiative has strengthened our Sales and Operations Planning (S&OP) process, enabling improved coordination across internal teams and supply partners. By enhancing forecasting accuracy, we are able to reduce stockouts, minimise excess inventory and improve supply responsiveness.

Strengthening supply chain integration and digitalisation

We continue to enhance our logistics and supply chain infrastructure to improve coordination across suppliers, manufacturing operations and distribution channels.

Our focus on operational efficiency is further supported by investments in warehouse modernisation, logistics digitalisation and automation across procurement, distribution and business planning processes. These initiatives enhance supply chain visibility, improve inventory management and strengthen coordination across the partner ecosystem.

Building a resilient and localised supply chain

To strengthen supply chain resilience, we continue to expand localisation and multi-sourcing initiatives, reducing dependence on imports and single-source suppliers. This approach enables us to diversify risk while building stronger partnerships with capable domestic vendors.

We also focus on building long-term relationships with strategic suppliers who support multiple business units and contribute to operational scale and efficiency. Where appropriate, third-party aggregators are used to streamline procurement processes and improve operational coordination across the supplier ecosystem.

Communities

SDGs Impacted

1, 2, 3, 4, 5, 6, 7, 8, 10, 13, 15, 17

We remain steadfast in our commitment to creating enduring value for the communities in which we operate. Our CSR philosophy is anchored in addressing core development priorities, strengthening water security, enhancing livelihoods through focused skill development and improving learning outcomes through education.

In F.Y. 2025-26, we deliberately prioritised depth over scale, consolidating and strengthening existing programmes rather than expanding our portfolio. This disciplined approach enabled us to build deeper community partnerships, enhance programme effectiveness and ensure the long-term sustainability of our interventions.

Material issues

M9

Key risks considered

- Brand
- Culture
- People

Capitals impacted

S

Key Highlights

₹13.31 Crore
CSR expenditure

76,606
CSR beneficiaries

72
S&P Global ESG score

S&P Yearbook
Inclusion

71/100
Global CSA (Corporate Sustainability Assessment) score

10-point
Improvement in CSA score compared to last year

Our key focus areas

- Water conservation
- Community care
- Skill and entrepreneurship development
- Employee engagement

Ms. Seema Pawaskar
Head CSR

Our CSR approach is rooted in community-driven insights and strengthened by leadership commitment. By listening closely to communities and responding with purpose and accountability, we strive to create sustainable outcomes that generate lasting social value.

Enabling progress where it matters most

During F.Y. 2025-26, our Company's community initiatives focused on strengthening long-term resilience across water security, livelihood creation, skill development. Through Jal Jeevan, we supported the rejuvenation of 72 water conservation structures, creating potential water storage of 2,077 Lakh litres and bringing 503 acres of additional land under cultivation. The programme reached 14,583 households, benefitting 68,667 farmers, including 20,600 women farmers, and impacting 464 SHGs, contributing to a 17% increase in household income. Alongside this, we continued to advance employability and livelihood-oriented interventions through Nayi Disha, Saksham, and Samrudhi, supporting youth, women, and technicians through structured training, placement-linked pathways, and toolkits. Our education-focused Patang initiative reached 1,224 students across 19 schools, with the learning curve improving from 52.8% in F.Y. 2024-25 to 85% during the year.

Advancing inclusion and equity

Inclusion remains central to our social investments. We consciously design and implement programmes to ensure the participation and advancement of women and marginalised groups, with focused efforts to improve their access to skills, education, productive resources and local governance platforms. By addressing structural barriers and promoting equitable participation, we aim to drive more inclusive and resilient community outcomes.

Our initiatives are implemented in collaboration with credible, experienced social impact organisations and are supported by robust monitoring and governance mechanisms, including structured review frameworks, third-party impact assessments and scientific evaluations. Together, these measures ensure accountability and translate our investments into measurable outcomes, strengthening livelihoods, advancing education, enhancing agricultural productivity and building environmental resilience. Through this focused and responsible approach, we continue to align our social investments with our broader vision of inclusive and sustainable growth.


Before


After

Strengthening water security

Water security remains a critical priority for rural communities and forms the cornerstone of our CSR initiatives. We recognise the need to balance irrigation needs with responsible groundwater management. Our programmes therefore focus on strengthening groundwater recharge, restoring water systems and supporting climate-resilient agriculture.

These initiatives are supported by hydrological assessments and technical studies that help measure groundwater recharge potential and water storage capacity. Geo-tagging of water structures and third-party monitoring further strengthen transparency and long-term programme evaluation.

Stronger transparency in climate and water stewardship

During F.Y. 2025-26, our Company achieved a B rating across both Climate and Water under the CDP (Climate Disclosure Project) assessments. This marks a notable improvement from our earlier C rating in Climate, reflecting our strengthened disclosures, improved data quality and a more structured approach to managing climate- and water-related risks and opportunities.

Turning rejuvenated structures into shared assets

To ensure that water conservation outcomes endure beyond the initial construction or rejuvenation phase, Crompton's interventions are anchored in community ownership and local governance. In programme intervention areas, 85-90% of previously created water conservation structures are under active community-led management and maintenance, with Water User Committees and Village Development Committees responsible for upkeep. The programme also promotes village-level water budgeting, efficient water use and continuous monitoring, helping communities manage water resources more responsibly over time. The programme has also contributed to visible changes in agricultural resilience across intervention villages. Improved irrigation coverage has enabled previously rainfed lands to become partially or fully irrigated, while several locations have reported a shift from single cropping to double cropping. Farmers are also adopting horticulture, floriculture, vegetable cultivation and other agri-allied activities, creating more diversified and predictable income pathways.

In Vanarai-supported intervention villages, irrigation coverage increased by 20-30%, with previously rainfed lands becoming partially or fully irrigated. Cropping intensity increased from single to double cropping in several areas, while the adoption of horticulture, floriculture, vegetable cultivation and agri-allied activities supported more diversified income streams. Farmer income improved by 25-30%, depending on location, reflecting the livelihood value created through improved water availability.


Before


After

Jal Jeevan

The Jal Jeevan initiative focuses on watershed development, rainwater harvesting, and groundwater recharge interventions that strengthen rural water systems and improve irrigation access. By restoring water bodies and improving water conservation infrastructure, the programme supports agricultural productivity while building resilience to climate variability.

Community ownership is central to the programmes' design. We work closely with Gram Panchayats, Village Water and Sanitation Committees, and local institutions to ensure that water conservation assets are maintained and managed locally. Geo-tagging and third-party monitoring enable long-term tracking of these structures.

The programme also encourages women farmers' participation in water management and agriculture. In many programme locations affected by migration, women play a key role in farming activities. By strengthening their involvement in agricultural planning and water governance, the programme contributes to improved productivity and gender inclusion.

Our water conservation programmes are currently implemented across Ahilyanagar district in Maharashtra and Sirohi and Pali districts in Rajasthan, strengthening agricultural resilience in water-stressed regions.

Improving water availability

Water conservation structures developed under the programme strengthen groundwater recharge, revive local water bodies and improve irrigation access for farming communities, supporting reliable water availability and greater resilience to climate variability.

Independent assessment affirmed water resilience

An independent impact assessment of the completed Jal Jeevan project found measurable improvements in groundwater availability, cropping intensity and farm livelihoods. Average groundwater levels increased by 8.6 ft in summer and 8.5 ft in the rainy season. The share of single-crop farmers reduced from 78.2% to 1.3%, while two-crop farmers increased from 15.6% to 55.1% and year-round cultivation rose from 1.3% to 25.8%. The assessment also reported improved agricultural income, higher vegetable and orchard cultivation, better water availability for cattle and reduced distress migration as farm incomes stabilised.

Strengthening farmer livelihoods

Improved irrigation access enables farmers to expand cultivation and adopt more productive agricultural practices, contributing to higher income stability.

503 acres
Additional land brought under cultivation

17%
Increase in household income

72
Water conservation structures rejuvenated

2,077 Lakh litres
Potential water storage created

14,583
Households impacted

68,667
Farmers benefited

20,600
Women farmers benefited

464
SHGs impacted

Community engagement and education

Community awareness and participation are important for sustaining water conservation initiatives. Training programmes and workshops strengthen local capacity for water management. Key initiatives include:

- Training village water and sanitation committees on groundwater management
- Pani Mitra awareness sessions on water security
- Crop management training for farmers
- Workshops with panchayati raj institutions on water budgeting

Stories of Change

Where a pond became a promise

In Kolhewadi village, Ahilyanagar district, where acute summer water scarcity constrained Rabi cultivation and livestock care, Crompton CSR Foundation and Vanarai supported the construction of a 24 m × 24 m × 4 m plastic-lined farm pond for farmer Dattatray Shankar Bankar under the Jal Jeevan project. With approximately 14 Lakh litres of storage capacity, the pond enabled assured irrigation for short-duration vegetable cultivation. Mr. Bankar used the stored water to cultivate cucumbers over 20 guntha using drip irrigation, producing 6,560 kg during the July-October 2025 season. Against a cultivation cost of ₹27,850, the crop generated gross income of ₹85,280 and a net profit of ₹57,430 in three months. The intervention also enabled safer daytime irrigation, reduced dependence on erratic water availability, and supported water access for livestock and green fodder.

Restoring the field beneath the farmer's feet

In Udarmal village, Taluka Nagar, Ahilyanagar district, Crompton CSR Foundation supported farm bunding under the Jal Jeevan project to improve soil conservation, reduce runoff and restore cultivable land. The intervention covered four hectares of land belonging to farmer Digamber Eknath Jadhav, where severe soil erosion, high runoff and poor moisture retention had left the land barren and uncultivated. By constructing bunds based on land slope and contour, the project improved water retention and soil conservation, enabling the land to be brought under cultivation for the first time. During the kharif season, Mr. Jadhav cultivated tur/pigeon pea and achieved production of 42 quintals, demonstrating how watershed-based interventions can restore farm productivity and strengthen rural livelihoods.

From drudgery to water leadership

In Toonka village, Bibli Bai spent years irrigating fields at night as falling groundwater levels made farming increasingly difficult. After adopting sprinkler irrigation, she was able to irrigate more efficiently during the day, reducing physical strain and improving crop performance. She later became a Paani Mitra, motivating 18 other women in her village to adopt sprinkler irrigation and water-saving practices. Her journey reflects how water security interventions can move from individual relief to community leadership.

Story of Change

Saving water, saving time

For Sugni Bai and her husband Mohanlal Garasia in Chopaki Nal, Bali, the shift from flood irrigation to sprinkler irrigation transformed wheat cultivation. Water use reduced from 6,93,000 litres to 2,97,000 litres, while irrigation time fell from 38.5 hours to 16.5 hours. The time and water saved enabled better land utilisation and opened the possibility of commercial cultivation of moong and vegetables during the summer season.

When women became water stewards

In Dingar village, a women-majority Water Security Committee helped convert water scarcity into collective action. The committee raised 13 water conservation works through the gram sabha, followed up with the panchayat and supported the completion of six key works, including anicuts, repairs to old water sources and a new nadi. Women also promoted sprinkler irrigation, with 35 women farmers supported through loans and 31 linked to government schemes, contributing to water savings of around 1,584 tanks.

Solving for the source, not just the tap

In Takali Kazi village, Ahilyanagar, household tap connections and an overhead tank were already in place under the broader rural water infrastructure framework. However, the system depended on a single well and erratic grid electricity, resulting in dry or inconsistent tap supply and forcing women to collect water at odd hours. Crompton CSR Foundation and Vanarai addressed the source reliability gap by installing a 10 HP solar-powered pumping system at the village well. The solar pump enabled predictable daytime pumping into the overhead tank, which then supplied households through the existing gravity-based pipeline network. With more regular water availability, women no longer had to wake up at irregular hours to collect water, reducing physical fatigue, restoring daily routines and improving household well-being.

Story of Change

From single cropping to year-round confidence

For Anjum Sameer Shaikh, a farmer from rural Maharashtra, rainfed agriculture once limited cultivation largely to the Kharif season, keeping annual farm income at approximately ₹40,000-₹50,000. To strengthen irrigation security, Crompton CSR Foundation, in partnership with Vanarai, supported the creation of a farm pond with a 2 HP solar pump, enabling water storage and reliable, cost-efficient irrigation. With assured water availability, he expanded into rabi cultivation, growing wheat on one acre and onions on 0.5 acres. These additional crops generated approximately ₹45,000-₹46,000 in incremental rabi income, helping increase his total annual farm income to approximately ₹90,000-₹1,00,000. The intervention also supported a shift from single cropping to multi-cropping, reduced dependence on erratic electricity and improved resilience against rainfall variability.

When water security opened the orchard route

In Ratadgaon village, Ahilyanagar district, farmer Vikas Pote had limited irrigation access, restricting cultivation mainly to the kharif season and keeping annual farm income at approximately ₹50,000- ₹70,000. Crompton CSR Foundation, in partnership with Vanarai, supported the construction of a farm pond, providing a more reliable irrigation source beyond the monsoon. With improved water availability, he shifted towards high-value horticulture, developing a guava orchard across 35 gunthas and planting around 800 guava trees. The intervention improved land utilisation strengthened crop diversification and created the potential for significantly higher returns, with estimated income from the guava orchard at approximately ₹7 Lakh. The case demonstrates how water security can help farmers shift from low-value seasonal crops to more resilient, remunerative farming models.

Skill and entrepreneurship development

Improving employability and strengthening technical capabilities remain key priorities of our CSR initiatives. We equip youth and technicians with industry-relevant skills while creating livelihood opportunities in communities. Our approach focuses on skilling, reskilling and upskilling, with particular emphasis on enabling women to enter technical professions traditionally dominated by men.

Story of Change

When a local need became a livelihood

In Pangarmal village, Ahilyanagar district, Geeta Prashant Awhad was running a small grocery shop, but the income was irregular and insufficient to meet household needs. During SHG meetings under the entrepreneurship development programme, local livelihood opportunities were discussed, and a clear community need was identified: the village lacked a photocopy facility, forcing residents to travel for basic document services. With guidance and support through the programme, including a ₹10,300 programme contribution from the proand ₹2,500 from the beneficiary, Geeta started the village's first photocopying service. The enterprise created an additional income stream for her family while improving local access to document services for students, farmers and other villagers.

Nayi Disha: Bridging classroom learning and industry readiness

Rapid technological advancement, automation and evolving industry practices have changed the nature of entry-level employment. Many young people, particularly students emerging from vocational and technical education pathways, require stronger exposure to modern tools, workplace practices and employer expectations to secure and sustain meaningful employment.

Nayi Disha addresses this gap by strengthening the employability of youth through structured technical and workplace-readiness training. During F.Y. 2025-26, the programme supported 1,000 youth, including 50 women, across Ahilyanagar, Baddi, Goa and Vadodara. The initiative is designed to help participants move from theoretical learning to practical, job-ready application.

1,000
Youth trained

Training today, placements next

Under Nayi Disha, we supported structured training for 1,000 youth during F.Y. 2025-26, including 50 women across Ahilyanagar, Baddi, Goa and Vadodara. The programme is designed to strengthen employability pathways for young people through skill development and placement-linked support. Placement and income-generation outcomes are expected to be available after the completion of placement drives in July 2026.

Objectives of the initiative

- To bridge the gap between ITI curricula and current industry requirements.
- To enhance technical competencies through demand driven upskilling modules.
- To develop essential soft skills required for workplace success.
- To improve employability, placement outcomes and career sustainability of ITI students.
- To contribute to national skill development priorities and inclusive growth.

Key intervention areas

From technical exposure to workplace confidence

The programme combines technical upskilling with soft-skills development, helping participants build both capability and confidence. Training modules provide exposure to modern tools, technologies and equipment used in industry, along with practical, hands-on learning aligned with real-world applications. Participants are also introduced to safety practices, quality standards and productivity expectations, enabling them to better understand workplace discipline and industrial requirements.

Recognising that technical competence alone does not ensure career sustainability, the programme also integrates communication skills, interview readiness, teamwork, adaptability, problem-solving, time management and workplace etiquette. These inputs help students prepare for industrial environments and strengthen their ability to transition into formal or semi-formal employment.

Building pathways to sustainable employment

Nayi Disha is implemented through structured classroom sessions, experiential learning, mentoring and placement-linked support. The programme also strengthens linkages between training institutions, industry expectations and youth aspirations, contributing to improved employability and career awareness among participants from diverse social and economic backgrounds.

Placement and income-generation outcomes for the F.Y. 2025-26 cohort are expected to be available after completion of the placement cycle.

Samrudhi: Strengthening the informal technician ecosystem

Field technicians, including electricians and plumbers, form a critical workforce supporting residential, commercial and community infrastructure. However, many workers in this ecosystem acquire skills informally through experience-based learning, without access to structured training, certification or exposure to evolving technologies. This can affect worker safety, service quality, customer confidence and income stability.

Samrudhi responds to this need by strengthening the technical capabilities, safety awareness and livelihood readiness of informal field technicians. During F.Y. 2025-26, the programme trained 4,055 technicians, distributed 4,055 toolkits and delivered 2,248 training hours. These interventions helped participants translate training into practical service delivery and income-earning opportunities.

4,055
Technicians trained

2,248
Training hours delivered

4,055
Toolkits distributed

Skills for safer and more reliable service

The programme focuses on improving both technical proficiency and professional standards. Training covers updated service practices, use of tools, safety protocols, quality benchmarks, material handling and customer interaction. This is especially important because field technicians often work in environments involving electrical shocks, fire risks, water and gas leakages, structural damage and other occupational hazards.

Structured upskilling helps workers adopt safer practices, reduce workplace risks and deliver more reliable services. It also enables them to respond to changing market needs, including energy-efficient electrical systems, smart meters, automation, solar and alternative energy applications, advanced plumbing fixtures and water conservation technologies.

Improving income stability and professional credibility

By strengthening skill levels and supporting certification, Samrudhi helps informal workers improve their professional identity and credibility. Enhanced capabilities enable technicians to access higher-value assignments, engage with formal contractors and housing societies, participate in organised value chains and command fairer remuneration.

The value of this approach is reflected in independent impact assessment findings from an earlier completed Samrudhi project. The assessment found that 71% of participants reported an increase in the volume of work received after training, while 77% reported an increase in monthly income. Further, 72% stated that formal certification enhanced their credibility in the workplace, and 80% reported improvements in technical skills and adherence to standardised procedures and safety protocols.

Supporting formalisation and dignity of work

Samrudhi also contributes to the formalisation of informal service work by supporting structured training and skill recognition. This creates pathways for workers to access organised employment opportunities, improve customer trust and engage with welfare and certification-linked systems.

Through this initiative, Crompton CSR Foundation supports a workforce that is essential to everyday infrastructure, while advancing livelihood security, service quality and dignity of labour.

Skilled. Equipped. Income-ready.

Through Samrudhi, we strengthened technician capability and livelihood readiness by training 4,055 technicians during F.Y. 2025-26 across partner-led cohorts. To support practical application of the training, the programme also distributed 4,055 toolkits, equipping participants with resources that can help translate skill development into service delivery and income-earning opportunities. The programme delivered 2,248 training hours across 146 batches, supported by beneficiary MIS.

Story of Change

A skilled step forward

Anuj Kumar, a 55-year-old plumber from Nangloi, New Delhi, strengthened his service capability and confidence through our CSR-supported RPL plumber training programme. The practical programme focused on new techniques and safety, helping him improve customer service. Post training, he reported higher customer satisfaction, more customers and improved earnings, supporting his family, his children's education and future savings.

Story of Change

From informal work to certified professional

For Zaheerusen, a 25-year-old plumber from Hosur, Tamil Nadu, Crompton's CSR-supported training and certification programme with Implementation partner helped convert informal work experience into recognised professional capability. Through the programme, he received practical training in modern plumbing techniques, safety practices and customer handling, along with a nationally recognised NCVET Certificate. The initiative also supported participants through medical check-ups and registration under welfare schemes such as ABHA, Ayushman Bharat and e-Shram. Post-certification, Zaheerusen secured employment with Tata Electricals Pvt. Ltd., Hosur, earning over ₹30,000 per month, helping him strengthen family stability while building confidence to pursue his long-term goal of starting his own plumbing business.

Story of Change

Strengthening income through recognised skills

For Champalal Yadav, a 45-year-old plumber trained through our CSR-supported programme with Implementation partner in Indore, skill recognition created a direct livelihood improvement. Through practical training in plumbing techniques, safety practices and customer management, along with an NCVET certificate, he was able to strengthen service quality and build greater customer confidence. Following the programme, his monthly income increased from approximately ₹15,000-18,000 to ₹30,000, supported by a larger customer base and more referrals. The additional income is helping him support his children's education, manage household needs and save for the future.

Saksham: Enabling workforce pathways for women in technical trades

Women remain significantly underrepresented in technical trades such as electrical services and electrical manufacturing, owing to long-standing gender norms, limited access to technical training, fewer role models and constrained employment pathways. At the same time, these sectors are witnessing growing demand for skilled manpower, driven by industrial growth, infrastructure expansion, renewable energy adoption and increased electrification.

Saksham addresses this convergence of opportunity and need by skilling and upskilling women for employment and entrepreneurship across the electrician and electrical manufacturing ecosystem. During F.Y. 2025-26, the programme supported 101 women. Of these, 82 women were trained under the skilling pathway with 72 candidates placed in jobs. A further 19 women already working in the manufacturing sector were supported through upskilling interventions delivered. The skilling pathway generated ₹1.01 Crore in annualised income opportunity, calculated on the basis of placed candidates' monthly salaries over a 12-month period.

90%
Trained women secured job placement

101
Women trained

₹1.01 Crore
Annual income potential generated

From technical training to workplace readiness

The programme is designed to help women build job-ready technical competencies in areas such as wiring, maintenance, assembly, quality inspection, testing, operations and basic automation. Training also introduces participants to electrical safety norms, PPE usage, standard operating procedures, quality requirements and workplace compliance, helping them prepare for formal or semi-formal employment in technical and manufacturing environments.

Recognising that women's participation in these trades requires both capability and confidence, Saksham combines trade-specific technical training with practical, hands-on learning and workplace-readiness inputs. The intervention also supports women's entry into electrical manufacturing roles such as cable and component assembly, panel wiring support, quality checking, testing assistance, equipment handling and shop-floor discipline. These roles offer structured work environments and can create pathways for sustained participation in the manufacturing workforce.

Building inclusive and sustainable livelihoods

Saksham is implemented through community outreach, mobilisation of women learners, technical training tailored to participant needs, integration of safety and quality modules, and career guidance linked to industry partners. Wherever applicable, training is aligned with NSQF and industry competency standards, strengthening the relevance of learning to employer expectations.

By enabling women to enter traditionally male-dominated trades, the programme helps challenge gender stereotypes while expanding access to skilled and dignified employment. It also contributes to improved income security for women from economically vulnerable backgrounds, while helping industry address skill gaps in electrical services and manufacturing.

The programme has demonstrated that women can participate effectively in technical trades when provided with appropriate training, support and employment linkages. In doing so, Saksham contributes to Skill India, women-led development, Make in India, inclusive workforce participation and sustainable economic development.

Independent assessment affirmed livelihood enhancement

An independent impact assessment by KPMG of the completed Samrudhi project found measurable improvements in employability, income generation, professional credibility and technical competence. Following the training, 71% of participants reported an increase in the volume of work received, indicating improved access to income-generating opportunities. In addition, 77% reported an increase in monthly income, with over one-third of participants registering a significant improvement.

The assessment also highlighted the value of formal certification in strengthening professional credibility. Around 72% of participants stated that certification enhanced their standing in the workplace, improving customer trust and willingness to pay for their services. Further, 80% reported improvements in technical skills, adherence to standardised procedures and compliance with safety protocols, demonstrating the programme's contribution to safer, more reliable and more professional service delivery.

Story of Change

Finding her place on the shop floor

Poonam once doubted whether a woman like her could grow in manufacturing and almost considered leaving factory work altogether. Participation in the Saksham Program transformed this outlook by equipping her with technical competencies, workplace knowledge, and greater self-confidence. The combination of structured training and hands-on learning helped her recognise her potential beyond routine shopfloor responsibilities. Today, Poonam is more confident in her skills, motivated to take on greater responsibilities, and optimistic about building a long-term career in the manufacturing industry.

Story of Change

Where learning began with belonging

At G.C.P.S. Manpura, Baddi, eight-year-old Meenakshi entered the Patang centre as a quiet student with irregular attendance and weak foundational skills in Hindi and numeracy. Through patient teacher engagement, parent counselling and activity-based learning using teaching-learning materials, she began attending school more regularly and participating in classroom activities. Over time, she became more comfortable interacting with peers, showed greater interest in lessons and improved her grasp of language and maths. Her parent also reported that she had begun studying at home on her own and completing homework with interest.

Story of Change

From alphabets to answers

At Navapura Primary School, Padra, Vadodara, nine-year-old Parth joined the Patang class with significant foundational gaps in language and mathematics. He struggled to recognise alphabets, read or write simple words, identify numbers or perform basic operations. Through parent and teacher engagement, workbook-based practice, teaching-learning materials, maths kits, library stories and classroom activities, he gradually strengthened both literacy and numeracy skills. Today, Parth can read and write simple Gujarati words and sentences, maintain neater handwriting, recognise numbers, perform addition and subtraction and use money-related calculations in daily life. He also attends school regularly, completes homework, participates in classroom activities and speaks with greater confidence.

From classroom activity to department interest

In March 2026, an Education Fair was organised through the CCF-supported Patang project at Takali Kazi and Burhannagar Ashram Schools in Ahilyanagar. Students participating in the Patang curriculum created and presented self-made educational models in language and mathematics before fellow students, teachers and local dignitaries, including the village sarpanch, police patil and ASHA workers. The initiative received wider institutional interest, with the Other Backward Bahujan Welfare Department requesting that similar education fairs be organised across all ashram schools under its jurisdiction. The Department also indicated that teacher training and support for educational materials should be extended in the upcoming academic year.

Employee engagement

During F.Y. 2025-26, employee participation extended our Company's community engagement beyond formal programme delivery, reflecting a growing culture of empathy, responsible celebration and shared social responsibility. Through initiatives such as Be My Santa, the Diwali Gifting Initiative and the Fit Crompton Movement, employees contributed to causes spanning child well-being, inclusive celebration, health, education, environmental stewardship and livelihood support. These initiatives are currently viewed as a strong cultural signal rather than a fully scaled operating model, while also indicating the potential for deeper and more structured employee involvement in community initiatives over time.

Beyond books, building brighter learning spaces

As part of Crompton CSR Foundation's employee engagement initiatives, employees across Ahilyanagar, Baddi, Goa and Vadodara came together to contribute towards the creation of child-friendly libraries at education centres, reaffirming the belief that meaningful change is built through collective action.

Through book donation drives, creative wall painting, storytelling, and collaborative activities, employee volunteers helped transform learning spaces into vibrant and welcoming reading corners for children. The initiative went beyond providing access to books, it created spaces designed to spark curiosity, imagination, and a joy for learning while strengthening foundational literacy.

By combining employee participation with purpose-driven action, the initiative fostered a deeper culture of empathy and volunteerism, demonstrating how shared efforts can help nurture brighter futures and more inclusive learning environments for young learners.

Together for water security

The Ahilyanagar plant team actively contributed to water conservation initiatives under Jal Jeevan, reinforcing the shared commitment towards sustainable development and community well-being. Their participation supported efforts aimed at improving water availability, strengthening climate-resilient agriculture, and enhancing livelihood security for farming communities. The initiative reflects how employee involvement, when aligned with purpose, can create meaningful environmental and social impact, demonstrating that collective action truly has the power to transform lives, one drop at a time.

Case study

Making celebration more inclusive

Our festive giving initiatives enabled employees to bring moments of joy and dignity to children facing difficult circumstances. During Christmas 2025, the Be My Santa campaign brought employees together to fulfil the wishes of 50 critically ill children, gifting items such as smartwatches, remote-controlled vehicles, bikes, scooters, playhouses and play sets. In a similar spirit, the Diwali Gifting Initiative encouraged employees to fulfil individual gift wishes of orphaned and critically ill children at an orphanage in Pune, helping make festive celebration more personal, inclusive and compassionate.

Crompton Care

Our employees play an important role in advancing our CSR initiatives. Their active participation strengthens our efforts and reflects a strong sense of responsibility towards the communities we serve. Through these initiatives, we build meaningful connections with communities while encouraging greater employee engagement in social impact efforts.

FIT Crompton Movement 2025

The Fit Crompton Movement is an employee engagement initiative that promotes awareness around health, wellness, and social responsibility. It connects fitness with philanthropy, encouraging employees to support social causes while prioritising their well-being. As part of the initiative, employees participated in walks to raise funds for Crompton's NGO partners, supporting causes such as:

Walking for wellness, giving for impact

The Fit Crompton Movement linked employee wellness with social responsibility by encouraging employees to participate in walkathons that helped raise funds for Crompton's NGO partners. The funds supported causes such as nutrition and sports-day support for children through the Vipla Foundation, batteries for hearing machines for 127 children with hearing impairment, mango saplings for 400 tribal homemakers through Vanarai, and backyard poultry interventions expected to benefit 175 family members by supporting sustainable, home-based livelihoods.

Environment

SDGs Impacted

Sustainability is embedded in how we innovate, operate, and deliver solutions. Our approach focuses on responsible operations that reduce environmental impact, improve resource efficiency, and strengthen value-chain resilience.

Through energy-efficient products and continued efforts in energy, water, and waste management, we aim to minimise our ecological footprint while delivering durable, future-ready solutions for our consumers.

Material issues

M2 M3 M5

Key risks considered

- Product
- EHS

Capitals impacted

S F N

Key Highlights

23%
GHG Scope 1 & 2 Reduction in emission in FY-26 vs FY25

4,520 MT
Waste recycled

38.51 Lakh kWh
Energy Consumed from Renewable Sources

55,751 KL
Water Recycled & Reused

38%
Use Phase Emission Intensity Reduction (Cat-11, GHG Scope-3) For ceiling fans per unit sales vs. baseline F.Y. 2021-22

588 Nos.
Green Certified Products
551 Lighting product SKUs
37 IM-based ceiling fans
(CII Green-Pro Ecolabel certification

Performance and recognition

S&P Global

CSA Score-2025:71/100

- GICS Sector: Consumer Discretionary ESG Score Industry, DHP Household Durables
- Ranked No. 1 in India & 4th amongst Global Peers in Household Durables Industry

S&P Global CSA Score

CDP Climate and Water ratings

CDP DRIVING SUSTAINABLE ECONOMIES

Achieved Rating "B" for Both Section Climate & Water in 2025

Section	Reporting Year & Rating	
	2024	2025
Climate	C	B
Water	B	B

NSE ESG rating

NSE Sustainability Ratings & Analytics

Category: Consumer Discretionary

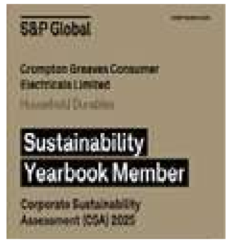
ESG Rating 73 Leader

Rating Scale

Lagging 0 — Leader 100

Crompton Greaves Consumer Electricals Limited
NSE Analytics Updates As On: 8th Dec. 2025

Awards and accolades



Sustainability goals

50% GHG[1] Scope 1 & 2 Emission Reduction by 2035

(Baseline Year-2022)

60% Emission Intensity Reduction Per Unit Sales by 2035

(Max. Sales Product Ceiling Fan, Baseline Year-2022)

Ecolabel Certification for Representative Product by 2030

(Selected Representative Product across All PL)

Design for Sustainability (DFS) Programme Drive

Integrate Design Process with LCA2 Based Sustainability Tool

[1]GHG: Greenhouse Gas | [2]LCA: Lifecycle assessment

Environmental sustainability framework

Our environmental sustainability framework is anchored in three key pillars that integrate Crompton's entire value chain from factories and supply chains to the end-use of products. This structured approach marks a decisive step towards building a low-carbon, future-ready consumer durables business.

Leading the industry in sustainable and innovative consumer durable products

Sustainable Products	Sustainable Infra-Facilities	Sustainable Supply Chain
Innovation: Energy Efficient Product Design (To Address Scope-3, Use Phase Emission Impact)	**Emissions Reduction GHG Scope 1 & 2** (RE Use & Energy Efficiency)	**Strategic Supplier Capability Building** (To Address Climate action Performance)
Natural Resource Optimization thru Recycle & Reuse in Design Criteria	**Zero Waste to Landfill Reduce, Reuse & Recycle Operational Waste**	**Align Strategic Supply Chain Partner with Sustainable Supply Chain Code of Conduct**
Product Stewardship: Minimizing Environmental Impacts throughout Lifecycle	**Transition to Green and Sustainable Infra Facilities** (Green Building Guideline Adaption)	**Encourage & Promote Adoption of Sustainable Tech. and Best Practices**

Enablers

Adherence to Safety & Regulatory Compliance	Stakeholder Awareness & Capability Development	Eco-System Development & Technology Innovation	Sustainability Reporting & Disclosure

Ms. Anita Pansare

Chief Technology Officer (CTO) & Head – ESG

"At Crompton, technology and sustainability work hand in hand. We are progressing towards a low carbon, resource efficient future by enhancing product efficiency, optimising operations, and strengthening ESG practices across our value chain. Our focus remains on delivering reliable, sustainable innovations that shape a better tomorrow for our consumers and communities."

Major environmental sustainability initiatives

"Leveraging our strategic framework, Crompton implemented several key environment sustainability initiatives in F.Y. 2025-26. These include renewable energy procurement, targeted improvements in product energy efficiency, attainment of ecolabel certifications, quantifiable reductions in Scope 1 and Scope 2 greenhouse-gas emissions, and digitized environmental performance monitoring . Collectively strengthening our environmental stewardship and operational resilience."

Comprehensive GHG scope 1, 2 & 3 inventory assessment

We completed a comprehensive Greenhouse Gas inventory assessment covering Scope 1 (direct emissions), Scope 2 (energy-indirect emissions), and Scope 3 (value-chain emissions) across all our operations. This forms the foundational data layer for our science-based decarbonisation planning.

Sustainable - Low Carbon Impact Raw Material

Carried-out the feasibility assessment for alternative / sustainable low carbon impact raw material to optimize upstream emission footprint and support circular economy.

Product Carbon Footprint (PCF) assessment

We carried out Product Carbon Footprint assessments — Cradle to Grave, including Ideation & Prototyping — for representative products across our portfolio. These assessments quantify the emission intensity at each stage of the product life cycle and identify hotspots for innovation-led reduction.

Centralised environmental performance parameter monitoring dashboard

We established a Centralised Environmental Performance Parameter Monitoring Dashboard enabling real-time and periodic tracking of energy, water, waste, and emissions data across our manufacturing facilities, ensuring consistent, audit-ready data for our ESG disclosure.

We believe that making environmentally conscious choices also leads to better business outcomes by opening up avenues for innovation, energy efficiency, product differentiation, and consumer affinity. Looking ahead, we have set ambitious sustainability goals to guide our long-term trajectory.

Sustainable products

Enhancing the efficiency of our existing product lines and scaling our portfolio of renewable-energy based products and solutions are the integral aspects of our product sustainability drive. Our focused approach spans product use-phase emission intensity reduction, energy efficiency improvements, alternative low carbon material use and renewable-energy based product innovation.

Ceiling fans

Our ceiling fan portfolio has undergone significant energy intensity reductions through technology transitions from conventional induction motor fans to BLDC (Brushless DC) motor designs, in alignment with the Bureau of Energy Efficiency (BEE) Star Rating programme. These improvements translate directly into reduced use-phase CO_2 emissions for our consumers.

Product use phase CO_2 footprint avoidance through our innovation & energy efficiency improvements:

- **BEE 5 Star rated induction motor ceiling fan:** We have achieved 56% Energy Intensity Reduction & GHG Avoidance against a Non-Star Ceiling Fan.
- **BEE 5 Star rated BLDC ceiling fan:** We have achieved 63% Energy Intensity Reduction & GHG Avoidance against a Non-Star Ceiling Fan.

Ceiling Fan Type	UoM	Non-Star	BEE Star Rating			
			Induction Motor Fan			BLDC Fan
			1 Star	3 Star	5 Star	5 Star
Rated Power	Watt	75	46	40	33	28
Energy Intensity Reduction & GHG Avoidance	%	Base	39%	47%	56%	63%

Storage water heaters

We have aligned our Storage Water Heater product range with the latest BEE Star Rating upgrade cycle. Our upgrades target reduced standing loss, the energy lost by a water heater to its surroundings when not in active use, a key parameter in determining product energy efficiency.

- We have achieved an average 9% Standing Loss Reduction in our Storage Water Heaters, aligning with the latest BEE Star Rating upgrade standards.
- This results in 9% use-phase energy conservation and corresponding GHG emission avoidance across our consumers' use cycle.

Solar water pumps

Our Solar Water Pumps are a flagship renewable-energy based product category, enabling our customers particularly in agricultural and rural applications to overcome the environmental impacts of grid electricity dependence. By replacing fossil-fuel powered or grid-connected conventional pumps, our solar pumps deliver direct use-phase emission avoidance at scale.

15,500+
Solar pumps in operation

10,047 MT Co_2 Eq.
Use phase Co_2 Eq. avoidance

Note: Updates as of FY26

Each solar pump we deploy replaces grid or diesel-based pumping, generating a measurable CO_2 emission avoidance contribution that compounds across our installed base Y-o-Y.

Energy Efficient Cooktop:

Butterfly Gandhimathi Appliances Introduces India's 1st 3-Star & 5-Star Cooktop.

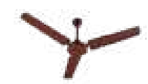
- With Best-in-Class Thermal Efficiency
- BEE 3 Star Cooktop Thermal Efficiency: 72%,
- BEE 5 Star Cooktop Thermal Efficiency: 76%,
- Upto 10% LPG Saving with 5 Star Cooktop vs. Conventional
- Avg. 16 Million MT Co_2 Eq. Use Phase Emission Reduction Potential

Ecolabel certification

We have achieved Type-I Ecolabel certification under the CII Green-Pro programme for our Ceiling Fan and Lighting Category products. The CII Green-Pro Ecolabel is accredited by the Global Ecolabelling Network (GEN) and promoted by the Confederation of Indian Industry (CII), ensuring it meets globally harmonised ecolabelling standards.

The GreenPro Ecolabel Certification validates our products' environmental performance across their entire life cycle from raw material sourcing and manufacturing processes, through energy efficiency during the use phase, to responsible disposal or recycling at end of life. In India, it is one of the most credible third-party environmental product declarations available.

This certification is a significant milestone for us as we continue to lead in sustainable practices within the consumer products sector. We have progressively expanded the scope of our Ecolabel-certified product portfolio.

Year	Products	Highlights
2024		Achieved CII Green-Pro Certification for "HS High Speed 48" Induction Motor based Ceiling Fan Model
2025		We certified our entire B2B Lighting Product Range for CII Green-Pro Type-I Ecolabel, covering 551 SKUs across 88 Product Families

Sustainable infrastructure and facilities

We follow a strategic energy management approach to optimise the energy and emissions footprint at our manufacturing facilities. Our approach operates on two complementary tracks: first, reducing our absolute energy consumption through automation, technology upgradation, and process improvements; and second, substituting fossil-fuel based energy with renewable and alternate sources to offset our residual emissions impact.

Renewable Energy

As a Part of Our Decarbonization Drive and Transition Towards Renewable Energy Use. We have made significant Investment in Solar Power Project at Butterfly and Crompton Manufacturing Facilities

Our Butterfly Subsidiary, Pudupakkam–Chennai Plant

We secured the 2.3 MWp Solar Power System at our Butterfly (Crompton subsidiary) Pudupakkam–Chennai Plant. The system was commissioned in June 2025 and contributes an average of 60% renewable power against the total power demand of our Pudupakkam Plant, significantly reducing our facility's dependence on grid electricity and associated Scope 2 emissions.

Metric	Value
Our installed solar capacity	2.3 MWp
Renewable power share against our total plant demand	~60%

At Crompton Ahilyanagar Plant

- 250 kVA Solar Rooftop Installation Completed.
- Contribute 75% Renewable Energy against Plant Total Power Demand.

(System Execution Completed in FY26, Emission Reduction Realization from FY27)

Other energy efficiency and conservation initiatives

Across our manufacturing facilities, we have implemented a wide range of energy optimisation measures through automation, technology upgradation, and Kaizen-driven process improvement:

- **Auto on-off control mechanism**
  We have installed automated lighting and ventilation control systems across our facilities to eliminate unnecessary energy consumption during non-operational hours.
- **Energy-efficient BLDC and HVLS fans for shopfloor ventilation**
  We have deployed high-volume, low-speed (HVLS) fans and BLDC motor fans on our shopfloors to improve ventilation efficiency and reduce energy draw compared to conventional fan systems.
- **Internal material transfer conveyor**
  We have implemented mechanised internal material transfer conveyors, reducing our reliance on manual or motorised material movement and associated energy consumption.

- **Light-pipe implementation**
  We have installed natural light-pipe systems to channel daylight into our manufacturing areas, reducing our daytime artificial lighting load and associated electricity consumption.
- **Energy Audit:**
  Conducted energy audit at manufacturing facility to identify energy conservation opportunity and enhance energy performance.
- **Energy-saving Kaizens**
  We conduct systematic Kaizen initiatives to identify and eliminate energy waste at machine and process level, optimising power demand across our production equipment.

Water Conservation

Water stewardship is an integral part of our facility sustainability programme. We have implemented a comprehensive suite of water conservation measures across our manufacturing plants and offices, targeting reduction in freshwater consumption, improved efficiency of water use, and maximisation of water recycling and reuse:

Low-flow fixtures and water-saving aerators

We have installed low-flow fixtures and water-saving aerators at wash basins across our manufacturing facilities and offices to reduce per-use water consumption without impacting hygiene or functionality.

Pressure regulators

We have deployed pressure regulators to control water flow at source, preventing over-pressurisation-related wastage and optimising consumption across all our water outlets.

STP water reuse for landscaping

We have established a dedicated water distribution piping network to collect and redistribute STP (Sewage Treatment Plant) treated water for use in our gardening and landscape maintenance — reducing our dependence on freshwater for non-potable uses.

Waterless urinals

We have installed waterless urinal systems at our washroom facilities to eliminate flush water consumption entirely for that fixture type.

Process improvement Kaizens

We implement Kaizen-based process optimisation initiatives to identify and eliminate water wastage at the process level within our manufacturing operations.

Waste management

Our waste management philosophy is anchored in the principle of Zero Waste to Landfill ensuring that waste generated at our facilities is responsibly channelled through recycling, reuse, or authorised waste processing pathways rather than being disposed of in landfills.

Zero waste to landfill

We have maintained our Zero Waste to Landfill commitment across our manufacturing operations, with waste streams systematically segregated and directed to appropriate recycling and recovery channels.

Take-back and reuse initiative for raw material packaging

We have implemented a structured Take-Back and Reuse programme for raw material packaging waste. Packaging materials received from our suppliers are collected, and wherever feasible, returned or reused rather than discarded — contributing to packaging waste reduction at source.

Biodiversity management

CGCEL as a responsible corporate demonstrates a comprehensive commitment to biodiversity risk management by systematically assessing both dependency-related and impact-related biodiversity risks across all operational sites aligned with ISO 14001 and CTE/CTOs.

We employ a location-specific approach ensuring that biodiversity considerations are embedded. This holistic methodology allows us to identify and evaluate how our operations depend on our surrounding environment while simultaneously measuring our potential impacts on natural habitats and species.

Sustainable supply chain

We recognise that a meaningful portion of our environmental footprint lies within our supply chain spanning raw material sourcing, component manufacturing, and inbound logistics. Accordingly, we actively engage our strategic supply chain partners on sustainability, working to build their capability, embed environmental accountability, and drive performance improvement across our Scope 3 value-chain categories.

Awareness training and capability building for our strategic supply chain partners

We conduct structured awareness training and capability building programmes for our strategic supply chain partners. These programmes cover environmental regulatory requirements, emission accounting, resource efficiency techniques, and sustainable packaging practices enabling our suppliers to align with our ESG expectations.

Monitoring, tracking and performance improvement of key sustainability parameters

We monitor, track, and drive performance improvement of key sustainability parameters across our supply chain partners. This includes resource consumption metrics, waste generation, and emission reporting, supported through our centralised ESG management software.

Digitisation in our environmental performance monitoring and accounting

We have made strategic investments in digital infrastructure to underpin our environmental data management and ESG reporting processes. Our digital tools ensure that environmental performance data is captured systematically, consistently, and in an audit-ready format — enabling both internal decision-making and external disclosure.

Our centralised environmental performance dashboard

We have established a Centralised Environmental Performance Parameter Monitoring Dashboard to enable real-time tracking of energy, water, waste, and emissions data across our manufacturing facilities. This dashboard ensures consistent data quality and timely availability for our ESG reporting.

Our ESG management software

We have deployed dedicated ESG management software named Corporater for end-to-end environmental performance accounting. This enables systematic data capture, compliance tracking, and audit-ready reporting across our Scope 1, 2 & 3 emission categories and other material environmental parameters.

Decarbonization Updates

At Crompton, prioritizing environmental sustainability is of utmost importance to our business. Our sustainability strategy is intricately woven into the fabric of our core purpose **"Enriching life for generations with smart and responsible solutions."**

We believe that making environmentally conscious choices also leads to better business outcomes by opening up avenues for innovation, energy efficiency, product differentiation and consumer affinity.

Based on our Sustainability Commitment, we took several key initiatives to reduce our operation (GHG Scope 1& 2) & Value Chain (Scope-3) emission impact.

GHG Scope 1 & 2:

We achieved Consolidated 23% GHG Scope 1 & 2 Reduction in FY26 against FY25.

Transitioning towards renewable energy resource and energy conservation are the key levers our operation GHG emission reduction strategy.

2.3 MW solar power system at Butterfly-Pudupakkam Facility contributes avg. 60% renewable energy against total plant power demand.

GHG Scope-1 (MT CO_2 Eq.)

FY26	**1,208**
FY25	1,138

GHG Scope-2 (MT CO_2 Eq.)

FY26	**8,344**
FY25	11,317

GHG Scope 1 & 2 (MT CO_2 Eq.)

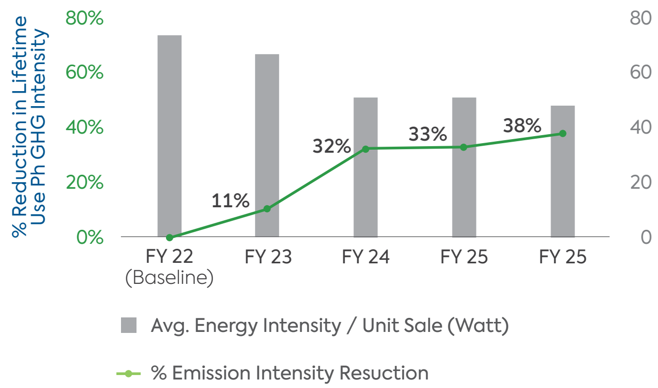
FY26	**9,552**
FY25	12,455

GHG Scope 3:

Cat. 11: Use Phase Emission Intensity Reduction

We achieved 38% Use Phase Emission Intensity Reduction Per Unit Sales for Ceiling Fan against baseline F.Y. 2021-22. Energy efficiency improvement and maximising sales mix of energy efficient products are the key levers of our emission intensity reduction drive.

Use Phase Emission Intensity Reduction Per Unit Sales of Ceiling Fan



Use Phase GHG Avoidance

In addition to tracking our absolute emissions, we quantify GHG Emission Avoidance, the emissions that have been prevented as a direct result of deploying our energy-efficient products versus a business-as-usual baseline.

This metric reflects the positive environmental contribution of our product portfolio and the scale of impact we generate through consumer adoption of our energy-efficient products and renewable energy-based solutions.

- Calculated lifetime Use-phase GHG emission avoidance through energy-efficient ceiling fan in F.Y. 2025-26 is 5.29 Million MT CO_2e.
- Observed cumulative Use-phase GHG emission avoidance through solar water pumps as on F.Y. 2025-26 is 10,047 MT CO_2e.

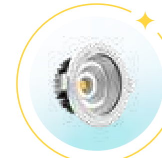
Decarbonisation through sustainable product design

Our product sustainability drive focused on improving energy efficiency, material circularity, and expanding renewable energy based product portfolio.

Key energy-efficient products

Ceiling Fan

Water Heater



Lighting

Pumps

Cooktop

Energy-efficient product impact

- Reduce use-phase energy consumption by optimising energy intensity.
- Contributes significantly to reducing use-phase GHG emission impacts.

Renewable energy based solutions

Solar pump

Solor Lighting

Solar Rooftop Sovlutions

Renewable Energy Based Solutions Impact:

- Reducing dependence on conventional fossil
- energy resource.
- Eliminates use phase GHG emissions impacts.

National Energy Conservation Award Winning Product-2025

5 Star Rated Storage Water Heater

India's first 5 Star Induction Ceiling Fan "HS Duro"

5 Star Rated Induction Ceiling Fan "HS Duro"

5 Star gas stove with best-in-class thermal efficiency

Looking ahead

Our environmental commitments are enduring responsibilities that we carry forward with every product we design, every facility we operate and every partner we work with. As we move into the next phase of our sustainability journey, we remain guided by a simple but powerful belief: a business that enriches life for generations must also help create a better planet for the future.

Guiding today's decisions. Protecting tomorrow's value.

Governance at Crompton serves as the structural framework that facilitates disciplined growth. As the Crompton 2.0 strategy gathers momentum, our focus remains on maintaining the equilibrium between aggressive market expansion and rigorous accountability. We view integrity as a dynamic strategic advantage that secures our long-term commercial viability and preserves the trust of our shareholders.

100%
Adherence to our Code of Conduct and Anti-Corruption policies

7
Board meetings held during F.Y. 2025-26

93.05%
Average attendance at Board meetings

Zero
Penalties or strictures imposed by stock exchanges, SEBI or capital market regulators

Governance framework

Our governance architecture, guided by a strong and independent Board, is designed to embed integrity, accountability and transparency across the organisation. It promotes informed decision making through effective oversight, risk management and internal controls aligned with long-term value creation.

By integrating robust control systems with globally recognised governance best practices, the framework supports responsible oversight, sustainable growth and the delivery of consistent, high-quality outcomes for all stakeholders.

At Crompton, our governance is rooted in ethical behaviour and clearly articulated values that guide decision-making across the organisation. We foster an environment where transparency, fairness and accountability shape business conduct, ensuring alignment between strategic objectives and stakeholder expectations.

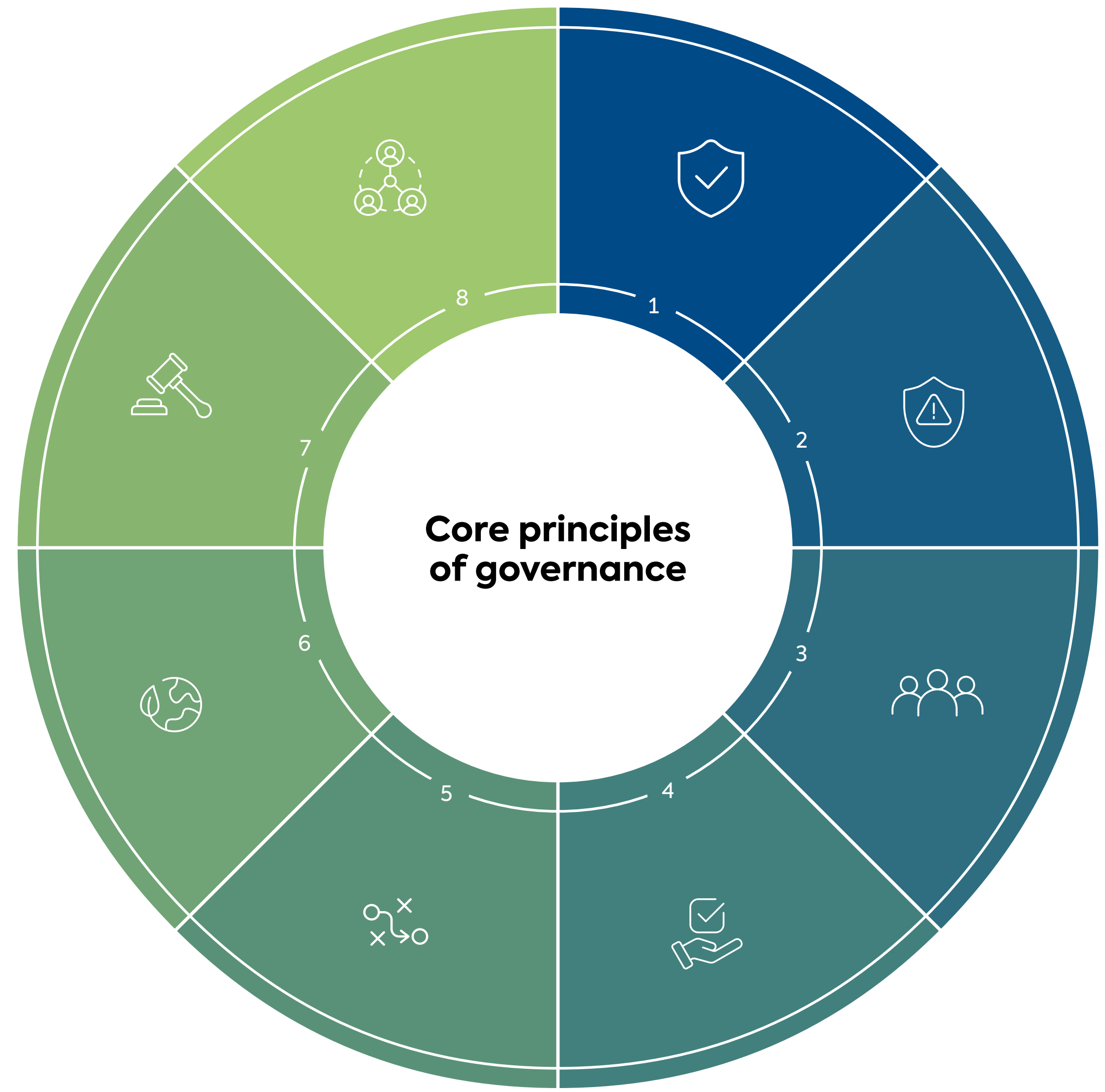
The Board actively engages in structured and in-depth deliberations on key focus areas including regulatory compliance, enterprise risk management, supply chain resilience, manufacturing excellence, digital enablement, innovation and leadership succession. This engagement ensures robust supervision of key priorities and enables the Company to execute its strategic agenda with resilience and clarity.

Honoured with the prestigious **Golden Peacock Award** for "Excellence in Corporate Governance" for the year 2025 in the national category (Consumer Appliances Sector) by the Institute of Directors (IOD), India.

71.43%
Independent Directors on the Board

5 out of 6
Committees chaired by Independent Director

100%
Indian nationality



Trusteeship
We act as custodians of Crompton's resources, managing them responsibly and sustainably for future generations.

Reinforcing a risk culture
We promote risk awareness across all levels, ensuring early identification and mitigation of potential threats.

Corporate social responsibility
We support our people, consumers, and communities through responsible business practices and philanthropic initiatives.

Accountability
We maintain open communication with stakeholders and take full responsibility for our actions and outcomes.

Strategic oversight
The Board continuously reviews long-term strategies to maintain Crompton's competitiveness and market leadership.

Sustainability
We focus on environmental stewardship by reducing our carbon footprint and improving resource efficiency.

Compliance with laws and regulations
We comply with all applicable laws and regulations, ensuring our operations remain transparent and ethical.

Stakeholder engagement
Crompton's engagement framework fosters consistent, meaningful dialogue with all stakeholders.

A balanced governance structure

Board of Directors

Defines the Company's long-term strategic direction, shapes its vision, safeguards stakeholder interests and ensures enduring, sustainable value creation for the benefit of all stakeholders.

Board Committees

Provide focused expertise and enhanced oversight across specialised areas through informed recommendations, enabling deeper review, strengthening governance effectiveness and supporting sound decision-making.

Management

Responsible for executing Board-approved strategies and policies, ensuring efficient day to day operations and the effective delivery of the Company's strategic objectives, business plans and financial performance.

ESG governance

Strong ESG governance is integral to Crompton's operations, underscoring its commitment to the highest standards of governance, transparency, and compliance. At Crompton, a dedicated ESG Committee actively oversees ESG-related risks, opportunities, strategic initiatives, and key performance indicators, with regular reviews to ensure accountability and informed decision making. The Committee supports Crompton's focus on environmental stewardship, health and safety, social responsibility, governance, and sustainability, embedding ESG principles across the organisation. This robust governance framework enables Crompton to enhance resilience, drive sustainable growth, and create long-term value for its stakeholders.

Our Sustainability Story

Crompton's efforts have already garnered global recognition — the Company ranked 4th globally in the Household Durables sector in the 2024 Dow Jones Sustainability Indices (DJSI) and was featured in the S&P Global Sustainability Yearbook 2025.

DJSI Global Rank
Household Durables Sector

2024 Dow Jones Sustainability Indices

Recognized among the top 4 performers globally in sustainable business practices within the household durables sector.

S&P Global Sustainability
Yearbook 2025 Featured

Featured Company Recognition

Showcased as a sustainability leader with exceptional ESG performance and responsible business practices.

National Energy Conservation
Award by Ministry of Power

Top Energy Efficient Appliance

Awarded by the President of India, underscoring our commitment to a greener and energy-efficient future.

CII GreenPro
Certification

Type-I Eco-Label Certification

Highspeed 48 ceiling fan awarded CII GreenPro Certification for energy-efficient design.

EHS policy

At Crompton, the health and safety of our employees, business partners and communities, along with responsible environmental stewardship, are integral to our operations. The Company is committed to conducting its business in a manner that protects the environment, prevents occupational injuries and illnesses, and promotes a safe and healthy workplace across all locations.

Our Board has implemented a comprehensive Environment, Health, and Safety (EHS) Policy that integrates ESG considerations into everyday operations. Our EHS Policy provides a structured framework to identify, assess and mitigate environmental, health and safety risks, and to continuously improve performance through robust governance and accountability mechanisms.

The policy emphasises good governance, effective risk management, and robust internal controls. It reflects our commitment to:

- Delivering exceptional service to customers
- Fostering a diverse and inclusive workplace
- Supporting local communities
- Advancing sustainability in both our products and operations

Key Strategic Decisions and Focus Areas (F.Y. 2025-26)

During F.Y. 2025-26, the Board focused on accelerating growth, strengthening market leadership, and transforming Crompton into a diversified, future-ready consumer durables company under its "Crompton 2.0" strategy.

- Continued expansion of Total Addressable Market (TAM) through entry into residential wires and scaling of appliances and kitchen businesses, positioning Crompton as an end-to-end home solutions provider.
- Reinforced leadership in fans, pumps, and lighting, with emphasis on premiumization, market share gains, and product mix improvement.
- Focus on energy-efficient, smart, and differentiated products supported by higher R&D investments and consumer-centric innovation.
- Expansion into solar pumps and rooftop solar solutions, leveraging strong growth potential in sustainable and energy-efficient segments.
- Strengthened presence in Tier II/III markets and accelerated e-commerce and digital channels to enhance reach and consumer engagement.
- Investments in manufacturing capacity and supply chain capabilities to support long-term growth and scalability.
- Implemented Voluntary Retirement Scheme (VRS) at Vadodara plant to enhance productivity and optimise workforce structure
- Successfully aligned operations with new Labour Codes, ensuring compliance while maintaining operational flexibility.
- Drive end-to-end business transformation by embedding AI across operations, supply chain, sales, and smart products to enhance efficiency, enable data-driven decisions, and accelerate premium growth.
- DPDP compliance (Digital Personal Data Protection) across all operations by strengthening data governance, privacy-by-design systems, and secure data handling practices to build trust, ensure regulatory adherence, and enable responsible data-driven growth.
- Continued focus on energy-efficient products, sustainability initiatives, and ESG commitments.

Internal control framework

Crompton has established a robust internal control framework to ensure effective operations, reliable financial reporting, safeguarding of assets, and compliance with applicable laws and regulations. This comprehensive framework incorporates controls across financial, operational, compliance, and information technology areas and is supported by well-defined risk management policies and systems. Integrated with the Company's Enterprise Risk Management (ERM) process, it is overseen by the Board, Audit Committee, and senior management, with key controls regularly tested and reviewed through internal audits, with corrective actions tracked until closure. We have embedded risk management processes into our business operations to enable systematic identification, assessment, documentation, and monitoring of significant risks.

The Company strengthens its control environment through technology-enabled controls embedded in its SAP systems, supported by structured access controls and periodic third-party validations. The management promotes a strong compliance culture through employee training on the Code of Conduct and whistleblower mechanisms, while continuous monitoring by the Audit Committee ensures that the internal control framework remains effective and aligned with business and regulatory requirements.

Ms. Rashmi Khandelwal

Company Secretary & Compliance Officer (Uptill April 23, 2026)

"Our governance framework is strengthened through structured quality management systems aligned with internationally-recognised standards, supported by robust compliance oversight and continuous governance strengthening. By embedding robust governance principles within our broader ESG framework, we reinforce responsible oversight, transparent decision-making and organisational accountability, enabling sustainable growth and long-term value creation for all stakeholders."

Memberships and collaborations

Name of the Trade and Industry Chambers / Associations

- Indian Pump Manufacturers Association (IPMA)
- Consumer Electronics and Appliances Manufacturers Association
- Indian Fan Manufacturers Association (IFMA)
- The Advertising Standards Council of India
- Federation of Indian Chambers of Commerce & Industry (FICCI)
- Indian Society of Advertisers
- Electric Lamps and Components Manufacturers of India (ELCOMA)
- Indian Society of Lighting Engineers
- Bureau of Indian Standards (BIS)
- Bureau of Energy Efficiency (BEE)
- Confederation of Indian Industry (CII)
- Alliance for an Energy Efficient Economy (AEEE)

Related party transactions

All related party transactions are carried out in strict compliance with applicable laws and governance standards, ensuring transparency and fair treatment. Decisions relating to such transactions are reviewed and approved by the Independent Directors, who actively participate in the evaluation and voting process.

Strictures and penalties

During the review period, the Directors and Key Management Personnel remained fully compliant with all regulatory requirements. No penalties or strictures were imposed by the stock exchanges, the Securities and Exchange Board of India (SEBI), or any other capital market regulatory authority.

Donations and political contributions

In line with our Code of Conduct and commitment to political neutrality, Crompton follows a strict policy of not making political donations or participating in political campaigns. We also discourage employees from engaging in political promotions.

MD and CEO remuneration

The remuneration of the Managing Director & Chief Executive Officer consists of both fixed and variable components. The variable component is determined annually by the Nomination & Remuneration Committee (N&RC) and is linked to the achievement of predefined individual Key Performance Indicators (KPIs) as well as the overall performance of the Company. The existing remuneration framework does not include a clawback provision, nor does it require the MD & CEO to hold equity in the Company.

Familiarisation programme for Directors

The Company has established a comprehensive induction and familiarisation programme for its Directors. Upon appointment, Directors are provided with a detailed Letter of Appointment outlining the terms of their appointment, roles, responsibilities and obligations, along with the Code of Conduct for Prevention of Insider Trading. They are also regularly updated on key business developments and new initiatives.

Directors receive periodic presentations and updates during Board meetings on matters such as the economic outlook, market and peer trends, and regulatory changes in jurisdictions where the Company operates.

The Managing Director & Chief Executive Officer, along with the Leadership Team, also provides regular updates to the Board on the Company's performance and strategic initiatives.

36 *Programmes*

415 *Hours*

Rights of shareholders

- Right to participate in and to be sufficiently informed of, decisions concerning fundamental corporate changes.
- Being informed of the rules, including voting procedures that govern general shareholder meetings.
- Effective shareholder participation in key corporate governance decisions such as the election of members of the Board of Directors.
- Adequate mechanism to address the grievances of the shareholders.
- To receive dividends and other corporate benefits like rights, bonuses etc. once approved.
- Opportunity to participate effectively and vote in general shareholder meetings.
- Opportunity to ask questions to the Board of Directors at general meetings.
- Exercise of ownership rights by all shareholders, including institutional investors.
- Protection of minority shareholders from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly and effective means of redress.
- To inspect statutory registers and documents, including minutes books of the general meetings, as permitted under the law; any other rights as specified in the statutory enactments from time to time.

Succession planning

Succession planning at Crompton is an integral part of its corporate governance framework and long-term sustainability strategy. The Board of Directors provides active oversight of succession planning to ensure continuity in leadership across the Board, senior management, and key functional roles. The Company follows a structured and proactive approach that focuses on identifying and developing internal talent, maintaining leadership readiness, and mitigating risks associated with unforeseen transitions. The Nomination and Remuneration Committee (N&RC) strengthens this process through regular evaluation of leadership capabilities and future organisational needs. By integrating succession planning into its governance framework, the Company seeks to ensure leadership continuity, reinforce institutional stability, and sustain stakeholder confidence.

Board architecture

The Company's Board comprises of seasoned leaders from a diverse professional domains, collectively providing strong strategic guidance and oversight, reflects an appropriate balance of independence, experience, and diversity, enabling strong governance and informed decision-making. An appropriate balance of Independent Directors ensures transparency, objectivity, and accountability. With collective experience spanning across key strategic and functional areas like manufacturing, finance, marketing, technology, sustainability, and academia, the Board provides holistic oversight, while specialised committees translate expertise into focused strategic and operational outcomes.

Professional skills

- Metallurgical Engineering
- Mechanical Engineering
- Master of Business Administration
- Electrical and Electronics
- Chartered Accountants
- Economics

Sector-specific skills

- Finance
- Mergers and Acquisition
- Human Resource
- Telecommunications
- Banking
- Consumer Goods
- Healthcare
- Accounting and Auditing

Board demographics

100% Indian nationality	**71.43%** Independent Directors on the Board	**5.89* years** Average tenure of Board
65.90 years Median Director age	**93.05%** Average attendance at Board meetings	**4.22 years** Average tenure of Independent Director

*The original date of appointment of the Directors is considered to calculate the average tenure of Board. The tenure of Board has reduced as compared to last year pursuant to cessation of Mr. P.M. Murty and Mr. Shantanu Khosla during the year, the details of which have been adequately captured in the relevant sections of this report.

Role of the Board

The Board of Directors plays a crucial role in guiding an organisation's overall direction and ensuring effective governance. It is responsible for setting strategic goals, overseeing management performance, ensuring compliance with legal and regulatory requirements, and safeguarding the interests of shareholders and stakeholders. By providing independent judgement, approving key policies, and monitoring risks, the Board helps ensure the Company operates responsibly, ethically, and sustainably.

Voluntary dissemination of quarterly results to the shareholders - Initiated voluntary dissemination of the quarterly results through e-mails to all the shareholders.

Social development - The Board is deeply committed to social development, focusing on initiatives that benefit communities and contribute to societal well-being. This includes overseeing Corporate Social Responsibility (CSR) programmes that address education, health, and community development.

Regular reporting - The MD & CEO and respective Business Heads provide periodic updates to the Board at their respective meetings, demonstrating how the Company's activities and performance are aligned with the vision and mission.

Feedback and course correction - Periodically monitors the alignment of the Company with its vision and mission, which helps to maintain strategic focus and ensures that the Company remains relevant and responsive to changing circumstances.

Adaptation and evolution - The Board periodically reviews and rationalises the vision and mission in line with evolving changing market conditions, stakeholder expectations, and internal factors.

Risk assessment - The Board assesses any risks or potential conflicts that could hinder alignment and takes appropriate actions to mitigate them. This also includes overseeing compliance with regulations, assessing strategic risks, and ensuring appropriate risk management practices are in place.

Transparency and accountability - Progress showcased with transparency and the leadership held accountable for the operations, thereby strengthening trust among its stakeholders.

Setting expectations - The Board defines a strategic framework that guides the Company's decision-making, goal-setting, and overall direction. The Board identifies what the Company aspires to achieve and how it intends to get there.

ESG - The Board oversees Crompton's commitment to ESG principles, ensuring that environmental stewardship, social responsibility, and ethical governance

Succession planning - The Board plays a critical role in ensuring leadership continuity. This involves identifying and developing internal candidates with potential to fill key business leadership positions in the future.

Strategic planning - The Board is often involved in the strategic planning process, ensuring that the strategic goals and initiatives are consistent with the organisation's purpose.

Appointing the right management - The Board is involved in the rigorous process of recruiting and appointing senior Executives who align with Crompton's strategic goals and corporate culture. This ensures a leadership team capable of driving performance and innovation while adhering to the highest standards of corporate governance.

Sustainability - Sustainability is a key focus area with the Board being responsible for ensuring that Crompton operates in an environmentally sustainable manner, reducing its carbon footprint and minimising environmental impact.

Diverse expertise

The Board of Crompton collectively brings together a rich tapestry of knowledge and diverse perspectives, strengthened by professionalism, innovative thinking, and extensive industry experience. Each member contributes deep expertise across governance, technical matters, and both financial and strategic domains, enabling the Board to deliver well-rounded, informed, and effective oversight. This diversity of thought and skill ensures balanced decision-making and reinforces the organisation's commitment to strong corporate governance.

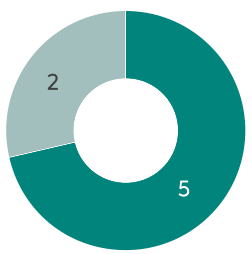
DJSI score

72

Defined Committee charters

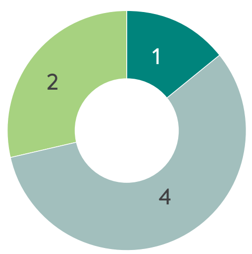
Each Board Committee operates under defined terms of reference covering its scope, authority, responsibilities and membership structure, enabling focused oversight and effective decision-making.

Industry exposure



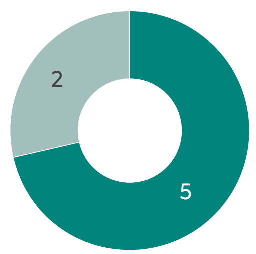
25-35 years · >35 years

Board age diversity



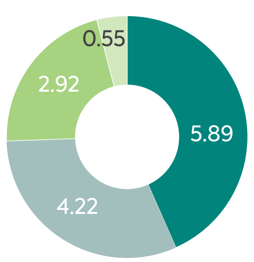
50-60 years · 60-70 years · >70 years

Board gender diversity



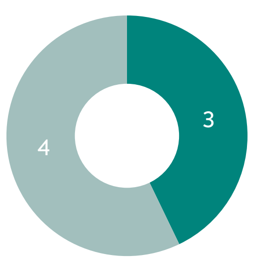
Male · Female

Average tenure in years (category-wise)



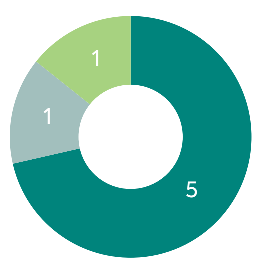
Average tenure of Board · Average tenure of Executive Director · Average tenure of Independent Director · Average tenure of Non-Executive, Non-Independent Director

Present tenure of Directors



> 5 years · 02-05 years

Board Structure



Independent Directors · Non-Independent Director · Executive Director

Board evaluation

Performance evaluations are conducted annually for the Board of Directors, its Committees, and each individual Director. These evaluations consider several key aspects, including the Board's structure, the Director selection process, and the shared understanding of Directors' roles and responsibilities. They also assess the Board's independence and the effectiveness of management.

The Board has established a formal evaluation process covering its own performance, that of its Committees, and of individual Directors, including the Chairman. This structured assessment reviews various elements of Board functioning such as composition, Committee effectiveness, experience, competencies, fulfilment of duties, contribution to meetings, and overall governance practices.

As part of the evaluation framework, a summary of Board members' attendance at Board and committee meetings is disclosed in the Corporate Governance Report.

Board committees

The Board has established several committees to focus on specific matters, either as required by regulatory authorities or as delegated by the Board. Each committee operates under defined terms of reference that specify its scope, authority, responsibilities, and membership structure. These terms of reference are detailed in the Corporate Governance Report, which forms part of our Integrated Annual Report.

The Committee's chairman regularly briefs the Board on key discussions and outcomes from their respective meetings. The minutes of all committee meetings are circulated to the Board for review, and collaboration among committees is encouraged to ensure effective alignment across functions. Committee Chairs also present summaries of their deliberations along with recommendations for the Board's consideration.

Throughout the year, the Board has reviewed and approved all recommendations submitted by its mandated committees. All committee charters comply with SEBI Listing Regulations, the Companies Act, and associated rules, and are available on the company's website.

Committee Independence and Membership

Audit Committee
66.67% Independence
3 Members

Nomination and Remuneration Committee
66.67% Independence
3 Members

Stakeholders' Relationship Committee
33.33% Independence
3 Members

Corporate Social Responsibility Committee
50% Independence
4 Members

Risk Management Committee
66.67% Independence
3 Members

Environmental, Social and Governance (ESG) Committee
66.67% Independence
3 Members

Committee	Members	Independent members	Meetings	Attendance Rate
Audit Committee	3	2	4	93.75%
Nomination & Remuneration Committee (N&RC)	3	2	4	91.67%
Stakeholders' Relationship Committee (SRC)	3	1	1	100%
Corporate Social Responsibility Committee (CSR)	4	2	1	100%
Risk Management Committee (RMC)	3	2	2	100%
Environmental, Social and Governance Committee (ESG)	3	2	1	100%

Ethics and compliance

Crompton's approach to ethics and compliance is focused on fostering responsible decision making across the organisation. Ethical conduct highlights our operations and is guided by the Crompton Code of Conduct. The Company views ethical behaviour not merely as compliance with rules, but as a collective responsibility that shapes interactions with customers, suppliers, communities and colleagues. This commitment is supported by clearly defined values and practical guidance that translate ethical expectations into everyday business practices. An open and transparent culture is promoted through clear communication, regular ethics awareness programmes and structured compliance systems enabled by digital platforms.

Crompton places strong emphasis on fostering a safe and inclusive "speak up" culture. Employees and stakeholders are encouraged to raise concerns without fear of retaliation through confidential reporting channels and well-defined escalation processes. All reported matters are reviewed objectively and addressed in a timely manner, with appropriate corrective actions taken to reinforce trust and organisational integrity.

Compliance governance extends beyond internal operations to include third party relationships. Business Partners are required to adhere to a dedicated Code of Conduct, which sets out principles relating to integrity, legal compliance, quality standards, ethical conduct, data protection, conflict of interest management and responsible business practices. Business Partners are encouraged to raise concerns or make disclosures if they become aware of any actual or potential violation of the Code of Conduct, Company policies or applicable laws.

The Compliance function works closely with leadership and business teams to integrate ethical considerations into strategic planning and operational execution. Through awareness initiatives, targeted interventions and continuous improvement efforts, it supports the organisation in maintaining high standards of conduct while enabling sustainable and compliant growth.

ISO certification

Crompton has achieved ISO 9001:2015 certification for its Secretarial Function from Bureau Veritas - UKAS Management Systems. This certification recognises the robust quality management systems and governance frameworks, standardised processes, and continuous improvement practices adopted by the Company's Secretarial function. The accreditation reflects Crompton's commitment to maintaining elevated standards of corporate governance, regulatory compliance and operational excellence.

ISO 9001:2015
Certified compliant

Rated for delivering in-house secretarial services to Crompton by Bureau Veritas

Culture of integrity

At Crompton, integrity and ethical conduct are central to the way we operate. We uphold a zero-tolerance approach to corruption, fraud and unethical behaviour, and are firmly committed to protecting human rights across our value chain. A robust framework of policies, including the Code of Conduct, Whistle Blower Policy, and anti-bribery and gifting norms, fosters a culture of transparency, openness and accountability.

Employees are encouraged to raise concerns without fear of retaliation, supported by well-defined reporting and escalation mechanisms. Regular awareness sessions and training programmes on ethics, compliance and fraud prevention reinforce accountability at all levels. All employees, contractors, agents and representatives of the Company are prohibited from offering or accepting gifts or favours from vendors, suppliers, customers, and business partners.

Workplace dignity and respect remain a key priority. An Internal Complaints Committee (ICC) addresses matters under the POSH framework, while Company-wide e-learning programmes ensure continuous awareness and prevention of workplace harassment. Through proactive implementation of these policies and practices, Crompton remains committed to safeguarding data, preventing misconduct and maintaining the highest standards of ethical governance.

Supplier engagement

We uphold responsible sourcing practices through our Code of Conduct for Business Partners Policy. To enable a sustainable supply chain, we actively engage with our value chain partners through various initiatives such as training programmes, courses, meetings, forums, and seminars.

Additionally, our supplier onboarding process is designed to ensure quality, responsibility, and sustainability. Potential partners are evaluated on their technical capabilities, performance, and compliance with legal, environmental, health, and safety standards. We also assess their participation in sustainable supply chain initiatives, cost competitiveness, and financial stability to ensure alignment with Crompton's procurement principles.

Employee welfare

At Crompton, we invest in our people by offering inclusive benefits and long-term wealth creation opportunities. The Employee Stock Ownership Plan (ESOP) recognises performance, incentivises sustained growth and enhances employee retention, ensuring that value creation is shared with those who drive our success.

Code of Conduct

We are committed to upholding the highest standards of ethical conduct, as articulated in our Code of Conduct. All employees formally acknowledge their adherence to the Code through the 'Success Factors' online portal. New employees agree to the Code of Conduct during onboarding and existing employees is provided with periodic training to reinforce ethical awareness and responsible behaviour. Our employees strengthen our internal controls by consistently demonstrating integrity and ethical values in their actions and decisions. Our Code of Conduct highlights the vital role each employee plays in fostering a value-driven organisation.

100%
Of Directors and Senior Management affirmed compliance with the Code of Conduct

Whistleblower policy

We promote a culture of openness and transparency by encouraging employees and vendors to report ethical concerns without fear of retaliation. The Whistleblower Policy provides a clear, secure and confidential framework for raising and resolving complaints, supported by regular awareness programmes, training sessions and e-learning modules. Crompton remains committed to highest ethical standards as articulated in its Code of Conduct/ Ethics, which is acknowledged by all employees through the Success Factors online portal. New employees affirm their commitment upon joining, while existing employees undergo periodic training to reinforce ethical behaviour. By consistently demonstrating integrity and ethical values in their actions and decisions, employees strengthen internal controls and play a vital role in fostering a values-driven organisation.

Board of Director(s) and Key Managerial Personnel(s)

Mr. D. Sundaram*

Chairman & Non-Executive, Non-Independent Director

Appointed – August 26, 2015

Profile

Mr. Sundaram's expertise encompasses corporate finance, business performance, operational monitoring, governance, mergers and acquisitions, talent/ people management and strategy. His career at Hindustan Unilever Limited (HUL), the Indian listed subsidiary of Unilever Pls, as a management trainee, commenced in June, 1975, progressing to roles including Commercial Officer at Unilever, London, and subsequently, CFO and Vice Chairman of HUL. He is a two-time winner of the prestigious 'CFO of the Year for FMCG Sector' award by CNBC TV18 (2006 and 2008). He was recognised as 'Best Independent Director in 2019' by the Asian Centre for Corporate Governance and Sustainability in December 2020.

Qualification

Post-graduate in Management Studies (MMS), a Fellow of the Institute of Cost Accountants and has done Harvard Business School's Advanced Management Programme (AMP).

Committee details

3 1 2 4 5

Read more

*Appointed as a Non-Executive, Non-Independent Director with effect from September 18, 2025, to hold office until attaining the age of seventy-five (75) years, i.e., up to April 15, 2028. The appointment was subsequently approved by the Members through a postal ballot on October 19, 2025.

Mr. Promeet Ghosh#

MD & CEO

Key Management Personnel

Appointed - August 16, 2016

Profile

Mr. Promeet Ghosh holds a Bachelor's degree in Engineering (Electrical & Electronics) from National Institute of Technology, Trichy and an MBA from Indian Institute of Management, Calcutta. He was an investment banker for two decades and has served as director on boards of various companies across sectors. He has worked with DSP Merrill Lynch for 18 years and helped build its M&A franchise. Thereafter, Mr. Ghosh was Deputy Head Temasek India, leading the team on the ground for nearly a decade. During his tenure, Temasek's direct India exposure grew significantly. After leaving his full-time role at Temasek in March 2022, he served as an advisor to Temasek until March 2023. He is passionate about sustainability transition

Qualification

Holds a bachelor's degree in Engineering (Electrical & Electronics) from the National Institute of Technology, Trichy, and an MBA from the Indian Institute of Management, Calcutta.

Committee details[1]

2 3 6

Read more

#Non-Executive & Non-Independent Director till April 23, 2023, appointed as an Executive Director w.e.f. April 24, 2023, and as MD & CEO w.e.f. May 1, 2023, till April 30, 2028, his appointment was subsequently approved by the Members at the 9th AGM of the Company held on July 22, 2023.

[1] Ceased to be a Chairman of Environment, Social and Governance Committee w.e.f. July 24, 2025.

Mr. Sanjiv Kakkar

Non-Executive Independent Director

Appointed - October 17, 2023

Profile

Mr. Sanjiv Kakkar is a highly accomplished business leader with a 38-year career at Hindustan Unilever and Unilever, retiring in 2022 as Executive Vice President and Head of North Africa, Middle East, Russia, Ukraine, Turkey, and Central Asia. A Gold Medalist in Economics from Delhi University and an MBA from IIM Ahmedabad, he held several leadership roles across sales, marketing, customer development, and business management, including serving on the Board of Hindustan Unilever. He successfully led large businesses in India, Russia, and the Middle East, driving growth in complex and challenging markets. Recognized as Forbes' Top Indian Business Leader in the Middle East in 2018, he also served as Founder Chairman of the Advertising Business Group, Middle East, and as a Board Member of the International Chamber of Commerce, Dubai. He currently advises founders and CEOs through his independent advisory practice.

Qualification

Mr. Sanjiv Kakkar is a BA (Hons) Economics gold medallist from Hindu College, Delhi University, and an MBA from the Indian Institute of Management, Ahmedabad, graduated in 1984.

Committee details

1

Read more

Committee details

1. Audit Committee
2. Corporate Social Responsibility Committee
3. Stakeholders' Relationship and Share Transfer Committee
4. Nomination & Remuneration Committee
5. Risk Management Committe
6. Environmental, Social and Governance Committee

Chairperson Member

Ms. Smita Anand

Non-Executive
Independent Director

Appointed - December 10, 2018

Profile

Ms. Smita Anand has around 31 years of global management consulting and HR expertise. She has held key leadership positions, including Managing Director at Leadership Consulting India, and Asia Head of Board/CEO Succession Solutions at Korn Ferry. Notably, she led consulting businesses across Asia Pacific for Aon Hewitt in Shanghai (2002-2011). Her background also features senior roles at Ernst & Young and leading Human Capital Services at PricewaterhouseCoopers.

Qualification

Ms. Anand completed her MBA in Human Resources from Allahabad University.

Committee details

4[2] 2

Read more

[2]Appointed as the Chairperson of Nomination & Remuneration Committee w.e.f. July 25, 2025.

Mr. P. R. Ramesh[%]

Non-Executive
Independent Director

Appointed - May 21, 2021

Profile

Mr. Ramesh has over four decades of distinguished experience across multiple sectors, including manufacturing, banking and financial services, technology, media, telecommunications, energy and resources, and consumer businesses. He has been a member of the Deloitte Global Board and Asia Pacific Boards, contributing to key regional and global strategic initiatives, and is a former President of the Bombay Chamber of Commerce & Industry.

He is also an active speaker at programmes and workshops conducted by professional and regulatory institutions such as ICAI, the Institute of Internal Auditors, the Reserve Bank of India (RBI), CII, and SEBI, sharing insights on topics of professional and regulatory significance.

In addition, he has been associated with several key committees of regulatory bodies including SEBI, RBI, and IRDA, and has played an active role in various industry forums. He is also a Past President of the Bombay Chamber of Commerce & Industry.

Qualification

Mr. Ramesh holds a Commerce degree from Osmania University and is a Fellow Member of the Institute of Chartered Accountants of India (ICAI).

Committee details

5 1

Read more

[%]Re-appointed as a Non-Executive Independent Director of the Company for a second consecutive term, not liable to retire by rotation, for a period commencing from May 21, 2026, up to January 16, 2030 (both days inclusive). The said re-appointment was subsequently approved by the Members through a postal ballot on March 14, 2026.

Ms. Hiroo Mirchandani

Non-Executive
Independent Director

Appointed - January 28, 2022

Profile

Ms. Hiroo Mirchandani brings decade-long Board experience of 12 diverse boards primarily in consumer goods, healthcare, financial services & hospitality sectors. Her expertise encompasses corporate governance, ESG and P&L management. She provides strategic counsel and facilitates best-practice sharing by leveraging her 30 years of operational experience in P&L management, marketing & sales. Committed to continuous learning, she holds an international ESG certification. Previously, she held senior leadership roles at companies like Asian Paints, Dabur and Pfizer.

Qualification

Ms. Hiroo Mirchandani holds a bachelor's degree in Commerce from Shri Ram College of Commerce and an MBA from the Faculty of Management Studies, Delhi University. She is also a Chevening Gurukul scholar from the London School of Economics.

Committee details[3]

2 3 6

Read more

[3]AAppointed as the Chairperson of Environment, Social and Governance Committee w.e.f. July 25, 2025.
Appointed as the Chairperson of Corporate Social Responsibility Committee w.e.f. January 01, 2026.

Mr. Anil Chaudhry

Non-Executive
Independent Director

Appointed - October 17, 2023

Profile

Mr. Anil Chaudhry brings over four decades of experience in energy, automation, and infrastructure, with a focus on sustainability and diversity. He was the Founding CEO & Managing Director of Schneider Electric India Pvt. Ltd. (SEIPL), leading the merger of Schneider Electric India's businesses with L&T's Electrical and Automation division. His expertise includes management, operations, sales, strategy, and business development across Europe and India.

Qualification

Mr. Chaudhry holds an Engineering degree from Thapar Institute of Engineering and Technology, Patiala. He has also completed Executive Management Programs at Harvard Business School, Stanford Business School, and INSEAD.

Committee details[4]

4 5

Read more

[4]Appointed as Member of Nomination & Remuneration Committee w.e.f. July 25, 2025
Appointed as Member of Risk Management Committee w.e.f. July 25, 2025

Mr. Kaleeswaran Arunachalam

Group Chief Financial Officer
(Group CFO) & Head of Strategy

Key Management Personnel

Appointed – September 05, 2022

Profile

Mr. Kaleeswaran Arunachalam brings over two decades of expertise in corporate finance, financial planning, investor relations, and risk management. As Global CFO of Eicher Motors Limited, he developed a strong business and financial model for Royal Enfield's future growth, including portfolio pricing, cost leadership, retail finance expansion, and digital marketplace enhancement. He also established a Centre of Excellence for internal controls and a global accounting and reporting shared services platform at Eicher Motors.

Qualification

Mr. Kaleeswaran is a Member of the Institute of Chartered Accountants of India (ICAI)

Read more

Ms. Rashmi Khandelwal*

Company Secretary
& Compliance Officer

Key Management Personnel

Appointed – November 28, 2022

Profile

Ms. Rashmi Khandelwal is a seasoned secretarial and legal professional with over 16 years of experience. She has led corporate secretarial functions, at various organisations, advised on regulatory compliances, acquisition, mergers, IPOs, FPOs and represented companies before regulatory authorities such as the RBI, SEBI, MCA, NSE, and BSE. She has gained expertise in corporate laws during her tenure with Vaish Associates Advocates. She has played a key role in the landmark acquisition of ACC-Ambuja by Adani Group. She has attained proficiency in Banking Regulation Act during her tenure with Yes Bank and has managed whistle-blower complaints, litigations, and regulatory proceedings.

A thought leader in her field, she has co-authored two books on the Companies Act, 2013, and has also won the best annual report award for Financial Year 2023–24 by Free Press Journal.

Qualification

Ms. Rashmi is a qualified Company Secretary and a rank holder, with a degree in B.A. Economics Honors, LLB, and a PGDBM in Finance.

*Ceased as Company Secretary & Compliance Officer w.e.f. April 23, 2026.

Management team

Mr. Promeet Ghosh
MD & CEO

Mr. Kaleeswaran Arunachalam
Group Chief Financial Officer (Group CFO) & Head of Strategy

Mr. Rajat Chopra
Business Head – Home Electricals & Pumps

Mr. Shaleen Nayak
Business Head – Lighting & New Business

Mr. Anand Kumar N
Group Sales & Services Head (GSSH)

Mr. Vikram Sridharan
Chief Digital Officer (CDO)

Mr. Tanmay Prusty
Chief Marketing Officer (CMO)

Dr. Prasanth Nair
Chief Human Resources Officer (CHRO)

Ms. Anita Pansare*
Head – Innovation & Chief Technology Officer

*Appointed w.e.f. January 02, 2026

Codes & Policies for strengthening governance structure

Crompton's governance philosophy is built on the principles of integrity, accountability, transparency and ethical conduct. The Company believes that a robust framework of codes and policies is fundamental to strengthening its governance structure, ensuring regulatory compliance, promoting responsible business conduct and safeguarding the interests of all stakeholders. The Board of Directors has approved a comprehensive suite of Codes and Policies which guide decision-making at all levels of the organization and reinforce Crompton's commitment to highest standards of corporate governance.

For more information, please refer to our policies available at: https://www.crompton.co.in/investors/corporate-governance/

Statutory policies

- Company's Code of Conduct
- Codes of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information
- Policy on Materiality and Dealing with Related Party Transactions
- Materiality Policy
- Code of Conduct to Regulate, Monitor and Report Trading by Designated Persons
- Corporate Social Responsibility Policy
- Dividend Distribution Policy
- Nomination and Remuneration Policy
- Prevention of Sexual Harassment Policy
- Risk Management Policy
- Stakeholders' Relationship and Share Transfer Policy
- Vigil Mechanism and While Blower Policy
- Policy for Determining Material Subsidiary
- Prevention of Documents and Archival Policy
- Diversity & Inclusion (D&I) Policy
- Board Diversity Policy
- Policy on Material Subs

Non-statutory policies

- Investment Policy
- Policy on Foreign Exchange Risk Management
- Rules of Procedure
- Environmental, Health & Safety (EHS) Policy
- Information Security Policy
- DPDPA Data Privacy Policy
- Business Partners Code of Conduct
- Sustainability Policy

Risk management

We follow a proactive risk management approach to effectively address potential threats while identifying opportunities in a dynamic and competitive environment. Crompton's Enterprise Risk Management (ERM) framework is designed to be both robust and practical, enabling the organisation to address critical business risks while supporting strategic decision-making.

Nikhil Thakkar
Head – Internal Audit, Risk & Control

Our risk management framework is designed not just to protect value, but to support growth. We integrate risk awareness into everyday decisions to stay resilient in a changing environment. We stay prepared by identifying potential challenges early and strengthening our controls. This approach helps us manage risks effectively and make informed decisions. Effective risk management remains key to support our long term growth objectives."

Enterprise Risk Management framework

The Enterprise Risk Management Committee, chaired by an Independent Director, undertakes biannual reviews of key risks and guides the ERM head in implementing appropriate risk management strategies. The Risk Council, comprising senior functional leaders, regularly evaluates major risks and tracks the progress of mitigation initiatives.

The Board Risk Management Committee provides oversight of the Company's risk management policy, framework and governance structure, while the Audit Committee offers additional supervision on financial risks and the effectiveness of internal control processes.

Risk	Mitigation measures and progress
Product risk (M N I)	
Energy efficiency (Regulatory BEE norms)	We are committed to adhering to all applicable regulatory requirements and have established a dedicated team to represent Crompton in engagements with regulatory authorities. Active participation in industry bodies enables early awareness of evolving standards and regulatory expectations. Product development teams proactively factor anticipated energy efficiency norms into design decisions, ensuring compliance readiness while supporting market leadership and brand reputation.
Quality	We continue to enhance product performance through structured quality governance. A quality scorecard and systems such as Continuous Quality Management System (CQMS), Daily Work Management (DWM), the Stop to Fix protocol, and a Zero Tolerance policy reinforce our focus on stringent quality control and operational excellence.
Sustainability	We have taken significant steps to ensure sustainable operation, beginning with an enterprise-level gap assessment to identify areas of improvement. We also embed sustainability-related KPIs into every stage of new product development and our improved ranking in the Dow Jones Sustainability Index (DJSI) reflects positive progress compared to previous assessments.
Innovation	In our pursuit of innovation, we engage deeply with consumers and channel insights into the development of differentiated, energy efficient, and user centric products that enhance health, hygiene, comfort, and convenience. Innovation risks are mitigated through a structured New Product Development (NPD) governance framework supported by an automated Product Data Management (PDM) workflow. Stage gate reviews, pilot led experimentation, and clearly defined portfolio priorities enable effective risk balancing across incremental and new initiatives. Key performance indicators related to revenue, margins, and learning outcomes are tracked regularly to ensure alignment with strategic objectives while enabling timely course correction.

Capital Impacted | M Manufactured | N Natural | I Intellectual

Risk	Mitigation measures and progress
Brand risk (I S)	
Consumer feedback	We have strengthened our approach to social media engagement through a structured process managed with a third-party partner. Clear Service Level Agreements (SLAs) define response expectations, enabling a consistent 15-minute turnaround time for first-level social media responses. This has improved resolution speed, coordination with service teams, and overall customer satisfaction, reinforcing Crompton's trusted brand presence online.
Service quality	Customer service excellence remains a core pillar of Crompton's value proposition, with a strong focus on delivering superior consumer experiences. Over the past year, the Company launched Service Excellence, building on the foundations of Service 1.0 to enhance customer satisfaction and loyalty. The initiative aims to position service as a key differentiator alongside sales excellence. A comprehensive assessment of the service ecosystem helped identify strengths and improvement areas, leading to a structured framework built on four core pillars. These include customer support transformation through omnichannel integration, AI-led tools, and stronger CRM capabilities for faster and seamless resolutions. Service delivery was strengthened by expanding on-ground presence, improving turnaround times, and adopting system-driven controls. Enhanced spares management and supply chain efficiency ensured better parts availability and service readiness. Capability building through structured training, digital learning platforms, and technician certification continues to develop a skilled, future-ready service ecosystem.
Counterfeit products	Our approach to protecting our brand against counterfeit products involves proactive monitoring through market intelligence and statutory methods, such as review of trademark journals for identifying potential counterfeit activities. Upon detecting such issues, we act swiftly in line with Crompton's IP Policy, initiating appropriate legal actions to combat the distribution and sale of counterfeit goods. This ensures the protection of our brand integrity and the quality of products.

Capital Impacted | I Intellectual | S Social

Risk	Mitigation measures and progress
Supply risk (M, I, F)	
Import risk	We are strengthening supply chain resilience by expanding our domestic supplier base, significantly reducing import dependency. Our sourcing strategy balances domestic and international suppliers to ensure consistent product availability and supply chain stability.
Production disruption and single source dependency	We continuously optimise our vendor network to enhance delivery efficiency and resilience. Alternative vendors are identified and developed for critical SKUs and components to ensure business continuity.
Volatile commodity cost	We implement cost-saving initiatives and technical improvements to offset commodity price fluctuations. Long-term partnerships with suppliers help stabilise pricing and maintain a steady supply, strengthening financial resilience.
Culture risk (S, H)	
Diversity engagement	Our Diversity and Inclusion (D&I) policy promotes equity and inclusion, with a focus on gender diversity. We use gender-neutral job descriptions, maintain equal pay and benefits, and offer supportive frameworks for parents. Harassment policies are gender-neutral, and promotions and succession plans are reviewed for equity.

Capital Impacted | M Manufactured | I Intellectual | F Financial | S Social | H Human

Risk	Mitigation measures and progress
Disruption risk (I, S)	
Competition	We closely monitor market and technology trends to adapt quickly to changing consumer demands. By improving R&D and production efficiency, we deliver cost-effective, high-quality products while maintaining competitiveness.
Distribution and alternate channel	Our distribution strategy focuses on deeper rural penetration and omni-channel consistency. We ensure uniform pricing across all platforms and have partnered with major e-commerce platforms to expand our digital reach.
Market share and brand investment	We continue to maintain strong market share across all categories. Our digital campaigns complement traditional advertising to strengthen brand visibility and engagement. Crompton remains the market leader in the fans segment, underscoring our effective marketing strategy.
EHS risk (M, H, S, N)	
Weather volatility	Weather variability presents a growing operational and market risk for the business. Demand for certain product categories, particularly cooling-related appliances, is closely linked to seasonal temperature patterns. Unpredictable weather conditions such as delayed summers, unseasonal rainfall or milder temperature cycles can affect demand cycles, inventory planning and supply chain responsiveness. We address this risk through diversified product portfolios, improved demand forecasting and flexible operational planning, enabling us to adapt quickly to changing weather patterns while maintaining business stability.
Safety and compliance	We are deeply committed to Environment, Health, and Safety (EHS) compliance. Moving from a culture of compliance to one of commitment, we go beyond statutory requirements. We meet 100% of Extended Producer Responsibility (EPR) obligations for e-waste and plastic waste ahead of schedule. Regular inspections and internal audits uphold high EHS standards across our operations and vendor sites.

Capital Impacted | M Manufactured | N Natural | F Financial | I Intellectual | S Social | H Human

Risk	Mitigation measures and progress
People risk (S, H)	
Attrition management	We have introduced initiatives to retain key talent and reduce turnover. These include stress management, leadership development, and well-being programs. We promote work-life balance, strengthen rewards and recognition, and invest in upskilling and reskilling to keep our workforce agile and future-ready.
Succession planning	Our succession planning framework identifies and assesses internal and external talent through benchmarking and detailed succession profiles. Diversity and inclusion principles are embedded in the process to ensure balanced leadership development.
Information Technology Risk (F, I)	
Emerging data privacy laws	Crompton proactively aligns with new data privacy requirements under the DPDP Act 2025. A comprehensive Privacy Gap Assessment has been completed, and PII inventories and data flow diagrams are in place. Phase II of our Data Privacy Program focuses on developing a Data Privacy Framework, enhancing third-party due diligence, strengthening incident response, and safeguarding data principal rights.
Data and cyber security	We have established a Data Centre and Disaster Recovery (DR) site to ensure business continuity. Our security measures include Mobile Device Management, Data Loss Prevention (DLP), and Cloud Access Security Broker (CASB) solutions. Annual DR drills for SAP systems, rigorous access reviews, and staff awareness programs — including simulated phishing exercises — further strengthen our cybersecurity posture.

Capital Impacted: H Human, S Social, I Intellectual, F Financial

The Company has established a robust internal audit framework commensurate with the scale, complexity, and evolving risk landscape of its operations. The internal audit function operates with a clear mandate to provide independent and objective assurance on the adequacy and effectiveness of internal controls, risk management, and governance processes.

The Internal Audit function maintains independence with direct reporting access to the Audit Committee. Audit plans are developed using a structured risk-based approach, with focus on key business processes, financial controls, regulatory compliance, and emerging risk areas.

During the year, the Company continued to strengthen its internal control environment through process improvements and enhanced monitoring mechanisms. There was a reduction in repeat audit observations, reflecting improved discipline in remediation and stronger ownership across functions.

Post-audit, a structured follow-up mechanism is in place to track the timely closure of observations. Progress is periodically reviewed by the Audit Committee to ensure accountability and effective resolution.

The Internal Audit function continues to evolve as a strategic partner to the business—providing forward-looking insights and supporting the Company's objective of sustainable and compliant growth.

Risk Prioritisation

Based on the outcome of risk assessment, risks are prioritised and mapped according to their relative significance. Risks with higher potential impact and likelihood are classified as key enterprise risks and receive enhanced management attention, including defined mitigation plans, ownership accountability and periodic monitoring.

The risk landscape is reviewed regularly by management and reported to the Risk Management Committee and the Board, enabling timely responses to emerging risks, changing business conditions and evolving stakeholder expectations.

PESTEL analysis

Assessing external risks and opportunities

Crompton's Pestle analysis assesses external factors shaping its consumer electricals business, including energy-efficiency regulations, BEE/star-rating norms, rural electrification, commodity cost volatility, premiumisation, digital adoption and climate-linked compliance expectations. These shifts influence product design, sourcing, pricing, channel strategy and long-term competitiveness, while helping the Company identify risks and opportunities across its operating environment.

Political

Risks Identified	Opportunities Identified	Our Adaptive Approach
Changes in government policies, BEE & trade regulations may impact costs and supply chain efficiency.	Government initiatives such as Make in India, infrastructure investments, housing development and rural electrification can drive demand across consumer electrical categories.	Continuous monitoring of policy developments, strengthening local sourcing, enhancing supply chain agility and aligning growth strategies with government priorities.

Economic

Risks Identified	Opportunities Identified	Our Adaptive Approach
Commodity price volatility, inflationary pressures and moderation in consumer spending may impact margins and demand.	Rising disposable incomes, premiumization trends and increasing penetration of branded electrical products support long-term growth.	Strategic sourcing, cost optimization, portfolio diversification, pricing discipline and focused investments in high-growth segments.

Social

Risks Identified	Opportunities Identified	Our Adaptive Approach
Commodity price volatility, inflationary pressures and moderation in consumer spending may impact margins and demand.	Growing consumer preference for energy-efficient, premium and technology-enabled products presents opportunities for differentiation.	Leveraging consumer insights, strengthening brand equity, accelerating innovation and expanding customer-centric product offerings.

Technological

Risks Identified	Opportunities Identified	Our Adaptive Approach
Accelerated technology adoption may shorten product life cycles, while cybersecurity and digital disruption risks continue to evolve.	Smart appliances, connected products, automation and digital channels provide opportunities for market expansion and enhanced customer engagement.	Sustained investments in R&D, product innovation, digital transformation initiatives, cybersecurity controls and technology-enabled operations.

Environmental

Risks Identified	Opportunities Identified	Our Adaptive Approach
Climate-related risks, environmental regulations and supply chain disruptions may impact operations and costs.	Increasing demand for energy-efficient and sustainable products creates opportunities for growth and market leadership.	Focus on sustainable product design, resource efficiency, responsible sourcing, and integration of sustainability considerations into business decisions.

Legal

Risks Identified	Opportunities Identified	Our Adaptive Approach
Changes in product safety standards, consumer protection laws, environmental regulations and data privacy requirements may increase compliance obligations.	Strong compliance and governance practices can enhance stakeholder confidence and strengthen corporate reputation.	Maintaining a robust compliance framework, strengthening internal controls, conducting periodic reviews and fostering a culture of ethical conduct.

Management Discussion and Analysis

Economic overview

Global economy

The global economy [SM1.1] demonstrated notable resilience during FY 2025–26, underpinned by easing inflationary pressures and steady aggregate demand, even as geopolitical tensions and macroeconomic uncertainties persisted. According to the IMF's World Economic Outlook (April 2026), global headline inflation is projected to moderate to approximately 3.8% in 2026, reflecting the lagged effects of tighter monetary policy and gradual normalisation of supply conditions.

Supply chains have largely normalised from the disruptions witnessed during the pandemic period; however, evolving trade barriers, geopolitical conflicts, tariff actions and regional shipping disruptions continue to drive periodic volatility in logistics costs and sourcing decisions. Nevertheless, price stability remains vulnerable to energy market volatility, residual supply chain disruptions, and elevated labour costs, particularly across emerging market economies.

The global energy transition gained momentum, with increased investment in renewables and clean technologies, although uneven implementation and critical mineral supply constraints posed risks to cost stability.

Geopolitical tensions continued to influence economic sentiment, contributing to cautious business confidence and prompting firms to prioritise resilience through diversification of production and sourcing strategies.

Growth patterns remained divergent. Advanced economies experienced relatively subdued expansion amid tight financial conditions and cautious consumer sentiment, while emerging markets continued to drive global growth, with varied performance influenced by currency movements, domestic demand conditions and structural constraints. Monetary policies across major economies remained largely restrictive through the year, with central banks maintaining elevated interest rates to anchor inflation expectations. This resulted in moderated credit growth and a gradual shift in consumption behaviour, with consumers prioritising essential and value-driven spending over discretionary purchases.

Global trade growth showed signs of deceleration amid rising geopolitical tensions and protectionist tendencies, alongside renewed risks from energy price volatility and supply chain disruptions. At the same time, investments in technology and digital transformation, particularly in areas such as artificial intelligence, continued to support economic activity and productivity improvements.

Sustainability continues to shape the global economic agenda as climate-linked disruptions, shifting regulatory expectations and the need for more resource-efficient operating models are prompting governments and businesses alike to recalibrate investment priorities. The World Economic Forum notes that climate-related spending pressures are likely to remain significant in the years ahead. Meanwhile, growing concerns about environmental sustainability is expected to impact the regulatory landscape.

Geopolitical and geoeconomic tensions remain among the most consequential forces shaping the global operating environment. It continues to result in greater fragmentation of trade, technology and investment flows, with implications for business confidence, market access and cross-border supply chains.

China's economic trajectory continues to be characterised by moderating growth and subdued price pressures. The World Bank projects China's growth at 4.9% in 2025, softening to 4.4% in 2026 and 4.2% in 2027. Amid softer domestic demand and structural headwinds, downward pressure on both consumer and producer prices is expected to persist. This combination of slower expansion and low inflation remains significant for the global economy, given China's influence on manufacturing networks, trade flows and commodity demand.

The China Plus One strategy continues to gain strategic relevance as businesses seek to diversify manufacturing footprints and build greater supply-chain resilience. What was once a tactical response to disruption is now evolving into a more structural reconfiguration of supply chains, with wider implications for investment allocation, regional manufacturing ecosystems and global trade patterns.

The re-emergence of tariff-led trade measures by the United States has become an important macroeconomic factor influencing global trade flows, inflation expectations and investment decisions. Businesses globally are reassessing sourcing strategies, supply chain configurations and manufacturing footprints in response to evolving tariff structures and trade-policy uncertainty.

This year, the global macro narrative is more appropriately framed through tariffs, trade-policy uncertainty and conflict-linked commodity risks than through monetary policy alone. The World Bank points to a weaker trade environment, the delayed impact of higher trade barriers and greater policy uncertainty as key drags on the global outlook. It also notes that higher tariffs in the United States began feeding more visibly into goods-price inflation during 2025, even if the pass-through was initially moderated by inventory build-up and margin absorption. Against this backdrop, ongoing tensions affecting energy-producing regions, including the Gulf, retain the potential to amplify volatility in commodity markets, logistics and input costs.

Meanwhile, artificial intelligence is emerging as a source of economic support and a material risk consideration. Businesses increasingly recognize AI's potential to improve productivity, efficiency and decision-making, yet concerns are simultaneously rising around implementation challenges, liability exposure, misinformation, governance, data quality and workforce readiness. As AI adoption deepens, it is becoming not merely a technology trend, but a transformative force that carries both strategic opportunity and execution risk. AI adoption is accelerating across sectors, reshaping business models, operating processes and competitive dynamics, with early movers gaining efficiency advantages while laggards risk strategic displacement.

(**Source:** World Bank, World Economic Forum, Global Risks Report 2026; Allianz Commercial, Allianz Risk Barometer 2026)

Global growth projections

Particulars	2025E	2026F	2027F
World	2.7	2.6	2.7
China	4.9	4.4	4.2
South Asia	7.1	6.2	6.5
India*	7.2	6.5	6.6

*India figures are reported by the World Bank on a fiscal-year basis

Outlook

Global GDP growth is estimated at approximately 3.2%–3.3%, reflecting stable but moderate expansion compared to pre-pandemic trends. While easing financial conditions, technology-led investment and continuing supply-chain adaptation may offer support, the overall expansion is expected to remain constrained by higher trade barriers, persistent policy uncertainty and uneven regional momentum. Risks remain tilted to the downside, particularly in the event of renewed trade escalation, tighter financial conditions, commodity shocks or further deterioration in geopolitical conditions. Even so, the global economy has shown the ability to absorb more shocks than in the recent past, suggesting that resilience will endure. Overall, 2025–26 was characterised by steady but cautious global growth, easing yet uneven inflation trends and a complex operating environment shaped by geopolitical developments, evolving policy responses and shifting consumption dynamics.

(**Sources:** World Bank World Economic Forum, Allianz Commercial)

Indian economy

India continued to distinguish itself as one of the world's fastest-growing major economies, supported by resilient domestic demand, sustained public investment and a broad-based services ecosystem. The Economic Survey 2025-26 projects FY27 growth at 6.8%-7.2%, while the World Bank estimates that India's growth strengthened to 7.2% in FY26, driven by robust domestic demand, resilient services exports and improving rural real incomes. Despite geopolitical tensions, trade friction and policy uncertainty, India's growth momentum remained durable.

The growth profile remained well anchored, with nominal GDP reaching 357.1 lakh crore in FY26 (FAE). India's domestic scale, macroeconomic stability and policy support continued to provide a cushion against external volatility. Consumption remained the principal growth engine, supported by improving incomes and broadening urban and rural demand. The services sector continued to contribute significantly to output, employment and demand creation, with housing, tourism, digital services, media and entertainment, and Global Capability Centres deepening their role.

Consumption sentiment benefited from income tax relief and selective GST rationalisation, supporting disposable income and discretionary demand. Rural demand is expected to recover on the back of improving incomes, favourable agricultural output and continued government support, while urban consumption is likely to benefit from wage growth, premiumisation and improving confidence.

India's manufacturing and investment landscape also strengthened. Medium- and high-technology industries accounted for 46.3% of manufacturing value added, indicating a move up the value chain. India also emerged as the world's largest destination for greenfield digital investment between 2020 and 2024, attracting $114 billion across digital services, data centres and IT infrastructure. This expansion is creating incremental demand for electrical products, power solutions, wires and cables, and energy-efficient technologies.

India's current account deficit moderated to 0.8% of GDP in H1 FY26, while foreign exchange reserves stood at $701.4 billion in January 2026. Inflation moderated during the year, supported by favourable agricultural conditions, improved food grain stocks, moderate global metal prices and timely policy intervention, though food-price and weather-related risks remain.

Policy support remained growth-oriented. The Union Budget 2026-27 balanced fiscal consolidation with investment-led growth, budgeting Central Government capital expenditure at 12.2 lakh crore, or 3.1% of GDP, and targeting a fiscal deficit of 4.3% of GDP in FY27. Supported by strong services exports, remittance inflows, reserve buffers, infrastructure investment and a favourable manufacturing ecosystem, India remains well positioned to attract global capital amid supply chain diversification.

(**Sources:** National Statistics Office/MoSPI, Provisional Estimates of Annual GDP for FY2025-26, Economic Survey 2025-26, Government of India; World Bank)

Outlook

India's near-term outlook remains favourable, supported by domestic consumption, public capex, a resilient services economy and an improving manufacturing base. According to the World Bank, although South Asia's growth is expected to moderate to 6.2% in 2026 before improving to 6.5% in 2027, India remains well placed to benefit from faster technology-led investment growth and potential gains from more resilient trade and investment linkages.

Despite risks related to trade restrictions, tighter financial conditions, social pressures and extreme weather events, India appears relatively well positioned to navigate a more uncertain global environment, supported by strong macroeconomic buffers, expanding digital and industrial capabilities and sustained policy emphasis on infrastructure and long-term capacity creation.

(**Sources:** Economic Survey 2026, World Bank, Ernst and Young)

Industry overview

Electrical consumer durables industry

India's electrical consumer durables industry remained on a structurally favourable path in FY 2025–26, supported by rising household penetration, urbanisation, rural and semi-urban consumption, improving affordability and growing preference for energy-efficient products. While India's broader appliances and consumer electronics sector is expected to reach around 3 lakh crore by FY29, the more relevant opportunity for Crompton lies across consumer electrical categories such as fans, pumps, water heaters, air coolers, lighting, small appliances and wires. These categories are closely linked to housing additions, renovation and replacement demand, seasonal consumption, agricultural and water-management needs, and increasing appliance density in Indian homes.

Growth across the sector is increasingly being shaped by a transition from basic utility to performance-led, design-led and efficiency-led purchase decisions. In fans, BEE-linked efficiency norms and rising consumer awareness are supporting a shift toward BLDC and premium decorative variants. In pumps, demand remains anchored in residential water management, agriculture, construction activity and retail replacement, with additional long-term support from solar pump adoption under PM-KUSUM. Water heaters and air coolers continue to benefit from low penetration, climate-linked demand, compact urban living and rising preference for smart, safe and energy-efficient appliances. Lighting remains supported by LED replacement demand, infrastructure upgrades and public energy-efficiency programmes, while wires are gaining from housing, renovation, safety awareness and the shift toward organised branded products.

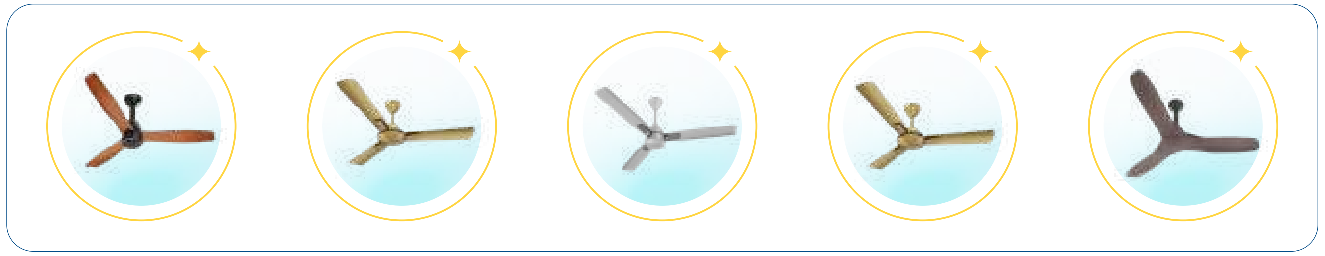
The channel environment is also evolving. General trade continues to dominate the electrical goods industry, supported by dealer trust, electrician influence, service proximity and reach across Tier II, Tier III and rural markets. At the same time, modern trade, e-commerce and assisted digital discovery are expanding access to premium and new-age categories. Consumers are increasingly comparing product features, lifecycle cost, energy savings and after-sales support before purchase, making brand credibility, service assurance and portfolio relevance important differentiators.

Energy efficiency, localisation and clean-energy adoption are increasingly shaping category development across Crompton-relevant electrical consumer durable segments. This is visible in the shift toward BLDC fans, energy-efficient pumps, LED lighting, safer wiring products, water heaters and solar-linked pump and rooftop solutions. Policy support is also moving closer to these demand pools, with PM-KUSUM supporting solar agriculture pumps and pump solarisation, and PM Surya Ghar encouraging rooftop solar adoption at the household level. Together with BEE-led efficiency labelling and a maturing domestic supplier ecosystem, these trends are strengthening demand for reliable, efficient and locally supported electrical products.

Near-term performance may continue to be influenced by commodity-price volatility, weather-linked seasonality and uneven discretionary demand. Even so, the industry's medium-term outlook remains constructive, supported by India's expanding consumption base, home improvement trends, energy-efficiency awareness and the growing need for safer, smarter and more durable consumer electrical products.

Read more on page **76**

(**Sources:** IBEF, Bureau of Energy Efficiency, Ministry of New and Renewable Energy, IMARC Group, Press Information Bureau)



Fans

The Indian fan industry continues to present a favourable growth outlook, supported by rising temperatures, expanding electrification, growing urbanisation and wider adoption across rural and semi-urban markets. The Indian fan industry continues to present a favourable growth outlook, supported by rising temperatures, expanding electrification, urbanisation and wider adoption across rural and semi-urban markets. Fans remain one of the most widely used electrical consumer durables in the country, with demand supported by replacement cycles, first-time purchases and increasing preference for efficient, aesthetically designed products across income segments and climatic conditions. The category is also benefiting from steady consumer migration from basic utility products to feature-rich and energy-efficient fans. The Indian electric fan market reached $2 billion in 2024 and is projected to grow to $5.64 billion by 2033, at a 12.2% CAGR.

The category is also witnessing a clear premiumisation shift. Consumers are increasingly gravitating toward aesthetically appealing, energy-efficient and technologically advanced fans, including decorative, silent, remote-controlled and IoT-enabled variants. Ceiling fans continue to account for the bulk of category sales, while rising disposable income and stronger home décor orientation are supporting demand for premium offerings. The premium segment has also seen healthy growth, reflecting the increasing willingness of middle-class consumers to upgrade beyond basic utility products.

BLDC fans continue to be amongst the fastest-growing sub-segments, supported by rising consumer awareness of energy efficiency, increasing electricity costs and evolving BEE regulatory standards.

Energy efficiency is emerging as a particularly important demand driver. BLDC-powered fans consume up to 50–65% less energy than conventional models, lowering power consumption significantly. At the same time, digital retail is broadening access, especially in Tier II and III markets and rural India. Together, these trends are expected to support the continued growth of technologically advanced, feature-rich and energy-efficient fans.

Unlike several consumer durable categories, the induction fan segment benefits from a highly localised and mature domestic supply chain, supporting cost competitiveness and reducing import dependence.

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(**Sources:** IMARC Group, India Ceiling Fan Market; Research and Markets, India Electric Fans Market; Indian Fan Association for annual fan-volume context)

Pumps

The Indian pumps market continues to present a favourable growth opportunity, supported by demand from agriculture, residential water management, construction activity and retail replacement. Pumps remain essential to everyday water access and movement, serving applications such as domestic water transfer, pressure boosting, irrigation, drainage and small commercial usage. With rising urbanisation, expanding housing stock and increasing water-management needs across households and farms, the category continues to benefit from both first-time demand and steady replacement-led consumption.

Residential water pumps remain an important demand driver, supported by new housing, renovation activity, apartment living and the need for reliable water flow and pressure management. Demand for pressure booster pumps, submersible pumps and domestic transfer pumps is also increasing as consumers seek dependable, efficient and low-maintenance solutions for modern homes. In rural and semi-urban markets, agriculture pumps continue to remain structurally relevant, supported by irrigation requirements, farm mechanisation, groundwater access and the gradual transition toward energy-efficient and solar-powered pumping solutions.

Retail replacement demand provides an important recurring growth base for the category. India's large installed base of pumps, combined with wear-and-tear replacement, service-led upgrades and rising preference for branded, durable and energy-efficient products, continues to support demand through the trade channel. Electrician, plumber and retailer recommendations remain influential in the purchase journey, making distribution depth, product availability, after-sales service and brand trust critical differentiators.

The category is also witnessing a gradual technology and premiumisation shift. Consumers are increasingly evaluating pumps on reliability, energy efficiency, lifecycle cost, noise levels, corrosion resistance and ease of service. Smart, IoT-enabled and solar-compatible pumps, along with features such as dry-run protection, remote monitoring and improved motor efficiency, are gaining relevance across select use cases. While monsoon variability and commodity-price movements may influence near-term demand, the medium-to-long-term outlook remains constructive, supported by residential expansion, agricultural water needs, replacement demand and India's growing focus on efficient water-management solutions.

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(**Source:** Grand View Research, India Pumps Market Size & Outlook, 2026-2033)

Large Domestic Appliances

India's large domestic appliances category is expected to remain on a structurally positive path, supported by urbanisation, rising household aspirations, replacement demand and increasing preference for branded, efficient and feature-rich products. While near-term demand may vary across categories depending on seasonality and input-cost trends, the long-term outlook remains favourable as consumers continue to upgrade from basic products to reliable and energy-efficient appliances.

For Crompton, the more relevant opportunity within this broader category lies in water heaters and air coolers. Water heaters are benefiting from housing growth, renovation activity, bathroom modernisation and growing consumer preference for safe, durable and faster-heating products. Demand is also being shaped by the shift towards instant and storage water heaters with improved design, enhanced safety features and lower operating costs.

Air coolers continue to remain relevant for Indian households, particularly in markets where affordability, energy efficiency and ease of use are important purchase considerations. The category is supported by seasonal demand, rising temperatures and preference for effective cooling at lower running costs. Across both water heaters and air coolers, product innovation, distribution reach, after-sales service and brand trust are expected to remain key differentiators in sustaining growth.

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(Source: CRISIL)

Small Domestic Appliances

India's small domestic appliances category continues to expand, supported by rising urbanisation, changing lifestyles, growing household formation and increasing preference for convenience-led products. Demand for products such as mixer grinders, blenders, kettles, air fryers, vacuum cleaners and food processors is benefitting from health-conscious consumption, modular kitchen adoption, time-saving needs and continued premiumisation across kitchen and home-care categories.

Demand for products such as mixers, blenders, kettles, air fryers, vacuum cleaners and food processors are benefitting from rising health consciousness, convenience-oriented consumption and modern kitchen adoption. Juicers and blenders accounted for 21.86% of the market in 2025, while air fryers are expected to be among the faster-growing segments with a projected 7.88% CAGR through 2031. Smart-home integration is also gaining relevance, as consumers increasingly adopt connected appliances with app-based control, voice-assisted operation and energy-monitoring features.

Distribution is also evolving in favour of wider access and faster product discovery. Multi-brand retail, general trade, modern trade and online channels continue to play complementary roles, with e-commerce improving product discovery and premium-category access across Tier II and Tier III markets.

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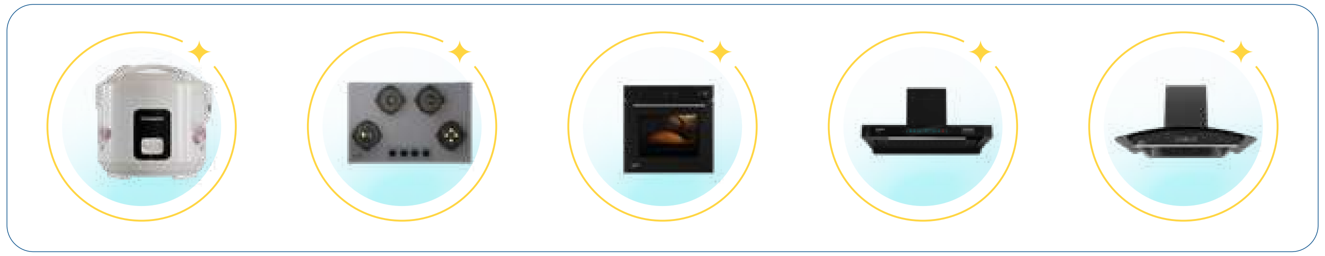

Large Kitchen Appliances

India's large kitchen appliances category continues to present a favourable growth outlook, supported by rising disposable income, expanding urban middle-class households and the growing adoption of modern kitchens. The large cooking appliances market in India was valued at $2.37 billion in 2025 and is projected to reach $7.23 billion by 2035, reflecting a robust 11.8% CAGR over 2026–2035. The category is benefitting from changing lifestyle preferences, increasing nuclear families and stronger demand for premium, multifunctional and aesthetically integrated kitchen solutions.

Demand within the category is being shaped by apartment living, compact-home design and the need for space-efficient, time-saving appliances. Products such as cooktops, ovens and specialised cooking appliances are increasingly being chosen for convenience, design appeal and technology integration. Besides, increasing female workforce participation has increased the demand for automated and multifunctional appliances that simplify everyday cooking.

Technology and efficiency are becoming more central to purchase decisions. Smart kitchen appliances with connectivity and automation features are gaining ground, while energy-efficient appliance technologies are attracting consumers seeking lower electricity costs and better long-term value. E-commerce and omni-channel retail are broadening category access, and growing penetration of modular kitchens, premium home improvement trends and rising adoption of convenient cooking solutions are opening new consumption opportunities beyond the core urban markets. With cooktops leading the category and household applications accounting for the largest share, the segment remains well placed to benefit from lifestyle upgrades, premiumisation and the continued evolution of the modern Indian kitchen.

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Lighting

India's lighting industry continues to evolve on a favourable structural trajectory, supported by urbanisation, infrastructure build-out, real estate momentum and an accelerating shift toward energy-efficient and smart lighting solutions. The industry, estimated at ~$4.9 billion in 2026, is projected to reach ~$6.9 billion by 2031, growing at a CAGR of ~7.2%, driven by a combination of replacement demand, new construction, public infrastructure upgrades and premium-led category expansion

(**Source:** Mordor Intelligence).

LED lighting remains the dominant and fastest-growing segment, already accounting for the bulk of industry sales by value. Sustained LED adoption is being driven by longer product life, significantly lower energy consumption, declining cost curves, and rising consumer awareness around lifecycle savings and sustainability. Flagship government initiatives such as UJALA and the Street Lighting National Programme (SLNP) have catalysed mass adoption across households and urban infrastructure, while BEE star-labelled energy-efficient lamps continue to reshape consumer preference.

The category is also being redefined by smart and connected lighting solutions — including IoT-enabled bulbs, app-controlled systems, motion and daylight sensors, and tunable lighting — which are growing at a meaningfully faster pace than the broader market. Simultaneously, the B2B and project lighting segment is gaining traction on the back of smart cities, highways, industrial corridors, retail expansion, warehousing and commercial real estate development, broadening the opportunity beyond traditional consumer lighting.

A clear premiumisation and design-led shift is also underway, with rising demand for decorative, architectural and aesthetic lighting in both residential and hospitality segments, supported by growing home-décor orientation and lifestyle aspirations.

While near-term demand may be influenced by commodity volatility, channel destocking and pricing pressures in commoditised LED categories, the medium-to-long-term outlook remains firmly constructive. The industry is well placed to benefit from India's rising infrastructure intensity, energy-efficiency transition, smart-home adoption and premium-mix expansion — offering established players with brand strength, technology depth and multi-channel distribution a sustained growth runway.

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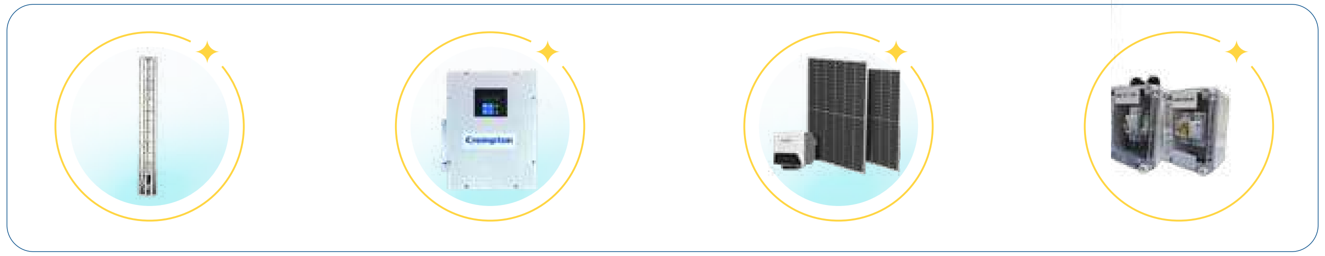

Solar pumps and rooftops

India's solar solutions ecosystem is emerging as a structurally important pillar of the country's energy-transition agenda, supported by decentralised generation, falling technology costs and strong policy momentum. With cumulative solar capacity crossing ~100 GW in early 2025 and a national target of 500 GW non-fossil capacity by 2030, decentralised solar — through rooftop systems and solar pumps — is becoming a defining theme within the consumer and small-business energy landscape.

Solar Rooftop: The Indian rooftop solar market has entered a high-growth phase, with cumulative installed capacity reaching ~13.7 GW in 2024, and is projected to grow at a CAGR of ~28% to ~167 GW by 2034 (Source: IMARC). Near-term estimates suggest capacity could reach 25–30 GW by FY27, with the C&I segment historically accounting for ~70–75% of installations. Adoption is being driven by corporate decarbonisation goals, time-of-day tariffs and lower lifecycle energy costs. Residential adoption is scaling rapidly through the PM Surya Ghar Muft Bijli Yojana (launched February 2024, targeting 1 crore households with central financial assistance of up to ₹78,000 per household), supported by the Rooftop Solar Programme Phase II extended through 2026. The category is also evolving toward integrated solutions — combining solar with battery storage, EV charging, smart metering and digital monitoring.

Solar Pumps: Anchored by the PM-KUSUM scheme, targeting ~35 lakh solar pumps, this category is reshaping India's irrigation landscape by reducing dependence on diesel and grid power, lowering farmers' operating costs and supporting rural energy security.

While near-term execution may be influenced by policy timelines, financing and module pricing, the medium-to-long-term outlook remains firmly constructive. The category offers a meaningful structural runway for established players with brand strength, distribution scale and integrated solution capabilities.

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(**Sources:** Research and Markets, India Solar Rooftop Market Outlook 2025-2034; CareEdge Advisory/PV Magazine India, rooftop solar capacity to FY27; MNRE/PIB for PM Surya Ghar and rooftop-solar programme status)

Wires and cables

India's wires & cables (W&C) industry continues to present a favourable structural growth outlook, supported by a robust housing cycle, accelerating real estate completions, infrastructure build-out, renewable energy expansion and rising digital connectivity. The market is projected to grow from ~$21 billion in 2025 to ~$35.6 billion by 2031, reflecting a CAGR of ~9%, with consumer-led applications accounting for nearly 70% of industry revenue (Source: TechSci Research).

Housing wires remained the largest segment, accounting for ~32% of industry revenue in 2025, anchored by strong residential completions, urbanisation and renovation-led replacement demand. The category is benefitting from multiple converging tailwinds:

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- Sustained real estate momentum, driving primary demand from new residential construction across Tier I and Tier II cities.
- Premiumisation shift, with rising preference for flame-retardant (FR), FRLS, heat-resistant and fire-survival variants, driven by growing fire-safety awareness, stricter building norms and insurance requirements.
- Organised-to-unorganised shift, with the organised segment now ~70% of housing wires and steadily gaining share, supported by brand trust, safety certification and electrician-led purchase decisions.
- Renovation and replacement demand from India's large existing housing stock, complemented by rising appliance density per household, necessitating higher-rated, safer wiring solutions.

The broader category is also being supported by infrastructure-led tailwinds — utility projects aligned with India's 500 GW non-fossil capacity target by 2030, rooftop solar adoption under PM Surya Ghar (over 10 lakh installations), 5G rollout, data centres and rural electrification — collectively widening the addressable market.

While near-term margins may be influenced by copper price volatility and competition from counterfeit/unorganised products, the medium-to-long-term outlook remains firmly constructive. The category offers a multi-year structural growth runway for established brands with strong electrician relationships, distribution depth and product credibility.

(**Source:** Mordor Intelligence, India Wire and Cable Market - Size and Share Analysis)

Key growth drivers

Changing lifestyle preferences

Evolving consumer lifestyles are reshaping demand patterns across India's electrical consumer durables landscape. Rising disposable incomes, growing nuclearisation of families, accelerating urbanisation and the post-pandemic shift toward home-centric living are driving consumers to seek products that blend performance, aesthetics, convenience and energy efficiency. Demand is increasingly skewed toward premium, smart and design-led variants, with consumers viewing appliances as lifestyle and comfort statements rather than pure utility products. The appliances and electronics market are expected to expand from $75 billion in 2024 to $130–150 billion by 2029.

(**Source:** Redseer Strategy Consultants, India's $130+ Billion Appliances Market Opportunity, July 2025)

$130–150 billion
Expected market size of the Indian appliances and electronics market by 2029

Omnichannel availability

The route to market is evolving rapidly as traditional and modern channels coexist and expand. General trade continues to dominate the electrical goods industry, supported by trust, proximity, retailer influence and deep reach across Tier II, Tier III and rural markets, while organised offline and online channels are scaling through better assortment, assisted commerce and convenience. Online sales remain especially strong in electronics and accessories, while quick commerce is beginning to create incremental demand for small appliances and smart-home products, widening the industry's addressable consumer base.

(**Source:** Redseer Strategy Consultants, India's $130+ Billion Appliances Market Opportunity, July 2025)

Sustainable choices

Sustainability is becoming an increasingly visible driver of growth in the electrical consumer durables industry, with demand steadily shifting toward products that offer lower operating costs, better energy efficiency and stronger environmental credentials. This shift is visible across Crompton-relevant categories such as BLDC fans, energy-efficient pumps, LED lighting, water heaters and air coolers, where consumers are increasingly evaluating lifecycle savings, durability and responsible energy use alongside performance and design. At the same time, evolving BEE norms and rising awareness of electricity costs are expected to further raise the efficiency threshold across the market.

(**Source:** KPMG in India, The Indian Consumer Durables Sector - Q2/Q4 FY26)

Brand strength

Brand strength remains one of the important growth drivers in the consumer durables industry. 2025 was a year when growth increasingly favoured players that combined strong distribution with differentiated product narratives. As consumers research more carefully and weigh lifetime value more consciously, trust, reliability, after-sales assurance and clear category positioning are becoming more influential in shaping purchase decisions. The category also continues to be supported by sustained brand-building investment. The growing traction for feature rich energy efficient and premium offerings suggests that brands with stronger consumer recall, service credibility and differentiated value propositions are better placed to capture demand. A defining shift is the accelerating pivot toward digital, social media, influencer and content-led marketing — which now accounts for over half of total ad spend — enabling sharper targeting, richer storytelling and deeper consumer engagement. Brands with stronger recall, service credibility, premium positioning and digital-first narratives are emerging better placed to capture the growing pool of feature-rich, energy-efficient and premium demand.

Technological innovation

Technological innovation is emerging as a major growth catalyst, with faster product-development cycles and sharper response to consumer needs driving category growth. Leading brands are shortening concept-to-shelf timelines through modular platforms and agile manufacturing, while innovations such as dual basket air fryers, app integrated appliances and advanced motor technologies in mixer grinders are helping stimulate demand. The result is a market in which innovation is central to differentiation, relevance and premiumisation.

(**Source:** Redseer Strategy Consultants, India's $130+ Billion Appliances Market Opportunity, July 2025)

Growing middle-class population

India's expanding middle class continues to widen the demand base for consumer durables. By 2029, more than 40% of households in India are expected to belong to the upper middle class. With growing disposable income, the purchasing capacity of consumer durables is likely to rise. It is, therefore, likely to translate into greater demand for functional as well as aesthetic consumer appliances and electrical goods.

(**Source:** Redseer Strategy Consultants, India's $130+ Billion Appliances Market Opportunity, July 2025)

Rising preference for health and well-being

Health and wellness are becoming increasingly important influences on product choice. It has resulted in the rapid growth of categories such as air fryers, juicer-grinders and purifiers, reflecting a broader consumer preference for appliances that support healthier lifestyles and everyday well-being. As awareness rises across age groups and urban households continue to prioritise convenience with wellness, formerly niche categories are moving closer to the mainstream.

(**Source:** Redseer Strategy Consultants, India's $130+ Billion Appliances Market Opportunity, July 2025)

Smart-home trends

Smart-home adoption is opening a new avenue of growth within the consumer durables landscape. Smart devices are evolving from standalone novelties into integrated ecosystems that enhance convenience, security and energy efficiency. IoT-enabled ceiling fans, connected lighting systems, smart water heaters and air-quality-monitoring kitchen appliances are increasingly shaping the smart-home ecosystem.

(**Source:** Redseer Strategy Consultants, India's $130+ Billion Appliances Market Opportunity, July 2025)

Government initiatives

Government policy continues to play an important enabling role in the growth of India's electrical consumer durables industry. Programmes such as PM Surya Ghar Muft Bijli Yojana, PM-KUSUM, rooftop solar initiatives and energy-efficiency programmes are supporting the shift toward decentralised clean energy, solar pumps, rooftop solutions and efficient electrical products. PM-KUSUM provides central government subsidy support for standalone solar pumps and solarisation of existing grid-connected agricultural pumps, while PM Surya Ghar is encouraging residential rooftop solar adoption. Alongside BEE-led efficiency standards and continued emphasis on infrastructure, digital penetration and localisation, these initiatives are expected to strengthen demand for reliable, efficient and future-ready electrical products.

(Sources: KPMG, Ernst and Young, Economic Survey 2026)

PM-KUSUM
Central subsidy support for solar pumps and solarisation of agricultural pumps

Company overview

Crompton is one of India's leading electrical consumer durables and lighting brands, with a trusted legacy of delivering innovative, performance-led and consumer-centric products that have become an integral part of Indian households for generations. Anchored in strong brand equity, deep distribution and a relentless focus on quality, we have built a leading position across fans, pumps, lighting, water heaters, air coolers, kitchen appliances and household wires, complemented by our growing presence in solar rooftop solutions — a strategic foray that aligns us with India's accelerating energy-transition opportunity.

In FY26, we continued to advance the next phase of our growth journey under Crompton 2.0, our strategic blueprint to strengthen market leadership, accelerate premiumisation and unlock new growth vectors. As consumer preferences evolve, we are enriching our portfolio with premium, energy-efficient and design-led offerings, supported by sustained investment in R&D, smart technologies and intuitive design — delivering products that combine performance, aesthetics and lifecycle value for the modern Indian consumer.

Contribution to National Exchequer and Economy

We are committed to transparent, fair and ethical engagement with tax authorities. Our responsible tax strategy reflects a firm commitment to complying, both in letter and spirit with all applicable taxation laws, statutory obligations and regulatory requirements, including income tax, GST and customs duties, across the jurisdictions where we operate. Our approach is proactive and structured, we leverage technology to automate and strengthen compliance processes, conduct periodic audits and assurance activities, and maintain robust internal controls to improve the accuracy, efficiency and timeliness of tax reporting and decision-making.

In FY 2025-26, the Company contributed ₹483.3 Crore to the exchequer through taxes.

Read more on our internal control framework on page **179**

Read more on our credit rating in the corporate governance section on page **360**

Read more about our CSR efforts in the Communities section on page **146**

Read more on our highlights of F.Y. 2025-26 on page **12**

Crompton at a glance

- World's No. 1 ceiling fan brand
- Presence across ECD, Lighting and Butterfly
- Trusted innovation-led consumer franchise
- Expanding portfolio across premium, energy efficient and innovative product categories
- Pan-India distribution and service reach
- Expanded addressable market through entry into new segments

Crompton 2.0

Crompton 2.0 defines the next phase of our growth journey. It has sharpened our strategic priorities and strengthened our ability to create long-term value in a dynamic market. It empowers us to adapt to evolving industry requirements, secure growth of core categories, scale our presence in the kitchen segment, transform the lighting business and build new growth platforms.

Our execution is supported by: an enabled and empowered organisation, consumer need-led innovation, premiumisation of portfolio, supply chain excellence, go-to-market excellence and digital enablement. Together, these enablers help us move from capability-led growth to more consumer-centric, insight-led and execution-driven growth.

What Crompton 2.0 is helping us achieve

Strategic Priorities	Enabled by
• Protect the core • Scale the kitchen business • Transform lighting • Enter new adjacencies selectively	• People • Innovation • Premiumisation • Supply chain • Go-to-market • Digital

Butterfly Gandhimathi Appliances Limited

Butterfly Gandhimathi Appliances Limited (Butterfly) is a reputed kitchen appliances manufacturer with a strong market presence in southern India. It is renowned for an extensive portfolio of LPG stoves, pressure cookers, mixer grinders and wet grinders. With over four decades of category experience, the brand continues to strengthen its position in kitchen and small domestic appliances through sharper portfolio choices, increased premiumisation and disciplined market execution. In FY 2025–26, Butterfly gained momentum with a refreshed brand identity, a more focused product strategy and a consumer-led approach across products, channels and the overall brand experience.

Crompton holds 75% stake in Butterfly and leverages its market leadership in southern India to benefit from its advanced manufacturing and R&D capabilities and a robust distribution network.

A key milestone for FY 2025–26 was the launch of the Idea First Series, comprising 40+ new SKUs across core categories. Real kitchen insights were taken into consideration for developing this new-age range that strengthened our position in core segments and improved traction in premium channels, including e commerce, modern trade and regional chains. We also enhanced Butterfly's operating model through stronger cost discipline, better governance and sharper channel execution, which collectively improved revenue momentum and profitability during the year.

As consumer demand shifts, we are constantly aligning Butterfly's product range with emerging trends. While demand for premium products continue to accelerate across core southern markets, our growing distribution network is increasing Butterfly's relevance across north and west India.

We supported this growth by adding more capacity during the year, increasing pressure cooker capacity from 12 lakh to 18 lakh units and mixer grinder capacity from 18 lakh to 24 lakh units. We also improved coordination across sourcing, production and demand forecasting through the M+1 manufacturing planning system to power a responsive and synchronised operating model.

Read more about Butterfly Gandhimathi Appliances Limited in the subsidiaries section of the Board's Report on page **237** and in the Butterfly section on page **106**

Key interventions at Butterfly

- Refreshed brand positioning under 'Celebrating Change'
- Accelerated premiumisation through innovative product launches
- Strengthened presence in e-commerce, modern trade and regional chain stores
- Improved margins through better mix and disciplined spend optimisation

40+
New SKUs launched under the Idea First Series

Manufacturing

Our manufacturing ecosystem is built to deliver scale, reliability and agility. In FY2025-26, we strengthened our operational foundation through capacity realignment, enhanced digital visibility, stricter quality systems and a sharper focus on safety and sustainability. These initiatives are helping create a more responsive and future ready manufacturing network.

8

Manufacturing locations (including Butterfly)

We advanced our 'Future Readiness' agenda through a strategic restructuring of the Vadodara facility and evaluation of a greenfield project, while strengthening energy efficiency at Pudupakkam via solar deployment and targeted low-cost interventions — collectively reinforcing our manufacturing competitiveness, sustainability and long-term capacity readiness.

Key operational moves

- Vadodara restructured into a multi-product hub
- BLDC PCB and appliance lines added
- In-house Validation Lab inaugurated
- Solar integration at Pudupakkam
- Greenfield under evaluation
- Improved margins through better mix and disciplined spend optimisation

We enhanced operational visibility and coordination through digital tools. A QR code based track and trace system now strengthens product visibility across lines and warehouses, while digital planning initiatives are improving forecast accuracy, S&OP alignment and inventory discipline. Integrated warehousing across Crompton and Butterfly is further supporting improved delivery responsiveness.

Quality control remains a priority across our plants. During the year, we deepened digitisation via the SAP Quality Module, completed 70 QC story projects and enhanced participation in quality initiatives through Kaizens, field visits and structured training interventions.

Meanwhile, we strengthened our zero harm culture through ISO aligned EHS systems, completing FY2025–26 audits with zero non conformities. We also enhanced digital compliance monitoring, advanced machine and process risk reduction measures and maintained our focus on waste recycling, water reuse and emergency preparedness.

Zero

Non-conformities in ISO surveillance audits

Read more about manufacturing on page **60**

Innovation

Innovation remains central to strengthening our portfolio, enhancing consumer relevance and building a differentiated position in a competitive market. We advanced a consumer led innovation model that integrates insight, engineering, design and structured development to deliver more efficient and reliable products that were developed to enhance customer experience.

Our innovation process starts with understanding real consumer usage. These insights are translated into product concepts through close collaboration across marketing, R&D and product development, enabling us to address evolving expectations around convenience, performance, usability and design.

During the year, we strengthened our proprietary technology platforms, NUCLEUS and XTECH. NUCLEUS is driving premium efficiency and deeper participation in BLDC led categories, while XTECH is enhancing reliability, durability and performance across core segments.

Our innovation efforts are guided by a structured stage gate NPD framework that supports disciplined collaboration from concept to launch. Rigorous validation and reliability testing ensure strong safety, performance and product quality standards across categories.

We continue to integrate design, usability and sustainability into product development. Our industrial design teams work with engineering and marketing to improve form, ergonomics and user experience, while energy efficiency, responsible materials and lifecycle considerations remain central to our approach.

We strengthened our innovation ecosystem by investing in advanced laboratories and testing capabilities, including NVH testing, RoHS compliance, packaging performance testing and EMI/EMC validation.

What shaped innovation in FY2025-26

- Consumer centric product development
- Stronger proprietary platforms through NUCLEUS and XTECH
- Structured stage-gate NPD and validation processes
- Closer integration of design, usability and sustainability
- Focus on premium, efficient and differentiated offerings

₹32.64 Crore

R&D investment

Read more about innovation on page **70**

Branding

We continued to evolve our brand by gathering consumer insight, making Brand Crompton more modern, differentiated and resonant across touchpoints. Our branding approach aligns closely with Crompton 2.0, where consumer centricity, premiumisation and go to market excellence drive stronger brand salience. We are enhancing relevance for evolving Indian households through need based innovation, sharper design language and more consistent communication across categories and channels.

The Company undertook an extensive Usage & Attitude (U&A) study across multiple product categories to deepen understanding of consumer behaviour, usage occasions, unmet needs and purchasing drivers. Insights from the study are being leveraged to strengthen product development, communication strategies and portfolio premiumisation initiatives.

As demand shifts toward better aesthetics, smarter functionality and more refined user experiences, we are strengthening our premium categories. This includes fans with innovative designs, architectural and decorative lighting, higher specification appliances and connected ecosystems. Our branding reflects this shift, positioning Crompton as a more contemporary, experience led solutions brand.

Alongside our extensive retailer network, we are increasing visibility across alternate channels, with e commerce emerging as a key platform for premium and differentiated offerings. This helps us stay aligned with changing purchase journeys and consumer discovery patterns.

Growth Journey

01	Consumer insight
02	Better design and innovation
03	Premium product experiences
04	Sharper channel visibility
05	Stronger brand salience

Read more about marketing on page **126**

Supply Chain

Our supply chain remains central to delivering products on time to our customers. Through tighter operating discipline, sharper planning and deeper digital integration, we have created a responsive and agile supply chain. It has also strengthened coordination across sourcing, warehousing and logistics.

The consolidation of Butterfly warehouses with the broader network further enhanced service efficiency and responsiveness to market demand.

We have also implemented Project ForeSight for digital forecast enrichment to ensure better alignment of production schedules with demand and a more disciplined approach to inventory management by reducing stock out and excess inventory risks. We deepened digital visibility across the supply chain by rolling out a QR code based Track and Trace system across all product lines and 30 warehouses, enabling stronger end to end visibility and better coordination across movement, storage and fulfilment.

What strengthened our supply chain in FY2025-26

- Standardised SOPs across supply chain processes
- Rigorous vendor onboarding and operating discipline
- Butterfly warehouse integration with Crompton network
- Project ForeSight for better forecast alignment
- Track-and-Trace across product lines and 30 warehouses

Read more about supply chain on page **54**

Quality

We continued to embed quality across the value chain through stronger systems, supplier collaboration and structured capability building initiatives. Digitisation via the SAP Quality Module strengthened quality control at key checkpoints, keeping our framework aligned with consumer expectations and ensured product reliability.

The third edition of our Quality Week saw participation from over 1,900 employees, while plant and supplier Kaizens, field visits and structured training helped deepen engagement and improve problem solving across the ecosystem.

Our QC Story initiative helped to reduce defects and improve processes. In FY2025-26, we completed 70 QC Story projects, 32 internal plant initiatives and 38 vendor led, strengthening manufacturing processes and supplier quality performance.

All these initiatives and enablers have helped to institutionalize quality culture across value chain. Also our and vendors quality improvement projects have earned Accolades through CII and QCFI external platforms.

Read more about quality on page **64**

People

Our people remain central to building a stronger, future ready organisation. We are committed to foster a conducive working environment where every individual is offered the opportunity to grow and thrive in a competitive arena. We have undertaken capability building initiatives through on the job learning and digital interventions. Our flagship CLDP and FLDP programmes were enhanced with cross business value chain exposure, consumer immersions and participation in business critical AOP projects, helping build a stronger internal leadership pipeline.

We also continued to strengthen frontline and field capability among our people. ELDP enhanced leadership effectiveness among Area Sales Managers, while Grow with Crompton sharpened the selling, channel management and stakeholder engagement skills of Territory Sales Managers.

Capability-building architecture

- CLDP: Leadership development for senior leaders
- FLDP: Functional leadership development for mid-management
- ELDP: Leadership capability building for ASMs
- Grow with Crompton: Field capability building for TSMs
- Belt Certification Model: Structured sales capability progression

We remained committed to supporting employee well being. Our 'Happy to Help' assistance programme, women's safety workshops and SpeakUp platform offered holistic platforms for our people. The HRBPs further reinforced a culture of openness, psychological safety and belonging among employees.

Structured onboarding programmes helped new employees to easily attune to the company culture and understand their role within the organisation. Various other initiatives also helped to build behavioural and functional capability by strengthening business acumen, people management and decision making skills across levels.

Read more about people on page **132**

Sustainability

We strengthened our environmental agenda across products, operations and the supply chain, with a sharper focus on decarbonisation, resource efficiency, responsible product design and data backed ESG management. Our environmental sustainability framework focuses on three areas: products, infra facilities and the supply chain. This approach helps reduce lifecycle impact, improve resource efficiency at our facilities and strengthen sustainability performance across the value chain. We continued to strengthen product sustainability through higher energy efficiency, lifecycle thinking and renewable energy based solutions. Key priorities included the development of BEE star rated fans and water heaters, solar pump systems, product carbon footprint assessments and Green Pro aligned development. At our facilities, we focused on energy conservation, renewable energy adoption, water stewardship and waste reduction. We strengthened environmental monitoring through regular tracking of air, water and noise parameters, maintained our zero waste to landfill commitment and continued recycling and reuse initiatives across operations.

Besides, we track resource consumption, waste and emissions through our centralised ESG management software, thereby improving visibility and accountability of sustainability parameters across the value chain. Our centralised environmental performance dashboard and Corporate ESG management software now support more systematic, audit ready tracking of energy, water, waste and emissions.

How we are advancing sustainability

- Better products
- Cleaner operations
- Responsible supply chain
- Stronger data systems
- Lower environmental impact

Read more about sustainability on page **164**

Risk management

We follow a proactive risk management approach to address potential threats while identifying opportunities in a dynamic environment. Our Enterprise Risk Management framework is designed to manage key business risks and support effective decision making. Our risk governance framework brings together the Board Risk Management Committee, the Audit Committee, the Enterprise Risk Management Committee and the Risk Council. The Board Committee oversees the Risk Management Policy and governance structure, while the Enterprise Risk Management Committee conducts bi annual risk reviews and guides mitigation, supported by ongoing Risk Council reviews.

We continue to track and mitigate risks across product, brand and operational areas. Key focus areas include regulatory energy efficiency norms, product quality, sustainability, innovation, consumer feedback and service quality.

Read more on how we mitigate our risks in the Risk Management section on page **198**

Read more on our Internal Contol Adequacy in the Board's Report on page **236**

Cautionary statement

This document includes forward looking statements about expected future events and the Company's financial and operational performance. These statements are based on assumptions and are subject to inherent risks and uncertainties. Actual results may differ materially from those expressed or implied. Readers are advised not to place undue reliance on these statements. This document should be read with the assumptions, qualifications and risk factors outlined in the Management Discussion and Analysis section of Crompton's Integrated Annual Report for FY2025 26.

Standalone financial performance

Ratios	2025-26	2024-25
Debtors' turnover ratio	8.77	11.45
Inventory turnover ratio (on cost of goods sold)	7.24	6.48
Interest coverage ratio	100.03	27.01
Current ratio	1.36	1.48
Debt-equity ratio	0.00	0.08
Operating profit margin	10.37%	11.82%
Net profit margin	(3.35%)	7.94%
Return on net worth	(7.18%)	16.54%

Consolidated financial performance

Particulars	2025-26 (₹ crore)	2025-26 (% to revenue from operations)	2024-25 (₹ crore)	2024-25 (% to revenue from operations)
Revenue from Operations	8,095.52	100.00%	7,864.08	100.00%
Material costs	5,515.21	68.13%	5,273.39	67.06%
Employee Benefit Expenses	681.33	8.42%	639.03	8.13%
Finance Cost	44.03	0.54%	60.48	0.77%
Depreciation & Amortisation Expenses	171.82	2.12%	152.83	1.94%
Advertisement & Sales Promotion	303.16	3.74%	305.75	3.89%
Other Expenses	768.46	9.49%	744.69	9.47%
Total Expenses	7,484.01	92.45%	7,176.17	91.25%
Other Income	65.63	0.81%	68.30	0.87%
Exceptional items	756.44	9.34%	-	0.00%
Profit/(loss) before tax	(79.30)	(0.98%)	756.21	9.62%
Tax Expenses	151.46	1.87%	192.13	2.44%
Profit/(loss) after tax	(230.76)	(2.85%)	564.08	7.17%

Board’s Report

Dear Members,

The Board of Directors are pleased to present the Integrated Annual Report on the business and operations of your Company **(“Crompton”)**, along with the Audited Financial Statements (Standalone & Consolidated) for the Financial Year ended March 31, 2026.

1. STATE OF THE AFFAIRS OF THE COMPANY

The performance of the businesses is detailed out in the Management Discussion and Analysis Report **(“MDA”)** which forms part of this Integrated Annual Report.

2. FINANCIAL PERFORMANCE

The highlights of the Financial Results (Standalone & Consolidated) are as under:

(₹ in Crore)

Particulars	Consolidated		Standalone	
	F.Y. 2025-26	F.Y. 2024-25	F.Y. 2025-26	F.Y. 2024-25
Revenue from Operations	8,095.52	7,864.08	7,193.23	7,028.29
Other Income	65.63	68.30	62.36	64.23
Total Income	**8,161.15**	**7,932.38**	**7,255.59**	**7,092.52**
Profit before exceptional items and tax	677.14	756.21	663.92	755.59
Exceptional Items	756.44	-	754.85	-
Profit / (Loss) before tax	**(79.30)**	**756.21**	**(90.93)**	**755.59**
Tax Expenses	151.46	192.13	152.38	192.41
Profit / (Loss) for the year	**(230.76)**	**564.08**	**(243.31)**	**563.18**
Attributable to				
Owners of the Company	(242.17)	555.95	(243.31)	563.18
Non-controlling Interest	11.41	8.13	-	-
Other Comprehensive Income (OCI)	**1.40**	**(1.56)**	**0.06**	**(2.12)**
Total Comprehensive Income	**(229.36)**	**562.52**	**(243.25)**	**561.06**
Owners of the Company	(241.10)	554.25	(243.25)	561.06
Non-controlling Interest	11.74	8.27	-	-
Opening Balance in retained earnings	**2,797.52**	**2,432.67**	**3,010.70**	**2,638.62**
Amount available for appropriations	2,563.43	2,990.49	2,775.46	3,203.67
Appropriations				
Final Dividend Paid for F.Y. 2024-25	(193.16)	-	(193.16)	-
Final Dividend Paid for F.Y. 2023-24	-	(192.97)	-	(192.97)
Closing balance in retained earnings	**2,370.27**	**2,797.52**	**2,582.30**	**3,010.70**

Board's Report

Total Revenue (₹ Crore)

FY 26	7,193
FY 25	7,028
FY 24	6,388
FY 23	5,809
FY 22	5,373

Operating Profit (₹ Crore)

FY 26	644
FY 25	747
FY 24	624
FY 23	617
FY 22	719

Profit before tax (PBT) (₹ Crore)

FY 26	664*
FY 25	756
FY 24	611
FY 23	594
FY 22	763

Profit after tax (PAT) (₹ Crore)

FY 26	493*
FY 25	563
FY 24	466
FY 23	476
FY 22	593

Basic Earning Per Share (EPS) (₹)

FY 26	7.66*
FY 25	8.75
FY 24	7.29
FY 23	7.49
FY 22	9.45

Shareholders' Fund (₹ Crore)

FY 26	3,178
FY 25	3,604
FY 24	3,205
FY 23	2,839
FY 22	2,456

Long term assets (₹ Crore)

FY 26	2,714
FY 25	3,402
FY 24	3,269
FY 23	3,253
FY 22	2,674

Current assets (₹ Crore)

FY 26	2,929
FY 25	2,550
FY 24	2,306
FY 23	1,892
FY 22	2,652

Long term liabilities (₹ Crore)

FY 26	312
FY 25	325
FY 24	554
FY 23	794
FY 22	161

Current liabilities (₹ Crore)

FY 26	2,152
FY 25	2,023
FY 24	1,815
FY 23	1,513
FY 22	2,709

The numbers reported above are standalone numbers.
*Before excpetional items, refer note 26 of Standalone financial statements

EBITDA (₹ Crore)

FY 26	746
FY 25	831
FY 24	689
FY 23	671
FY 22	761

EBITDA Margin (%)

FY 26	10.37
FY 25	11.82
FY 24	10.79
FY 23	11.55
FY 22	14.16

Debt Equity ratio (in times)

FY 26	- #
FY 25	0.08
FY 24	0.19
FY 23	0.32
FY 22	0.63

Cash flow from operations (₹ Crore)

FY 26	637
FY 25	716
FY 24	796
FY 23	425
FY 22	730

Return on capital employed (ROCE) (%)

FY 26	29.75
FY 25	29.00
FY 24	27.00
FY 23	31.00
FY 22	44.00

Return on Equity (ROE) (%)

FY 26	14.55*
FY 25	16.54
FY 24	15.43
FY 23	17.96
FY 22	27.13

Return on Assets (ROA) (%)

FY 26	8.51*
FY 25	9.77
FY 24	8.69
FY 23	9.09
FY 22	13.37

Dividend per share (₹)

FY 26	3.00
FY 25	3.00
FY 24	3.00
FY 23	3.00
FY 22	2.50

The numbers reported above are standalone numbers.
*Before excpetional items, refer note 26 of Standalone financial statements
#The company repaid ₹ 300 Cr of NCDs on July 22, 2025, and is now debt-free

3. OVERVIEW/ OPERATIONS OF COMPANY'S FINANCIAL PERFORMANCE

- Consolidated income, comprising Revenue from Operations and Other Income, for the year was ₹ 8,161.15 Crore, 2.88% higher compared to ₹ 7,932.38 Crore, in Financial Year 2024-25.
- Total Consolidated Revenue from Operations for the year increased to ₹ 8,095.52 Crore vis-à-vis ₹ 7,864.08 Crore in Financial Year 2024-25.
- Consolidated profit before exceptional items and tax for the year was ₹ 677.14 Crore vis-à-vis ₹ 756.21 Crore in Financial Year 2024-25.
- Consolidated Loss after tax for the year was ₹ 230.76 Crore vis-à-vis profit of ₹ 564.08 Crore in Financial Year 2024-25.
- During the year under review, your Company's export business experienced growth. This growth underscores the Company's commitment to reach new Consumers and deliver high-quality products to the global mark.
- No material changes or commitments have occurred between the end of the Financial Year and the date of this Report, which affect the Financial Statements.

4. DIVIDEND

In terms of the provisions of Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended **("the SEBI Listing Regulations")**, the Company has formulated a Dividend Distribution Policy **("the Dividend Policy")**. The dividend policy is enclosed as **Annexure 1** to this Report. It is also available on the Company's website and can be accessed at https://reports.crompton.co.in/shopify/public/files/aaeGlqQcuR_Dividend-Distribution-Policy-1.pdf

The Board remains committed to provide sustainable dividend payouts through established dividend policy with the objective of rewarding shareholders, retaining capital for growth and ensuring fairness and consistency in distributing profits to shareholders.

Over the years, the Company has delivered a consistent value to its shareholders and have successfully maintained a track record of steady dividend payments, reflecting our strong financial performance and commitment to enhance shareholder returns.

Your Directors are pleased to recommend a dividend of ₹ 3 (Rupees Three Only) (150%) per equity share of face value of ₹ 2 (Rupees Two Only) each on the share capital amounting to ₹ 193.17 Crore, for the Financial Year ended March 31, 2026.

The said Dividend has been recommended in line with the Dividend Policy and will be paid out of the Profits for the year.

The dividend, subject to the approval of the Members at the Annual General Meeting **("AGM")** to be held on August 07, 2026, will be paid within a period of 30 (Thirty) days from the date of AGM to the Members whose names appear in the Register of Members, as on the Record Date, i.e. **Friday, July 24, 2026**.

In view of the changes made under the Income-Tax Act, 1961, by the Finance Act, 2020, dividends paid or distributed by the Company shall be taxable in the hands of the Members. As a result, the Company will make the payment of the Final Dividend after deduction of tax at source at applicable rates.

5. TRANSFER TO RESERVES

Your Directors do not propose to transfer any amount to the General Reserve.

6. MDA

Pursuant to the provisions of Regulation 34 read with Schedule V(B) of the SEBI Listing Regulations, the MDA forms an integral part of this Integrated Annual Report. The MDA provides a comprehensive overview of the operating environment and the Company's performance, and, *inter alia*, covers key aspects such as prevailing economic environment, industry structure and trends, growth drivers, and an overview of the Company's business. It also outlines developments across manufacturing operations, innovation initiatives, marketing and supply chain functions, quality standards, human capital, sustainability initiatives, and the Company's approach to risk management.

7. SHARE CAPITAL

7.1 Paid-up capital:

During the year under review, your Company has made following allotments pursuant to the exercise of options by eligible employees under various ESOP schemes:

Sr. No.	Name of the ESOP Scheme(s)	No. of Shares
1	Crompton Employee Stock Option Scheme -2016 (ESOP 2016)	1,05,712
2	Crompton Employee Stock Option Scheme – 2019 (ESOP 2019)	NIL
3	Crompton Performance Share Plan (PSP 1 2016)	NIL
4	Crompton Performance Share Plan (PSP 2 2016)	NIL
	Total	**1,05,712**

Accordingly, the total paid-up share capital of the Company as on March 31, 2026, stood at ₹ 1,28,78,29,750 (Rupees One Twenty Eight Crore Seventy Eight Lakh Twenty Nine Thousand Seven Hundred and Fifty Only) divided into 64,39,14,875 (Sixty Four Crore Thirty Nine Lakh Fourteen Thousand Eight Hundred and Seventy Five) equity shares of ₹ 2.00 (Rupees Two Only) each.

7.2 Authorised Capital

During the year under review, there was no change in the authorised capital of the Company.

Your Company has neither issued any shares with differential rights as to dividends, voting or otherwise nor issued any sweat equity shares during the year under review.

8. FINANCIAL LIQUIDITY

The Company's principal sources of liquidity are cash and cash equivalents, liquid investments, and the cash flow that the Company generates from its operations. As on March 31, 2026, the Company is debt-free and has maintained sufficient cash to meet its strategic and operational requirements. Consolidated cash and cash equivalent as on March 31, 2026, stood at ₹ 153.18 Crore (Rupees One Hundred Fifty Three Crore and Eighteen Lakh Only) vis-à-vis ₹ 203.68 Crore (Rupees Two Hundred Three Crore and Sixty Eight Lakh Only) in the previous year. The Company's working capital management is robust and involves a well-organized process, which facilitates continuous monitoring and control over receivables, inventories and other parameters.

9. CREDIT RATING

The Company has received credit ratings from CRISIL Ratings Limited, and India Ratings and Research Private Limited (collectively referred to as "**Agencies**"). The ratings given by these agencies as on the date of the report are as follows:

Instrument(s)	Rating Agency	Rating	Outlook
Short Term	India Ratings and Research	IndRa A1+	Stable
Long Term	India Ratings and Research	IndRa AA+	Stable
Short Term	CRISIL Ratings	CRISIL A1+	Stable
Long Term	CRISIL Ratings	CRISIL AA+	Stable

The ratings reflect your Company's diversified business risk profile, established brand, leading position in multiple consumer durable segments and strong growth prospects, driven by focus on brand building and consumer sentiments. The stable credit rating reflects the Company's prudent financial policies, disciplined capital management practices, and strong governance framework. The ratings provide external validation of the Company's ability to meet its financial obligations and support access to funding on competitive terms. The Board and management remain committed to maintaining a conservative risk profile and financial flexibility, which are considered critical to sustaining business growth and enhancing long-term stakeholder confidence.

10. PUBLIC DEPOSITS

During the year under review, the Company has neither accepted nor renewed deposits from the public falling within the ambit of Section 73 and 74 of the Companies Act, 2013 (**the "Act"**), read together with the Companies (Acceptance of Deposits) Rules, 2014. Hence, the requirement for furnishing of details relating to deposits covered under Chapter V of the Act or the details of deposits which are not in compliance with Chapter V of the Act is not applicable.

The requisite return for the Financial Year 2025-26 with respect to amount(s) not considered as deposits has been filed. The Company do not have any unclaimed deposits as on the date of this report.

11. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

The details of investments made, and guarantee provided by the Company under Section 186 of the Act, Regulation 34(3) and Schedule V of the SEBI Listing Regulations forms part of this Integrated Annual Report in the Notes to the standalone financial statements for the Financial Year ended March 31, 2026.

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

12. INTERNAL CONTROL SYSTEMS

12.1 Internal Controls and its adequacy

Your company has established a robust internal control framework to ensure transparency, accountability, and efficiency in its operations. These controls cover key financial and operations processes. The Company conducts periodic testing of its internal controls to assess their design and operating effectiveness. Any gaps identified are addressed through timely corrective actions. The implementations of these actions is regularly monitored by Senior Management and reviewed by Audit Committee. Internal Audits are carried out at regular intervals to evaluate the effectiveness of controls and identify areas of improvement. The findings and recommendations presented to the Audit Committee, which oversees the overall control environment. The adequacy of the internal control systems and procedures forms part of Managing Director & Chief Executive Officer (**"MD & CEO"**) Certificate in the certification section of this Integrated Annual Report.

Process controls with evolving SAP solutions:

Your Company is actively enhancing IT in key processes, embedding major controls in SAP for accuracy. Third-party validation is initiated to ensure system configuration effectiveness, while periodic reviews are conducted to control authorization to SAP through function-based user access supported by the Governance Risk and Controls module. Evolving SAP solutions are utilised for process controls, with continued monitoring facilitated by automations and exception management.

12.2 Internal Controls over Financial Reporting

The Company's internal financial controls are commensurate with the scale and complexity of its operations. The controls were tested during the year and no reportable material weaknesses either in their design or operations were observed. The Company has put in place robust policies and procedures, which *inter alia*, ensures integrity in conducting its business, safeguarding of its assets, timely preparation of reliable financial information, accuracy and completeness in maintaining accounting records and prevention and detection of frauds & errors.

13. VIGIL MECHANISM/ WHISTLE BLOWER POLICY ("WB Policy")

Over the years, your Company has built a reputation for conducting business with integrity, maintaining a zero-tolerance policy towards unethical behaviour, thereby fostering a positive work environment and enhancing credibility among stakeholders.

Your Company has formulated a WB Policy which provides adequate safeguards against victimization of Director(s)/ employee(s) and also provides for direct access to the Chairman of the Audit Committee. It also assures them of the process that will be observed to address the reported violation. The Policy also lays down the procedures to be followed for tracking complaints, giving feedback, conducting investigations and taking disciplinary actions. It also provides assurances and guidelines on confidentiality of the reporting process and protection from reprisal to complainants. The Audit Committee oversees the functioning of this policy, and no personnel have been denied access to the Audit Committee.

Protected disclosures can be made by a whistle-blower through several channels to report actual or suspected frauds and violation of the Company's Code of Conduct. The Policy also provides a mechanism to encourage and protect genuine whistleblowing amongst the Vendors.

Any incident that is reported is investigated and suitable action is taken in line with the WB Policy. The WB Policy is available on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/JXVgUhnnht_Vigil%20Mechanism%20and%20Whistleblower%20Policy.pdf The WB policy of the Company was last amended on May 15, 2025.

The Company's WB Policy supports employees who report violations, ensuring a confidential and fair reporting process. To promote awareness of the WB Policy, your Company has initiated Company-wide training sessions for all its employee(s) along with effective e-training modules for new hires during their induction. Additionally, your Company has set up an e-mail ID and a toll-free number for employee(s) to register WB complaints.

As a good corporate governance practice, the Company investigates all anonymous complaints submitted even without evidence. Any reporting is duly investigated in a fair manner and shared with the Board on a quarterly basis and actioned in line with the WB Policy, as applicable. During the Financial Year 2025-26, 45 (Forty-Five) whistle-blower complaints were received and suitable action has been taken in accordance with the WB policy.

14. SUBSIDIARY COMPANIES, ASSOCIATES & JOINT VENTURE COMPANIES

14.1 Subsidiaries

Your Company has 4 (Four) Subsidiaries including 1 (One) as material subsidiary, the details of which are as follows:

1. **Pinnacles Lighting Project Private Limited (CIN: U74999MH2018PTC318891)**

   A wholly owned subsidiary incorporated on December 31, 2018, to execute, design, manufacture, test, supply, O&M of LED Street Lights & Poles and other related works for the implementation of Greenfield Street Lighting Project for 19 (Nineteen) Urban Local Bodies ("**ULBs**") in Odisha. This contract received from Government of Odisha, Housing & Urban Development Department is on Public-Private Partnership ("**PPP**") basis.

   Total Revenue booked for the Financial Year ended March 31, 2026, was ₹ 1.64 Crore (including ₹ 0.63 Crore as Other Income). Profit after Tax was ₹ 0.53 Crore as compared to a profit of ₹ 0.77 Crore in the previous year.

2. **Nexustar Lighting Project Private Limited (CIN: U74999MH2019PTC318955)**

   A wholly owned subsidiary incorporated on January 02, 2019, to execute, design, manufacture, test, supply, O&M of LED Street Lights & Poles and other related works for the implementation of Greenfield Street Lighting Project for 36 (Thirty-Six) **("ULBs")** in Odisha. This contract received from the Government of Odisha, Housing & Urban Development Department is on PPP basis.

   Total Revenue for the Financial Year ended March 31, 2026, was ₹ 1.71 Crore (including ₹ 0.75 Crore as Other income) and Profit after Tax was ₹ 0.79 Crore as compared to ₹ 1.05 Crore in the previous year.

3. **Crompton CSR Foundation (CIN: U85300MH2019NPL324784) (CSR Unique Identification No: CSR00001086)**

   A wholly owned subsidiary incorporated under Section 8 of the Act (being a Company limited by guarantee not having share capital) on May 01, 2019, primarily with an objective of undertaking/ channelizing the CSR activities of the Company. Crompton CSR Foundation is registered under Section 80G and Section 12A of the Income Tax Act, 1961.

4. **Butterfly Gandhimathi Appliances Limited (CIN: L28931TN1986PLC012728)**

   As on March 31, 2026, Butterfly Gandhimathi Appliances Limited **("Butterfly")** is considered as material listed Indian subsidiary of the Company under Regulation 24 of the SEBI Listing Regulations. It was incorporated on February 24, 1986, to carry on the business as Importers, Exporters, Manufacturers and Dealers of household and industrial vessels and utensils from all type of metals, plastics, ebonite, in particular all household appliances, lighting products and all types of consumer electrical goods.

   Total Revenue for the Financial Year ended March 31, 2026, was ₹ 951.46 Crore (including ₹ 8.31 Crore as Other Income) and Profit after Tax was ₹ 45.64 Crore as compared to a profit of ₹ 32.53 Crore in the previous year.

Pursuant to the requirements of Regulation 34(3) read with Schedule V of the SEBI Listing Regulations, the details of loans/ advances made to, and investments made in the subsidiary have been furnished in Notes forming part of the Accounts.

14.2 Joint Ventures ("JV's")/ Associate Companies

The Company does not have any JVs or Associate Companies during the year or at any time after the closure of the year and till the date of this Integrated Annual Report.

15. CONSOLIDATED FINANCIAL STATEMENTS

The Consolidated Financial Statements have been prepared in compliance with the Ind AS notified under Section 133 of the Act read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015, as amended and other relevant provisions of the Act. The said Consolidated Financial Statements forms part of this Integrated Annual Report.

Pursuant to the provisions of Section 129(3) of the Act read with Rule 5 and 8 of the Companies (Accounts) Rules, 2014, a statement containing salient features of financial statements of subsidiaries in Form AOC-1 is attached herewith as Annexure 2. The separate audited financial statements in respect of each of the subsidiary companies are available on the website of Company and can be accessed at https://www.crompton.co.in/pages/financial-reports#SubsidiariesFinancials and are open for inspection by the Members.

Any Member desirous of inspecting the said financial statements or obtaining copies of the same may write to the Corporate Secretarial team at crompton.investorrelations@crompton.co.in The Company shall provide free of cost a copy of the Financial Statements of its Subsidiary Companies to the Members upon their request.

In line with the requirements of the Act and SEBI Listing Regulations, your Company has approved a policy for determining material subsidiaries which was last amended on May 13, 2026, and the same is available on the Company's website at https://reports.crompton.co.in/shopify/public/files/e2W4M42kWB_Policy%20on%20Material%20Subsidiary_clean.pdf

16. BOARD OF DIRECTORS & KEY MANAGERIAL PERSONNEL

Your Company actively strives to adopt global best practices to ensure the effective functioning of the Board. It emphasises the importance of having a truly diverse Board whose collective wisdom and strength can be leveraged to create greater stakeholder value, protect their interests, and uphold better corporate governance standards. Your Company's Board comprises of eminent professionals with proven competence and integrity. They bring in vast experience and expertise, strategic guidance and strong leadership qualities.

The Company recognizes and embraces the importance of a diverse Board in its success. We believe that a truly diverse Board will leverage differences in thought, perspective, regional and industry experience, cultural and geographical background, age, ethnicity, race, gender, knowledge and skills, including expertise in financial, diversity, global business, leadership, information technology, mergers and acquisitions, Board service and governance, sales and marketing, Environmental, Social and Governance (ESG), risk management and cybersecurity and other domains, which will ensure that the Company retains its competitive advantage. The Board Diversity Policy adopted by the Board sets out its approach to diversity. The policy is available on the website of the Company, at https://reports.crompton.co.in/shopify/public/files/9Y7cXCcPqV_Board%20Diversity-Policy_Crompton.pdf

The Board is unwavering in its commitment to the highest principles of Corporate Governance within the Company. It consistently sets standards that not only adhere to applicable legislation but also surpass expectations across various facets of our operations. The Board holds ultimate responsibility for the development of strategy, material acquisitions and divestments, capital expenditure, capital structure, financing matters, policy oversight, internal controls, and the promotion of ethical behaviour.

As on March 31, 2026, the Board comprised of 1 (One) Executive Director, 5 (Five) Non-Executive Independent Directors (including 2 (Two) Women Independent Directors) and 1 (One) Non-Executive Non-Independent Director, details thereof have been provided in the Report on Corporate Governance which is a part of this Integrated Annual Report.

In terms of the requirement of the SEBI Listing Regulations, the Board has identified core skills, expertise, and competencies of the Directors in the context of the Company's businesses for effective functioning. The list of key skills, expertise and core competencies of the Board is detailed in the Report on Corporate Governance which forms part of this Integrated Annual Report

16.1 Directorate

a. Appointments/ Re-appointments and Director eligible for retirement by rotation

The appointment and remuneration of Directors are governed by the Policy devised by the Nomination and Remuneration Committee **("N&RC")** of your Company. The details of N&RC Policy are mentioned in the Report on Corporate Governance which forms part of this Integrated Annual Report. The N&RC policy is also available on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/7U1WL14NWD_Nomination%20and%20Remuneration%20Policy_clean.pdf

Further, there were following changes in the directorate during the year under review:

- **Retirement by rotation and subsequent re-appointment**

  In terms of Section 152 of the Act, Mr. Promeet Ghosh (DIN: 05307658) being liable to retire by rotation, was re-appointed by the Members at the AGM held on August 8, 2025.

  In accordance with the provisions of Section 152 of the Act and the Company's Articles of Association, Mr. Promeet Ghosh (DIN: 05307658) is liable to retire by rotation at the forthcoming AGM and being eligible offers himself for re-appointment. The Board recommends re-appointment of Mr. Promeet Ghosh for the consideration of the Members of the Company at the forthcoming AGM. The relevant details including profile of Mr. Promeet Ghosh is included separately in the Notice of AGM and Report on Corporate Governance, forming part of this Integrated Annual Report.

- **Retirement of Mr. P.M. Murty (DIN: 00011179)**

  The tenure of Mr. P.M. Murty as a Non-Executive Independent Director of the Company concluded on July 24, 2025. Consequently, with effect from that date, he ceased to be a member of the Board, Chairman of the Nomination and Remuneration Committee (N&RC), and a member of all other committees of the Board of which he was a member.

- **Change in designation of Mr. D. Sundaram (DIN: 00016304)**

  Mr. D. Sundaram served as a Non-Executive Independent Director until September 17, 2025. Thereafter, the Board on recommendation of **N&RC** at its meeting held on September 15, 2025 appointed him as a Non-Executive, Non-Independent Director with effect from September 18, 2025, to hold office until he attains the age of 75 (Seventy-Five) years, i.e., up to April 15, 2028. The said appointment was subsequently approved by the Members through postal ballot on October 19, 2025.

- **Retirement of Mr. Shantanu Khosla (DIN: 00059877)**

  The tenure of Mr. Shantanu Khosla as a Non-Executive Vice Chairman of the Company concluded on December 31, 2025. Consequently, with effect from that date, he ceased to be a member of the Board, Chairman of the Corporate Social Responsibility Committee, and a member of all other committees of the Board of which he was a member.

- **Re-appointment of Mr. P. R. Ramesh (DIN: 01915274)**

  The Board on recommendation of **N&RC** at its meeting held on February 6, 2026, approved re-appointment of Mr. P. R. Ramesh as a Non-Executive Independent Director of the Company for a 2nd (Second) consecutive term, not liable to retire by rotation, for a period commencing from May 21, 2026, up to January 16, 2030 (both days inclusive). The said re-appointment was subsequently approved by the Members through a postal ballot on March 14, 2026.

The Board expresses its heartfelt appreciation for the leadership, guidance, and invaluable contributions made by the Directors during their respective tenures. Their unwavering commitment to exemplary governance and their pivotal role in steering the Company towards sustained growth and success have been commendable. The Directors' efforts in upholding the Company's values and ensuring compliance with corporate policies have been instrumental in achieving strategic objectives and have played a significant role in the Company's transformation journey.

16.2 Key Managerial Personnel ("KMPs")

During the year under review, there were no changes in the KMPs of the Company.

In accordance with the provisions of Section 2(51) and Section 203 of the Act read with the Companies (Appointment & Remuneration of Managerial Personnel) Rules, 2014, including any statutory modification(s) or re-enactment(s) thereof for the time being in force, as on March 31, 2026, the following are the KMPs of the Company:

1. Mr. Promeet Ghosh, Managing Director & Chief Executive Director **("MD & CEO")**;
2. Mr. Kaleeswaran Arunachalam, Chief Financial Officer; **("CFO")** and
3. Ms. Rashmi Khandelwal, Company Secretary & Compliance Officer (*till April 23, 2026*)

Ms. Rashmi Khandelwal resigned from the position of Company Secretary & Compliance Officer of the Company w.e.f. April 23, 2026.

The Board placed on record its sincere appreciation for the valuable contribution made by Ms. Rashmi during her tenure as Company Secretary & Compliance Officer and for the instrumental role played by her in upholding and strengthening the Company's corporate governance framework and ensuring compliance with applicable laws and regulations.

16.3 Independent Directors ("IDs")

The IDs are Non-Executive Directors as defined under Regulation 16(1)(b) of the SEBI Listing Regulations and Section 149(6) of the Act. All the IDs of the Company have submitted requisite declarations confirming that they continue to meet the criteria of independence as prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations. The Board is of the opinion that the IDs of the Company possess requisite qualifications, expertise and experience in the varied fields and holds highest standards of integrity. The IDs have also confirmed that they have complied with Schedule IV of the Act and the Company's Code of Conduct. The terms and conditions of appointment of the IDs are placed on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/yFnc3ag3DW_Letter-of-Appointment-of-Independent-Director-1.pdf

In terms of Regulation 25(8) of the SEBI Listing Regulations, the IDs 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 with an objective independent judgement and without any external influence. The Directors have further confirmed that they are not debarred from holding the office of the director under any SEBI order or any other such authority.

In compliance with rule 6(1) of the Companies (Appointment and Qualification of Directors) Rules, 2014, all the Independent Directors of the Company have registered themselves with Indian Institute of Corporate Affairs, Manesar **("IICA")** for the inclusion of their names in the data bank maintained by IICA.

In terms of Section 150 of the Act read with Rule (4) of the Companies (Appointment & Qualification of Directors) Rules, 2014, as amended, since all the IDs have served on the Board of listed companies for a period of not less than 3 (Three) years at the time of inclusion of their names in the database, they are exempted from undertaking the online proficiency self-assessment test conducted by IICA.

As on March 31, 2026, Mr. P. R. Ramesh, Mr. Anil Chaudhry, Mr. Sanjiv Kakkar, Ms. Smita Anand and Ms. Hiroo Mirchandani serve as an IDs on the Board of the Company. Mr. D. Sundaram ceased to be an ID of the Company w.e.f. September 17, 2025, and Mr. P M Murty ceased to be an Independent Director of the Company w.e.f. July 24, 2025. Further, the details of the membership of committees and the qualifications and expertise of all the Directors are covered in the Report on Corporate Governance which forms part of this Integrated Annual Report.

16.4 Non-Independent Directors

As on the data of this report, Mr. Promeet Ghosh, MD & CEO and Mr. D Sundaram, Non-Executive, Non-Independent Director are Non-Independent Directors of the Company.

The tenure of Mr. Shantanu Khosla as a Non-Executive Vice Chairman of the Company concluded on December 31, 2025. Consequently, with effect from that date, he ceased to be a member of the Board, Chairman of the Corporate Social Responsibility Committee., and a member of all other committees of the Board of which he was a member.

16.5 Board Effectiveness

(a) Familiarisation Programme for IDs

36 Programmes

415 hours

The Company has put in place a well defined familiarisation mechanism for IDs, which has continued to evolve over time. This mechanism is intended to facilitate a broad and informed understanding of the Company's business, operating framework, governance practices, and strategic direction. The familiarisation initiatives are designed in line with the provisions of the Act and the applicable regulatory framework.

A structured familiarisation programme is extended to IDs at the time of their induction to the Board and is supplemented through interactions and sessions conducted periodically during the year. The programme enables them to gain deeper insight into the Company's business model, organisational structure, internal processes, and key functional areas, thereby supporting informed oversight and effective participation in Board deliberations.

At the time of appointment, IDs are issued a comprehensive Letter of Appointment outlining the scope of their roles and responsibilities, terms of appointment, and applicable policies and codes, including the Code of Conduct and the Code to regulate, monitor and report trading by Designated Persons for prevention of Insider Trading. IDs are also familiarised with the Company's industry context, strategic priorities, risk management framework, sustainability initiatives, corporate social responsibility programmes, innovation initiatives, and governance standards. Periodic business and operational updates are shared to keep them abreast of key developments.

Further, the Board and its Committees are regularly updated through detailed presentations and discussions on operational performance, significant business initiatives, regulatory and statutory developments, economic outlook, and industry and market trends. During the year, the Management also conducted focused deep dive sessions for the Board on important strategic themes and other critical business matters to further enhance the Board's collective understanding.

(b) Formal Board Performance Evaluation

Pursuant to the provisions of the Act read with the Rules framed thereunder and the SEBI Listing Regulations, the Board undertook an annual evaluation of its own performance, that of its Committees, and of individual Directors. The Company recognises that a structured and objective evaluation process is integral to enhancing Board effectiveness, accountability, and overall governance standards. The evaluation framework and criteria were approved by the N&RC, guided by the principles set out in the advisory guidance issued by SEBI. The evaluation process was anchored by the Chairman of the N&RC with support from the Chairman of the Board.

The performance evaluation was carried out through a structured framework covering qualitative and quantitative aspects of the Board's functioning. The evaluation parameters included, inter alia, composition and diversity of the Board, adequacy of skills and expertise, clarity of roles and responsibilities, timeliness and quality of information shared, effectiveness of meetings, strategic guidance, risk oversight, and overall governance performance. The assessment covered the Board as a whole, its Committees, and individual Directors.

The evaluation of the Committees of the Board included aspects such as composition and expertise of members, discharge of terms of reference, adherence to charters, and effectiveness in supporting the Board in fulfilling its responsibilities.

The performance of individual Directors was assessed on parameters including attendance and preparedness, quality of participation, contribution to deliberations, strategic insight, domain knowledge, and commitment to stakeholder interests.

In addition, the performance of Independent Directors was evaluated with specific reference to independence of judgement, objectivity in decision-making, and absence of conflict of interest.

During FY 2025–26, the Company conducted its annual Board Evaluation in accordance with its established commitment to an effective governance framework. As in previous years, the process began with the electronic circulation of evaluation forms to all Directors, ensuring confidentiality and enabling candid, independent feedback. Directors assessed the effectiveness of the Board and its Committees, the quality of information flow, the performance of the Chairman and Managing Director, and undertook peer evaluations.

The overall assessment reflected a strong and effective Board, its chairman and that its committees continue to function effectively and report regularly on their activities.

The N&RC reviewed the consolidated findings and discussed key insights with the Independent Directors during an Independent Directors meeting. The discussion highlighted a Board culture characterised by trust, constructive challenge, and balanced attention to strategy, governance, and risk. Independent Directors reiterated that the Board's independence, ethical foundations, and engagement remain core strengths. They also identified a few focused areas for enhancement, including strengthening process discipline, deepening strategic engagement, and sharpening oversight of areas such as innovation, technology, etc.

These recommendations were subsequently discussed by the full Board, and a programme of actions was adopted. Committees tasked themselves with reviewing the recommendations relevant to them and formulating action plans. As an outcome of the above process, it was also decided that individual feedback report of each Director would be shared with them.

It was acknowledged that actions identified in previous evaluation cycles have been addressed and during the year, the Company made progress on several improvement themes, including strengthening operating capability, sharpening business strategy and the annual planning process, enhancing leadership focus on capability building, and deepening talent initiatives.

16.6 Remuneration policy and criteria for selection of candidates for appointment as Directors, KMPs and SMPs

Pursuant to the provisions of Section 178 of the Act and Regulation 19 of the SEBI Listing Regulations, the Company has in place a policy on remuneration of Directors, KMPs and SMPs as well as a well-defined criterion for the selection of candidates for appointment to the said positions, which is approved by the Board.

The Policy broadly lays down the guiding principles, philosophy and the basis for payment of remuneration to Executive and Non-Executive Directors (by way of sitting fees and commission), KMPs and SMPs. The criteria for the selection of candidates for the above positions cover various factors and attributes, which are considered by N&RC and the Board while selecting candidates. The policy on remuneration of Directors, KMPs and SMPs can be accessed at https://reports.crompton.co.in/shopify/public/files/7U1WL14NWD_Nomination%20and%20Remuneration%20Policy_clean.pdf

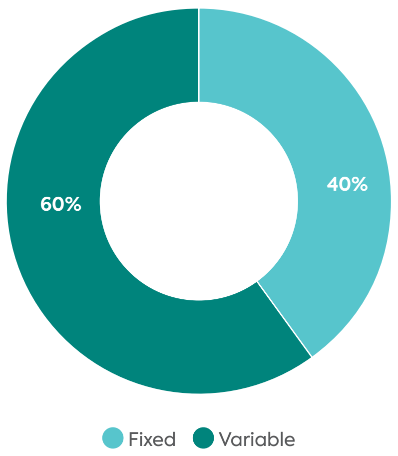
16.7 Executive Director Remuneration

Mr. Promeet Ghosh, MD & CEO is the only Executive Director on the Board of the Company.

The remuneration framework applicable to the MD & CEO is structured with a balanced mix of fixed and variable components, reflecting the Company's philosophy of aligning executive compensation with performance and long-term value creation. The variable remuneration is considered and awarded on an annual basis, following a comprehensive evaluation of individual performance against defined Key Performance Indicators (KPIs), as well as the overall performance of the Company. The assessment and determination of the variable pay is undertaken by the N&RC in accordance with its mandate and governance framework. The remuneration structure for the MD & CEO does not include any clawback provisions.

In accordance with the applicable legal and regulatory framework, there is no prescribed requirement for mandatory stock ownership by the MD & CEO. Any stock options or share based incentives granted to the MD & CEO are governed by the Company's Employee Stock Option Plans, as approved by the Members from time to time. The administration and oversight of such stock based and performance linked incentive plans rests with the N&RC, which determines eligibility for all employees, including the MD & CEO, in line with the approved governance framework.

For details of grant, vesting and exercised options please refer to Report on Corporate Governance which forms part of this Integrated Annual Report. The bifurcation of fixed pay and variable pay for MD & CEO as on March 31, 2026, is as under:



17. NUMBER OF MEETINGS OF THE BOARD & ITS COMMITTEES

17.1 Board meetings

The Board meets at periodic intervals to provide strategic direction and exercise oversight over the Company's business, policies, and overall management. In addition to deliberating on matters of strategy and policy, the Board closely monitors operational performance through structured reviews and detailed presentations placed before it at quarterly meetings, enabling effective supervision of the Company's affairs and progress against stated objectives.

The Board and Committee meetings are planned well in advance, with a tentative annual calendar circulated to the Directors to ensure adequate preparation, informed participation, and orderly conduct of meetings. This forward planning approach supports timely and effective governance while allowing Directors to meaningfully contribute to Board deliberations. Where matters of urgency arise, the Board also considers and approves proposals through circulation, in compliance with applicable governance norms, to ensure continuity and responsiveness in decision-making.

To further strengthen oversight, the Board places emphasis on the quality, timeliness, and transparency of information shared by the Management. Regular and comprehensive updates on operational performance, key risks, regulatory developments, and strategic initiatives enables the Board to evaluate management actions, provide guidance, and ensure that appropriate controls and governance frameworks are functioning effectively.

The Board of Directors met 7 (Seven) times during the Financial Year 2025-26. The details of the meetings and the attendance of the Directors are mentioned in the Report on Corporate Governance which forms part of this Integrated Annual Report. The intervening gap between the meetings was within the period prescribed under the Act and the SEBI Listing Regulations.

17.2 Board Committees

The Board has established several Committees as a matter of good corporate governance practices and as per the requirements of the Act and the SEBI Listing Regulations. The Company has following 9 (Nine) Board-level Committees, which have been established in compliance with the requirements of the business and relevant provisions of applicable laws and statutes:

1. Audit Committee;
2. Nomination & Remuneration Committee **("N&RC")**;
3. Corporate Social Responsibility Committee **("CSR Committee")**;
4. Stakeholders' Relationship & Share Transfer Committee **("SRC")**;
5. Risk Management Committee **("RMC")**;
6. Environment Social and Governance Committee **("ESG Committee")**;
7. Allotment Committee for allotment of shares arising out of Stock Options;
8. Strategic Investment Committee **("SIC")**;
9. Committee for Debentures;

The composition, terms of reference, number of meetings held, and business transacted by the Committees are mentioned in the Report on Corporate Governance which forms part of this Integrated Annual Report.

Pursuant to the requirements of Schedule IV to the Act, and the SEBI Listing Regulations, separate meetings of the IDs of the Company were held in May 15, 2025, November 06, 2025, February 02, 2026 and March 18, 2026 without the presence of Non-Independent Directors and members of the management, to review the performance of Non-Independent Directors and the Board as a whole, the performance of the Chairperson of the Company, taking into account the views of Executive Directors, Non-Executive, Non-Independent Director and also to assess the quality, quantity and timeliness of flow of information between the Company management and the Board.

The details and composition of the mandatory Committees of the Board are as follows:

17.2.1 AUDIT COMMITTEE

The Audit Committee functions as a key governance mechanism of the Board, entrusted with the responsibility of overseeing the Company's financial reporting process, internal control systems, audit functions, and compliance with applicable legal and regulatory requirements. The Committee provides independent oversight to ensure integrity, transparency, and robustness in financial and governance matters.

The Audit Committee comprises of 3 (Three) Members. The Committee is chaired by Mr. Sanjiv Kakkar (Non-Executive, Independent Director). The other Members of the Committee are Mr. P. R. Ramesh (Non-Executive, Independent Director), and Mr. D. Sundaram (Non-Executive, Non-Independent Director).

Details of the role and responsibilities of the Audit Committee, the particulars of meetings held, and attendance of the Members at such Meetings are mentioned in the Report on Corporate Governance, which forms part of this Integrated Annual Report.

Re-constitution of the Committee during the year:

The Board approved re-constitution of the Audit Committee with effect from July 25, 2025, pursuant to the completion of Mr. P M Murty's term as a Director, consequent to which he ceased to be a Member of the Committee.

The Audit Committee was further re-constituted with effect from September 18, 2025, following the change in designation of Mr. Sundaram upon his appointment as a Non-Executive Non-Independent Director. Accordingly, Mr. Sundaram served as a Member of the Audit Committee in his capacity as a Non-Executive Independent Director up to September 17, 2025, and thereafter continued as a Member in his capacity as a Non-Executive Non-Independent Director.

During the year under review, all the recommendations made by the Audit Committee were accepted by the Board.

17.2.2 NOMINATION & REMUNERATION COMMITTEE ("N&RC")

The N&RC plays a key role in supporting the Board in building a strong and capable leadership framework for the Company. The Committee is responsible for overseeing Board composition, succession planning, performance evaluation, and remuneration practices for Directors, Key Managerial Personnel, and Senior Management, with a view to aligning leadership effectiveness and compensation structures with the Company's long-term strategy, performance goals, and governance standards.

N&RC is responsible for *inter alia*, recommendation and approval of appointment and remuneration of the Directors, KMPs and SMPs. The Committee also acts as the Compensation Committee for the purpose of administration of the several Employee Stock Option Plans and Performance Share-Based plans, as amended from time to time. N&RC is also entrusted with the responsibility of framing the criteria for evaluation of the individual Directors, Chairperson of the Board, the Board as a whole and its Committees. It also frequently evaluates the working and effectiveness of the Board and manages the succession planning for Board Members, KMPs and SMPs. The remuneration paid to Directors, KMP and SMPs of the Company are as per the terms laid down in the N&RC Policy.

The N&RC comprises of 3 (Three) Members. The Committee was chaired by Mr. P. M. Murty (Non-Executive, Independent Director) till July 24, 2025. Ms. Smita Anand (Non-Executive, Independent Director) was appointed as Chairperson of the Committee w.e.f. July 25, 2025. The other Members of the Committee are Mr. D. Sundaram (Non-Executive, Non-Independent Director) and Mr. Anil Chaudhry (Non-Executive, Independent Director). Details of the role and responsibilities of the N&RC, the particulars of meetings held, and attendance of the Members at such Meetings are mentioned in the Report on Corporate Governance, which forms part of this Integrated Annual Report.

Re-constitution of the Committee during the year:

The N&RC was re-constituted with effect from July 25, 2025, consequent to the completion of Mr. P. M. Murty's term as a Director, pursuant to which he ceased to be a chairperson of N&RC w.e.f July 24, 2025. Mr. Anil Chaudhry (Non-Executive, Independent Director) was appointed as a Member of the Committee and Ms. Smita Anand (Non-Executive, Independent Director) was designated as Chairperson of the Committee w.e.f. July 25, 2025.

The N&RC was further re-constituted with effect from September 18, 2025, following the change in designation of Mr. Sundaram upon his appointment as a Non-Executive Non-Independent Director. Accordingly, Mr. Sundaram served as a Member of the N&RC in his capacity as a Non-Executive Independent Director up till September 17, 2025, and thereafter continued as a Member in his capacity as a Non-Executive Non-Independent Director.

The N&RC Policy is available on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/7U1WL14NWD_Nomination%20and%20Remuneration%20Policy_clean.pdf

During the year under review, all the recommendations made by the N&RC were accepted by the Board.

17.2.3 CORPORATE SOCIAL RESPONSIBILITY ("CSR") COMMITTEE

The CSR Committee assists the Board in fulfilling its responsibilities relating to the formulation, implementation, and monitoring of the Company's CSR policy and initiatives. The Committee provides oversight to ensure that CSR activities are aligned with the Company's values, statutory obligations, and sustainability objectives, while also promoting responsible and inclusive development in the communities in which the Company operates.

The CSR Committee comprises of 4 (Four) Members, out of which 2 (Two) are Non-Executive, Independent Directors. The Committee was chaired by Mr. Shantanu Khosla (Non-Executive Vice Chairman) up till December 31, 2025. Ms. Hiroo Mirchandani (Non-Executive, Independent Director was appointed as Chairperson of the Committee w.e.f. January 1, 2026. The other Members of the Committee are Mr. D Sundaram (Non-Executive, Non-Independent Director), Ms. Smita Anand (Non-Executive, Independent Director) and Mr. Promeet Ghosh (MD & CEO).

Re-constitution of the Committee during the year:

The CSR Committee was re-constituted with effect from September 18, 2025, following the change in designation of Mr. Sundaram upon his appointment as a Non-Executive Non-Independent Director. Accordingly, Mr. Sundaram served as a Member of the CSR Committee in his capacity as a Non-Executive Independent Director up till September 17, 2025, and thereafter continued as a Member in his capacity as a Non-Executive Non-Independent Director.

The Committee was further re-constituted with effect from January 1, 2026, pursuant to the completion of Mr. Khosla's term as a Non-Executive Vice Chairman and Chairperson of CSR Committee. Ms. Hiroo Mirchandani (Non-Executive, Independent Director) was appointed as Member of the Committee and was subsequently designated as Chairperson of the Committee w.e.f. January 1, 2026.

The details of the role and responsibilities of the CSR Committee, the particulars of meetings held, and attendance of the Members at such Meetings are mentioned in the Report on Corporate Governance, which forms part of this Integrated Annual Report.

In compliance with Section 135 of the Act read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended, the Company has set up a CSR Committee and statutory disclosures with respect to the CSR Committee and an Annual Report on CSR Activities forms part of this Integrated Annual Report as Annexure 3. The CSR Policy as recommended by the CSR Committee and as approved by the Board is available on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/U6kk0A8Uoy_Corporate-Social-Responsibility-Policy-1.pdf

During the year under review, all the recommendations made by the CSR Committee were accepted by the Board.

17.2.4 STAKEHOLDERS' RELATIONSHIP & SHARE TRANSFER COMMITTEE ("SRC")

The SRC assists the Board in overseeing the redressal of shareholder and investor grievances and monitoring the effectiveness of investor service standards. The Committee ensures timely resolution of complaints, effective communication with stakeholders, and compliance with applicable legal and regulatory requirements, thereby reinforcing the Company's commitment to transparency, fairness, and protection of stakeholder interests.

The SRC comprises of 3 (Three) Members, out of which 1 (One) Member is Non-Executive, Independent Director. The Committee is chaired by Mr. D. Sundaram (Non-Executive, Non-Independent Director). The other Members of the Committee are Ms. Hiroo Mirchandani (Non-Executive, Independent Director) and Mr. Promeet Ghosh (MD & CEO).

The details of the role and responsibilities of the SRC, the particulars of meetings held, and attendance of the Members at such Meetings are given in the Report on Corporate Governance, which forms part of this Integrated Annual Report.

Re-constitution of the Committee during the year:

The SRC was re-constituted with effect from July 25, 2025, pursuant to the completion of Mr. P. M. Murty's tenure as a Director, consequent to which he ceased to be a Member of the Committee.

The SRC was further re-constituted with effect from September 18, 2025, following the change in designation of Mr. Sundaram upon his appointment as a Non-Executive Non-Independent Director. Accordingly, Mr. Sundaram served as a Chairman of the SRC in his capacity as a Non-Executive Independent Director up till September 17, 2025, and thereafter continued as a Chairman in his capacity as a Non-Executive Non-Independent Director. Further, Ms. Hiroo Mirchandani was appointed as Member of the Committee w.e.f. September 18, 2025.

The SRC Policy is available on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/RYvj6XpMad_Stakeholders-Relationship-and-Share-Transfer-Policy-1.pdf

During the year under review, all the recommendations made by the SRC were accepted by the Board.

17.2.5 RISK MANAGEMENT COMMITTEE ("RMC")

The RMC assists the Board in providing effective oversight of the Company's enterprise wide risk management framework, including the identification, assessment, monitoring, and mitigation of risks that may impact the achievement of the Company's objectives. The Committee reviews the risk management and mitigation framework on a periodic basis to ensure its continued relevance and effectiveness and supports the Board in fulfilling its corporate governance responsibilities in relation to key strategic, operational, financial, regulatory, and emerging risks, including risks related to information technology and cyber security.

The RMC comprises of 3 (Three) Members. The Committee is chaired by Mr. P. R. Ramesh (Non- Executive, Independent Director). The other Members of the Committee are Mr. D. Sundaram, (Non-Executive, Non-Independent Director) and Mr. Anil Chaudhry (Non- Executive, Independent Director).

Re-constitution of the Committee during the year:

The RMC was re-constituted with effect from July 25, 2025, pursuant to the completion of Mr. P. M. Murty's tenure as a Director, consequent to which he ceased to be a Member of the Committee. Mr. Anil Chaudhry was appointed as Member of the Committee w.e.f. July 25, 2025.

The RMC was further re-constituted with effect from September 18, 2025, following the change in designation of Mr. Sundaram upon his appointment as a Non-Executive Non-Independent Director. Accordingly, Mr. Sundaram served as a Member of the RMC in his capacity as a Non-Executive Independent Director up to September 17, 2025, and thereafter continued as a Member of the Committee in his capacity as a Non-Executive Non-Independent Director.

The details of the role and responsibilities of the RMC, the particulars of meetings held, and attendance of the Members at such Meetings are mentioned in the Report on Corporate Governance, which forms part of this Integrated Annual Report. During the year under review, all the recommendations made by the RMC were accepted by the Board.

The RMC Policy is available on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/TzVrEdMGxk_Risk-Management-Policy-1%20(2).pdf

During the year under review, all the recommendations made by the RMC were accepted by the Board.

18. RISK MANAGEMENT FRAMEWORK

The Company's Board of Directors has delegated the responsibility of formulating, implementing, and monitoring the risk management plan to the RMC. 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.

A business-centric approach to risk management is used to identify potential risks. Based on materiality of the risk, response strategies are developed and assigned to concerned risk owner. The head of risk management works closely with all business and functional team in carrying out identification, evaluation, monitoring and reporting of risk response, under the guidance of Leadership Council and Enterprise Risk Management ("ERM") Council. The update on risk management is presented before ERM Committee at least twice a year.

The Risk Management Framework is reviewed periodically by the RMC and the Board is informed about the risk assessment and minimization procedures to ensure that executive management controls the risk by means of a properly designed framework, which includes discussing the Management submissions on risks, prioritizing key risks and approving action plans to mitigate such risks. In addition, the management across the Company is responsible for identifying critical risks and implementing appropriate risk responses within their area of responsibility.

The risk management framework proves instrumental in helping the management to identify the best possible option to mitigate identified risks, in line with the organization's strategy, objectives, and risk appetite.

The detailed discussion on risk management forms part of the MDA, which forms part of this Integrated Annual Report.

19. PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES

In accordance with the requirements of the Act and the SEBI Listing Regulations, as amended from time to time, the Company has framed a Policy on Materiality of and dealing with Related Party Transactions **("RPTs")** which is uploaded on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/ngCNXyBHnt_Policy%20on%20Materiality%20of%20and%20dealing%20with%20Related%20Party%20Transactions_clean.pdf. The RPT Policy captures framework for RPTs and intends to ensure that proper reporting, approval and disclosure processes are in place for all transactions with related parties.

All RPTs are placed before the Audit Committee for review, approval and recommendation to the Board for its approval. The Audit Committee grants omnibus approval for all the RPTs which are foreseen and repetitive in nature, based on the criteria approved by the Board. A detailed statement of all RPTs is placed before the Audit Committee every quarter for their review and noting.

The Company follows robust internal processes before entering into transactions with related parties and the considerations which govern the transactions with related parties are the same as those applicable for other vendors of the Company. All the transactions are undertaken for the benefit of the Company and in compliance with the applicable laws. None of the transactions are prejudicial to the interest of the Company. In order to ensure transparency and arm's length pricing for such supplies by related parties, the Company seeks multiple quotes from related and unrelated parties of equal standing and appoints a related party only if such party offers competitive terms, including pricing, as compared to unrelated parties. Along with pricing, manufacturing capabilities to effectively serve the Company's requirements and quality parameters are primary factors taken into consideration.

Further, the Audit Committee seeks advice from external consultants and experts on determining, as and when required, whether a particular transaction which is being considered by the Audit Committee would be regarded on an arms' length basis or otherwise.

As a part of the Company's annual planning process, before the beginning of a financial year, details of all the transactions proposed to be executed with related parties, including the estimated amount of transactions to be executed, manner of determination of pricing and commercial terms, etc. are presented to the Audit Committee for its consideration and approval. The details of said transactions are also placed before the Board for their information. Further approval is sought during the year for any new transaction/modification to the previously approved limits/terms of contracts with the related parties. This is followed by a quarterly review of the related party transactions by the Audit Committee. The Board of your Company have approved the criteria to grant omnibus approval by the Audit Committee within the overall framework of the RPT Policy on related party transactions.

During the year under review, there were no significant material transactions with related parties in terms of the SEBI Listing Regulations requiring approval of the Members. The details pertaining to transactions which were not at arm's length basis are given in Form AOC-2, along with all the RPTs entered during the year, as a good corporate governance practice attached as Annexure 4, attached to this Board's report, forming part of this Integrated Annual Report.

None of the Directors and the KMPs have any pecuniary relationships or transactions vis-à-vis the Company. The Directors draw attention of the Members to Note No. 32 of the standalone financial statements setting out the disclosure on RPTs for the Financial Year 2025-26.

In compliance with Regulation 23(9) of the SEBI Listing Regulations, the Company has submitted the intimation on Related Party Transactions (RPTs) to the Stock Exchanges within the prescribed statutory timelines.

20. TRANSFER OF EQUITY SHARES FROM UNPAID/ UNCLAIMED DIVIDEND TO THE IEPF

In accordance with the provisions of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 **("IEPF Rules")**, including applicable circulars and amendments issued thereunder, dividends that remain unpaid or unclaimed for a continuous period of 7 (Seven) years from the date they become due are required to be transferred by the Company to the Investor Education and Protection Fund **("IEPF")** established by the Central Government.

Further, the IEPF Rules stipulate that shares in respect of which dividend has not been claimed by the Members for 7 (Seven) consecutive years or more are also required to be transferred by the Company to the designated dematerialised account of the IEPF Authority **("IEPF Account")** within the prescribed timelines.

Accordingly, the Company is required to transfer the unclaimed dividend declared for the Financial Year 2018-19, along with the corresponding shares on which dividends have remained unclaimed for 7 (Seven) consecutive years, to the IEPF in compliance with the IEPF Rules. In this regard, the Company proposes to issue a newspaper advertisement advising Members to claim their unpaid dividend and the underlying shares lying in the unpaid dividend account of the Company.

During the year under review, the Company transferred the unclaimed and un-encashed dividends of ₹ 50,24,143.25 (Rupees Fifty Lakh Twenty-Four Thousand One Hundred Forty-Three and Twenty Five Paise Only). Further, 1,37,586 (One Lakh Thirty-Seven Thousand Five Hundred and Eighty-Six) corresponding shares on which dividends were unclaimed for 7 (Seven) consecutive years were transferred.

The Company has individually communicated to all concerned shareholders whose dividend and shares are liable to be transferred to the IEPF. In addition, newspaper advertisements have also been published from time to time, advising Members to claim their unclaimed dividend and shares prior to the transfer to the IEPF Account. The details of such shareholders and shares transferred to IEPF is available on the website of the Company at https://www.crompton.co.in/pages/investors-relations#ShareholderResources

Members whose shares and/or dividend have been transferred to the IEPF Authority may file a claim for refund by submitting an application in **Web Form IEPF-5** available on **www.iepf.gov.in** The voting rights on shares transferred to the IEPF Authority remain frozen until such shares are claimed by the rightful owner. Shares held in the IEPF demat account cannot be transferred or dealt with in any manner except for the purpose of transfer to the claimant upon approval by the Authority. Any corporate benefits, other than rights issues, such as bonus shares, split, consolidation, or fractional entitlements arising on such shares, shall also be credited to the IEPF demat account. Any further dividend received on such shares shall be credited directly to the IEPF.

Members are requested to claim the shares/ dividend, which have remained unclaimed/ unpaid, by sending a written request to the Company at crompton.investorrelations@crompton.co.in or to the Company's Registrar and Transfer Agent, KFin Technologies Limited at einward.ris@kfintech.com or at their address at KFin Technologies Limited at Selenium Tower B, Plot 31-32, Financial District, Nanakramguda, Serilingampally Mandal, Hyderabad 500032. Consequent to the resignation of Ms. Rashmi Khandelwal from the position of Company Secretary & Compliance Officer with effect from April 23, 2026, the position of Nodal Officer for the purposes of IEPF, which was held by her, became vacant. In order to fill the said position in the interim and to ensure effective handling of matters, administrative convenience, and seamless coordination with the IEPF Authority, the Board at its meeting held on May 13, 2026 appointed Mr. Devanshu Parekh, Senior Associate Manager – Secretarial as the Deputy Nodal Officer of the Company under the IEPF Rules with effect from the said date. Members can find the details of Nodal officer appointed by the Company under the provisions of IEPF at https://www.crompton.co.in/pages/corporate-governance#CorporateGovernance

In terms of Regulation 43A of the SEBI Listing Regulations, the Company has adopted a Dividend Distribution Policy and the same is available on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/aaeGlqQcuR_Dividend-Distribution-Policy-1.pdf

21. SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS

During the year under review, there were no significant and material orders passed by the regulators or courts or tribunals impacting the going concern status of your Company and its operations in future.

22. RISK ARISING OUT OF LITIGATION, CLAIMS AND UNCERTAIN TAX POSITIONS

The Company operates in a regulatory environment governed by multiple laws, regulations, interpretations, and administrative positions, including those relating to direct taxation and legal matters. In the ordinary course of business, uncertainties inherent in tax positions and legal proceedings may result in the recognition of provisions or disclosure of contingent liabilities.

In assessing such matters, the Management exercises considerable judgement in evaluating the nature and magnitude of risks involved, including the determination of appropriate provisions for potential exposures. These assessments are dynamic in nature and may undergo significant changes as matters evolve and additional information becomes available. Accordingly, such provisions and contingencies are reviewed on a periodic basis to reflect developments in each case. Where specialised expertise is required, the Company engages external legal and tax advisors of repute to assist in evaluating these matters. Reference is also drawn to the disclosures under "**Key Audit Matters**" in the Auditors' Report, which address aspects of management judgement involved in these matters.

23. AUDITORS

a. Statutory Auditors

M/s. M S K A & Associates LLP, Chartered Accountants *{formerly known as M/s. M S K A & Associates, Chartered Accountants}* (ICAI Firm Registration Number 105047W/ W101187) were appointed as Statutory Auditors of the Company by the Members at the Extra-Ordinary General Meeting held on August 27, 2021, to hold office as Statutory Auditors for a term of 5 (Five) consecutive years, i.e. till the conclusion of 12th AGM.

As per the provisions of Sections 139, 141 and all other applicable provisions, if any, of the Act and Rules framed thereunder, M/s. M S K A & Associates LLP is eligible for re-appointment as Statutory Auditors of the Company for another term of 5 (Five) years.

After evaluating and considering various factors such as industry experience, competency of the audit team, capability to serve the business landscape, efficiency in conduct of audit, market standing of the firm, independence etc., the Board of Directors of the Company has, based on the recommendation of the Audit Committee, at its meeting held on May 13, 2026, approved the re-appointment of M/s. M S K A & Associates LLP for a second term of 5 (Five) consecutive years from the conclusion of 12^{th} AGM up till the conclusion of 17^{th} AGM to be held for financial year 2030-31 at a remuneration of ₹ 1,25,60,000 (Rupees One Crore Twenty Five Lakh Sixty Thousand Only), excluding GST and reimbursement of out of pocket expenses for the Financial Year 2026-27.

The Audit Committee and the Board while recommending the reappointment of M/s. M S K A & Associates LLP, considered various parameters such as ongoing experience with the firm, their in-depth technical knowledge of accounting and auditing standards, market standing and clientele served, etc. In addition, the Audit Committee and the Board evaluated the firm on parameters such as adherence to professional and ethical standards, robustness of audit methodology, adequacy of resources and engagement team strength, consistency in audit approach, independence, and demonstrated ability to address complex accounting, regulatory, and reporting matters.

The Company has received consent and necessary confirmations from M/s. M S K A & Associates LLP, as required under Sections 139 and 141 of the Act and Companies (Audit and Auditors) Rules, 2014.

Established in 1978, M S K A & Associates LLP is a Limited Liability Partnership firm registered with the Institute of Chartered Accountants of India **("ICAI")** and the US Public Company Accountancy Oversight Board **("PCAOB")** having offices across 12 (Twelve) cities in India at Mumbai, Gurugram, Chandigarh, Kolkata, Ahmedabad, Chennai, Goa, Pune, Bengaluru, Kochi, Hyderabad and Coimbatore. The audit firm has a valid peer review certificate.

The Firm primarily provides audit and assurance services, tax and advisory services, to its clients. The Firm's Audit and Assurance practice has significant experience across various industries, markets and geographies.

The Auditor's Report on the financial statements of the Company for the Financial Year ended March 31, 2026, forms part of this Integrated Annual Report. The said report was issued by the Statutory Auditors with an unmodified opinion and does not contain any qualifications, reservations or adverse remarks. Auditors' Report is self-explanatory and therefore, does not require further comments and explanation.

During the year under review, the Auditors have not reported any fraud under Section 143(12) of the Act and therefore disclosure of details under Section 134(3)(ca) of the Act is not applicable.

The Audit Committee reviews the independence and objectivity of the Auditors and the effectiveness of the Audit process.

The Statutory Auditors attends the AGM of the Company.

b. Cost Auditors

Pursuant to Section 148 of the Act read with the Companies (Cost Records and Audit) Amendment Rules, 2014, the Company is required to maintain cost records as specified by the Central Government. Accordingly, the Company has maintained cost accounts and records in the prescribed manner. The records maintained by the Company under Section 148 of the Act are required to be audited by a Cost Accountant.

The Board of the Company at their meeting held on May 13, 2026, based on the recommendation of the Audit Committee, approved the appointment of M/s. Ashwin Solanki & Associates, Cost Accountants (Firm Registration Number: 100392) as the Cost Auditors of the Company to conduct audit of the cost records of the Company for the Financial Year 2026-27. The Company has received a certificate from M/s. Ashwin Solanki & Associates, confirming their consent and that they are not disqualified from being appointed as the Cost Auditors of the Company. A remuneration of ₹ 6,50,000 (Rupees Six Lakh Fifty Thousand Only) plus applicable taxes and out-of-pocket expenses has been fixed for the Cost Auditors subject to the ratification of such fees by the Members at the ensuing AGM. Accordingly, the matter relating to the ratification of the remuneration payable to the Cost Auditors for Financial Year 2026-27 will be placed at the ensuing AGM.

M/s. Ashwin Solanki & Associates have affirmed that the cost records for the Financial Year ending March 31, 2026, comply with all requirements under Section 141(3) and the proviso to Section 148(3), read with Section 141(4) of the Act, without any disqualifications. They have also confirmed their independence.

c. Secretarial Auditors & Secretarial Audit Report

The Board at its meeting held on May 15, 2025, appointed M/s. Parikh & Associates, Company Secretaries as Secretarial Auditors of the Company to conduct the Secretarial Audit for the Financial Year 2025-26. The Secretarial Audit Report in Form MR-3 is annexed herewith as Annexure 5 to this Integrated Annual Report. The Secretarial Audit Report does not contain any qualification, reservation, adverse remark or disclaimer.

Pursuant to recent amendments in SEBI LODR Regulations vide Circular No. SEBI/LAD-NRO/GN/2024/218 dated December 12, 2024, basis the recommendation of Board of Directors, subject to approval of its Members, a listed entity shall appoint/ re-appoint:

i. an individual as Secretarial Auditor for not more than 1 (One) term of 5 (Five) consecutive years; or

ii. a Secretarial Audit firm as Secretarial Auditor for not more than 2 (Two) terms of 5 (Five) consecutive years,

In accordance with Section 204 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, and Regulation 24(A) of the SEBI Listing Regulations, based on the recommendation of the Audit Committee, the Board, at their meeting held on May 15, 2025, approved the appointment of Parikh & Associates, Practicing Company Secretaries (ICSI Unique Code P1988MH009800), as the Secretarial Auditors, for a term of 5 (Five) consecutive years, i.e. till the conclusion of 16^{th} AGM of the Company to be held for the Financial Year 2030-31 which was subsequently approved by the Members at the Annual General Meeting held on August 8, 2025.

The Board at their meeting held on May 13, 2026, basis the recommendation of the Audit Committee approved the remuneration of Parikh & Associates of ₹ 2,50,000 (Rupees Two Lakh Fifty Thousand Only) for conducting the audit of the secretarial records of the Company for the Financial Year 2026-27.

Pursuant to the provisions of Regulation 24A of the SEBI Listing Regulations read with SEBI Circulars issued in this regard, the Company has undertaken an audit for the Financial Year 2025-26 for all applicable compliances as per SEBI Regulations and circulars/ guidelines issued thereunder.

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

Further, the Secretarial Auditor's certificate on the implementation of share-based schemes in accordance with SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, shall be open for inspection during the AGM, electronically.

d. Internal Auditors

Pursuant to the provisions of Section 138 of the Act, the Board, at its meeting held on May 15, 2025, based on the recommendation of the Audit Committee, approved the appointment of M/s. Grant Thornton Bharat LLP (Identity number AAA- 7677) to conduct the internal audit of the Company for the Financial Year 2025-26.

The Board of at their meeting held on May 13, 2026, has re-appointed M/s. Grant Thornton Bharat LLP as the Internal Auditors of your Company for the Financial Year 2026-27 to review various operations of the Company at remuneration of ₹ 68,95,000 (Rupees Sixty Eight Lakh Ninety Five Thousand Only).

24. MATERIAL CHANGES AND COMMITMENT AFFECTING FINANCIAL POSITION OF THE COMPANY

There have been no material changes and commitments affecting the financial position of the Company which occurred between the end of the Financial Year of the Company to which the financial statements related to and date of this report. There is no change in the nature of business of the Company.

To capitalize on emerging opportunities, the Company undertook diversification initiatives by exploring new categories in electrical and electronic products to enter into non conventional and alternative energy segments such as solar, wind, hydel, and other allied areas, along with related products and services. To facilitate this expansion, the Company amended the Object Clause of its Memorandum of Association **("MoA")**, enabling it to pursue emerging business opportunities with significant growth potential, thereby expanding its portfolio and creating long-term value for shareholders.

25. AWARDS AND RECOGNITIONS

The detailed Section on awards & recognitions forms part of this Integrated Annual Report.

26. ENHANCING SHAREHOLDER VALUE

Enhancing long-term shareholder value remains a central focus of the Company's strategic and operational framework. Crompton continues to pursue sustainable and profitable growth by strengthening its core businesses, expanding its presence across markets, and investing in initiatives that reinforce competitiveness and resilience. The Company's strategic priorities are directed towards improving financial performance while balancing growth, efficiency, and prudent capital allocation.

The Company's approach to value creation is anchored in a strong market orientation and a deep understanding of consumer needs, enabling it to respond effectively to evolving preferences and industry trends. Continuous investments in product innovation, brand building, distribution reach, and operational efficiencies support the Company's efforts to strengthen its market position. A disciplined focus on commercial excellence, supported by robust marketing and sales capabilities, enables effective execution of growth strategies across categories and geographies.

In parallel, the Company remains committed to responsible value creation for all stakeholders. Its business decisions and actions are guided by principles of good governance, sustainability, and long-term value creation, ensuring that growth initiatives are aligned with economic performance, social responsibility, and environmental stewardship. Through this balanced approach, the Company seeks to deliver enduring value to its shareholders while contributing positively to the broader ecosystem in which it operates.

27. CORPORATE GOVERNANCE

Your Company believes that strong corporate governance is anchored in effective leadership, well-defined policies and processes, robust systems, and an enduring culture of values. The Company's governance framework reflects its commitment to ethical conduct, accountability, and transparency, which guide its interactions with all stakeholders. By integrating integrity into decision-making and ensuring openness in its operations, the Company seeks to build and sustain stakeholder confidence. The overarching objective of the corporate governance framework is to support sustainable value creation and enhance shareholder value in a manner that is responsible, lawful, and aligned with long-term interests.

The Company is committed to maintain the highest standards of Corporate Governance and adheres to all requirements of corporate governance in letter and spirit, ensuring that its governance framework aligns with regulatory standards and best practices.

The Company's Board comprises a diverse mix of experienced professionals who bring a wealth of expertise and independent oversight to the decision-making process. All the Committees of the Board meet at regular intervals as required in terms of SEBI Listing Regulations. The Board has taken necessary steps to ensure compliance with statutory requirements. The Directors, KMPs, and SMPs of the Company have complied with the approved Code of Conduct for Board and SMPs. A declaration to this effect, according to Schedule V of the SEBI Listing Regulations, signed by the MD & CEO of the Company, forming part of this Integrated Annual Report.

The Board re-affirms their continued commitment to good corporate governance practices.

During the year under review, the Company complied with the provisions relating to corporate governance as provided under the SEBI Listing Regulations. Pursuant to Regulation 34 read with Schedule V of the SEBI Listing Regulations, a separate report on Corporate Governance is annexed to this Integrated Annual Report.

Further, following certificate(s)/ declaration(s) forms an integral part of the Report on Corporate Governance:

a) A declaration signed by Mr. Promeet Ghosh, MD & CEO, stating that the Members of Board and SMPs have affirmed compliance with the Company's Code of Business Conduct and Ethics;

b) A compliance certificate from the Company's Secretarial Auditors confirming compliance with the conditions of Corporate Governance;

c) A certificate of Non-Disqualification of Directors from the Secretarial Auditor of the Company; and;

d) A certificate of the MD & CEO and CFO of the Company, *inter alia*, confirming the correctness of the financial statements and cash flow statements, adequacy of the internal control measures and reporting of matters to the Audit Committee.

Pursuant to Regulation 34 of the SEBI Listing Regulations, a separate report on Corporate Governance is annexed to this Integrated Annual Report. Further, a certificate from Mr. Mitesh Dhabliwala, Practicing Company Secretary, on compliance with corporate governance norms under the SEBI Listing Regulations forms part of the Report on Corporate Governance, forming part of Integrated Annual Report.

28. BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT

Your Company believes that sustainable and inclusive growth is enabled by a strong governance framework that integrates environmental and social responsibility into business strategy and decision making. ESG considerations are embedded across the Company's policies, processes, and oversight mechanisms, ensuring responsible conduct, transparency, and accountability. Through consistent and credible disclosure of ESG performance aligned with recognized global standards, the Company seeks to reinforce stakeholder trust and support long-term value creation.

The Business Responsibility and Sustainability Report **("BRSR")**, including the BRSR Core, reflects the Company's structured approach to sustainability reporting in line with the National Guidelines on Responsible Business Conduct **("NGRBC")**. The BRSR Core comprises key performance indicators across 9 (Nine) ESG principles, enabling enhanced governance oversight and effective monitoring of sustainability performance. For the Financial Year 2025-26, the Company has obtained reasonable assurance on the BRSR Core indicators and limited assurance on the BRSR non core indicators, underscoring its commitment to data integrity and reliability of disclosures.

To strengthen governance rigor and transparency, the Company engaged **M/s. TUV India Private Limited** to provide independent assurance on ESG disclosures, including reasonable assurance for BRSR Core indicators and limited assurance for BRSR non core indicators, in accordance with applicable international assurance standards. The sustainability disclosures are aligned with SEBI requirements, the Global Reporting Initiative **("GRI")** Standards, and the United Nations Sustainable Development Goals **("SDGs")**. The initiatives outlined in this report demonstrate the Company's focused efforts to responsibly manage environmental and social impacts, strengthen governance systems, and create positive outcomes for stakeholders while supporting long-term sustainable value creation.

29. PARTICULARS OF EMPLOYEES

There are 32 (Thirty-Two) employees who were in receipt of remuneration of not less than ₹ 1,02,00,000 (Rupees One Crore and Two Lakh Only) if employed for the full year and 8 (Eight) employees who were in receipt of remuneration of not less than ₹ 8,50,000 (Rupees Eight Lakh and Fifty Thousand Only) per month if employed for part of the year. Disclosures concerning the remuneration and other details as required in terms of Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 **("Rules")** is provided in Annexure 6 to this Report. Your Directors affirm that the remuneration is as per the remuneration policy of the Company.

Further, the details of employee remuneration as required under provisions of Section 197(12) of the Act read with Rule 5(2) and 5(3) of the Rules of the Act is available for inspection at the Registered Office of your Company during working hours. As per second proviso to Section 136(1) of the Act and second proviso of Rule 5 of the Rules, the Integrated Annual Report and has been sent to the Members excluding the aforesaid exhibit. Any Member interested in obtaining copy of such information may write to the Corporate Secretarial department at crompton.inverstorrelations@crompton.co.in

30. REPORTING OF FRAUDS BY AUDITORS

During the year under review, neither the Statutory Auditors, the Secretarial Auditor, the Cost Auditors nor the Internal Auditors have reported to the Audit Committee of the Board, under Section 143(12) of the Act, any instances of fraud committed against the Company by its officers or employees.

31. ANNUAL RETURN

Pursuant to the provisions of Section 134(3)(a) and Section 92(3) of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the Annual Return of the Company for the Financial Year ended March 31, 2026 is available on the website of the Company at https://www.crompton.co.in/pages/financialreports#AnnualReports

32. COMPLIANCE WITH SECRETARIAL STANDARDS

During the year under review, the Company has complied with all the applicable provisions of Secretarial Standard – 1 and Secretarial Standard – 2, "**Meetings of the Board of Directors**" and "**General Meetings**", respectively issued by the Institute of Company Secretaries of India and notified by the Ministry of Corporate Affairs.

33. STATUTORY DISCLOSURES

a. Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and outgo.

As required under Section 134(3)(m) of the Act, read with Rule 8 of the Companies (Accounts) Rules, 2014, the relevant data pertaining to conservation of energy, technology absorption and foreign exchange earnings and outgo is given in the prescribed format in **Annexure 7** to this Integrated Annual Report.

b. Research and Development (R&D)

Your Company is dedicated to achieving excellence by prioritizing R&D as a cornerstone of innovation. The Company cultivates a culture of creativity ingrained within our people and processes. The Company's in-house R&D team is committed to pioneering sustainable product innovations driven by cutting-edge technology, ensuring efficiency across the entire product lifecycle, from design and development to manufacturing processes.

Your Company has "**Innovation & Experience Centre**" in Mumbai serving as the hub for all R&D innovation teams. This centre fosters fungibility and creativity within its Design Studio and encourages experimentation within its labs, which are equipped with ultra-modern infrastructure. In line with its commitment of creating consumer delight, the Company has launched a diverse range of products across various segments. These products are designed to showcase excellence both in terms of technology and aesthetics.

A) Fans:

Fluido BLDC IoT–With the successful launch of Fluido induction, we have now launched Fluido with BLDC technology. Designed for the modern home, Fluido BLDC maintains its unibody, sculpted look. Beyond its sleek silhouette, the fan offers silent feature through its ABS aerodynamic blades which are anti-dust requiring minimal upkeep. Fluido BLDC ensures that our pursuit of 'Form meets Function' remains at the heart of our super premium portfolio.

Enso Senze IoT - Building on the established success of Enso BLDC, we introduced the Enso Senze IoT, a new and improved designed for the connected home. The newer version offers IoT enablement, allowing for seamless voice control via Alexa and Google Home. This version isn't just smarter; it's significantly more refined, featuring 2x silent operation for an ultra-quiet environment and an easy-to-clean anti-dust finish. The Enso Senze IoT demonstrates our commitment to taking our best-performing products and constantly pushing the boundaries of what they can offer the modern consumer.

Elevate BLDC – It's minimal and simplistic design provides superior performance along with energy efficiency. Powered by our indigenous next-gen BLDC platform Nucleus, this fan strives to offer you the utmost comfort with a point anywhere remote and 5-star savings. This smooth and elegant finish fan is available 6 colours to match every décor and offer comfort in every room.

Aura2 BLDC – By integrating cutting-edge BLDC technology with our most iconic fan model, we have achieved the perfect synergy of heritage and high performance with Aura2 BLDC. It delivers significant power savings without compromising on air delivery. It's aerodynamic blades offer optimum airflow ensuring savings and maximum product benefits. The new Aura2 BLDC stands as benchmark of our commitment to evolving classic reliability through modern innovation.

(B) Pumps

The Company has launched key products in various categories which are as detailed below:

i. Categories:

Residential pumps

- Launched New V4 & V3 Dura Submersible pumps series by increasing the product Durability and with BEE star rating to reduce electrical consumption
- Launched IntelliSense controller for Automatic water level control with protections like Overload, dry run & High/low Voltage
- Expanded our residential pumps portfolio with the Aquagold, Flomax Dura series and Introduced SWJ plus series till 1.5HP
- Strengthen the Inhouse Manufacturing capability by launching Mini Master-I & Mini Master Plus-I
- Launched Jet pump with better performance & higher discharge

Agriculture:

- Launched new V4 Magna series with Improved Performance and increased Durability
- Launched Intellisense Smart-Agri controller to make the pump smart and IOT Enabled
- Expanded Monoblock pump series by developing super low voltage pump
- Launched Openwell Solidus Series with optimum performance & cost

Specialty:

- Expanded up to 10HP STP series to deliver robust performance for larger industrial systems with increased operational efficiency.

Solar:

- Successfully developed and launched 3HP & 7.5HP agricultural solar pumps for irrigation systems, compliant with MNRE guidelines, providing sustainable energy solutions for efficient irrigation.

ii. Other Highlights:

- Completely revamped V3 & V4 Submersible pump through Dura series with improved product performance & durability within the residential & Agricultural category enhancing market penetration and customer satisfaction.
- Developed solutions for smart & convenient operations for residential as well as agricultural pumps by launching "Intellisense" & Intellisense Smart-Agri" products respectively.
- Expanded Product Portfolio by launching new products in Monoblock, Openwell, Jet & SWJ Series as per specific market requirements.

(C) Appliances

During the fiscal year, we demonstrated exceptional execution across our product development roadmap, consistently bringing innovative, consumer-centric solutions to the market.

- **Storage Water Heaters:** We successfully executed 100% of our product roadmap, launching all 9 (Nine) planned models for the year. A key milestone was the introduction of our advanced anti-scale range, designed to enhance product longevity. Furthermore, we launched the Regera Hz, strategically fortifying our horizontal product offerings to cater to evolving consumer preferences.

- **Instant Water Heaters:** We rolled out all 10 (Ten) planned models for FY 2025–26. This included expanding our anti-scale technology into the instant water heater segment. A standout achievement was the launch of Solarium Blaze—our first purely in-house designed and developed instant water heater, which earned global design recognition by winning the prestigious Red Dot Award. Additionally, we successfully scaled the launch of our DMDC models across regions and channels.
- **Immersion Rods:** We executed a comprehensive revamp of our immersion rod portfolio, introducing 4 (Four) new SKUs. Reinforcing our commitment to innovation, we pioneered the industry's first-ever anti-scale range within this category, setting a new benchmark for durability and performance.
- **Air Coolers:** Our air cooling category was further strengthened with the launch of 9 (Nine) new models in FY 2025–26. To elevate user convenience, we expanded our offerings by introducing remote-controlled models across our tower and desert cooler segments.
- **Room Heaters:** We expanded our portfolio by launching 8 (Eight) new models. We introduced our Oil-Filled Radiators (OFRs), alongside a newly developed range of heat convector, quartz, and halogen heaters.

(D) Kitchen Appliances

Grinders: - We have strengthened the grinders category with the launch 14 (Fourteen) new products across sub categories of Mixer Grinders, Food Processors, Nutri Blenders and Slow Juicers.

We ventured into food processors category which can do multi-functional food preparation tasks like grind, blend, chop, and effortlessly knead a variety of ingredients, enhancing the efficiency of food preparation.

In the health and lifestyle category, we launched the Ameo Fresh range, featuring Cold Press Juicers that ensures maximum juice extraction, while preserving essential vitamins, claiming upto 90% vitamin retention. Additionally, we've introduced the Nutri Blender Range, aimed at consumers who want to elevate their experience with contemporary and efficient appliances designed for daily grinding, blending, and convenient on-the-go use.

Garment Care: We expanded steam irons category with the launch of Fabrimagic range of steam irons with clear consumer benefit of effortless ironing.

Small Kitchen Appliances: We strengthened our cooking appliances with the launch of Infrared Cooktops – bringing convenience and ease of use by enabling consumers to use a wide range of utensils.

We introduced AMEO range of air fryers with benefit of oil free cooking and Nutriguard – to retain more nutrients as compared to traditional deep frying methods.

Full range of rice cookers with feature of 24 hours of keep warm was launched.

Maxcrisp sandwich makers – that turn into a grill at the flick of a switch was also into introduced in the portfolio.

We introduced a lineup of kettles with Instanourish Pro featuring a multi-cooking benefits with steamer function in a kettle and enhanced aesthetics.

Activhot series with premium aesthetics and a cool touch body.

Large Kitchen Appliances:

- Strengthened product development philosophy on Consumer insights led technological innovations, such as the AQI led suction Chimney range Sylvaire and AQNova.
- Focused on market first initiatives to drive competitive advantage in a cluttered category like Chimneys – patents filed for AirIQ technology and claims on highest suction power and lowest noise.
- Design and aesthetics have been a continuous focus area, with introduction of differentiated and elegant design elements in key products like Oressa & Sylvaire, also setting up a pipeline of premium cooktops with matt glass for FY27.

State of art Validation lab has been developed to test our products.

All these products are meticulously designed with enhanced aesthetics and packaging.

(E) Lighting

B2C

- Your Company has introduced many new products which are based on consumer insights and feedback. Consumer lighting space has evolved over the last few years from only functionality to Décor and style. Connected products are also making an entry in consumer homes, with low-cost technology being a catalyst to democratize the market.
- Your Company has introduced a range of decorative Battens, designed with premium aesthetics to align with consumer preferences, delivering both indirect and direct illumination options to consumers.
- Capitalizing on increasing movement of consumers from functionality to décor & style, your Company has launched a decorative range of wall lights and festive lights.
- Your Company has expanded its presence to plug-&-play and lighting-adjacent categories.
- To win in an increasingly competitive market and gain market share, your Company has launched a range of economy battens and ceiling lights.

B2B

- Your company has introduced new products in indoor commercial lighting, street lighting, flood lighting, industrial lighting luminaire range with upgraded specifications to cater to different applications.
- Your company has introduced specially designed streetlights with improved optics to cater to wider highways and expressways which would help in reducing total cost of ownership for customers.
- Your company has introduced new range of high wattage flood lights with precise optics & optimum performance to cater to airports aprons, railway yards and sports application.
- Your company has introduced new range of industrial products (Highbay, Well Glass, Bulkhead) for various industrial segments like Oils & Gas, Steel & Cement and the fast-growing warehousing sector.

34. NON-CONVERTIBLE DEBENTURES

During the year under review, the Company successfully completed the redemption and repayment of the final tranche of its Non-Convertible Debentures (NCDs), with a principal amount of ₹ 300 crore, along with applicable interest on July 22, 2025. This redemption marks the full repayment of the entire debt aggregating to ₹ 2,125 crore, which was originally raised in connection with the acquisition of Butterfly Gandhimathi Appliances Limited, a 75% material subsidiary of the Company.

With this final repayment, the Company has fully discharged all 5 (Five) scheduled tranches of NCDs in a disciplined and timely manner. Consequently, the Company has transitioned to a zero-debt position and has become net cash positive.

This achievement underscores the Company's strong operating performance, robust cash flow generation, and prudent financial management. The elimination of debt is expected to lead to a significant reduction in interest costs and will enable the Company to allocate resources more effectively towards growth initiatives, innovation, and enhancing shareholder value.

This milestone also reflects the effectiveness of the Company's capital allocation discipline and the oversight exercised by the Board and its Committees in managing leverage and financial risk. The timely and orderly repayment of the entire debt portfolio demonstrates a strong governance framework focused on balance sheet strength, financial resilience, and long-term sustainability. This strengthened financial position enhances the Company's flexibility to pursue strategic opportunities while maintaining a prudent risk profile and reinforcing stakeholder confidence.

35. EMPLOYEE STOCK OPTION PLAN ("ESOP")

The Company recognizes that a well-structured employee equity-based incentive framework plays a strategic role in aligning employee interests with long-term organizational objectives and shareholder value creation. Stock options have proven to be an effective mechanism to incentivize employees to drive profitable growth and wealth creation, while also serving as a performance-linked reward to attract, motivate, and retain high-potential and critical talent in a competitive environment. The ESOP forms an integral part of the Company's overall reward and retention philosophy and seeks to foster a culture of ownership, accountability, and sustained performance.

The Company has framed various Employees Stock Option Scheme **("ESOP Schemes")** in accordance with the SEBI (Share-Based Employee Benefits) Regulations, 2014, read with Securities and Exchange Board of India (Share-Based Employee Benefits and Sweat Equity) Regulations, 2021 **("the SBEB & SE")** as a measure to reward and motivate employees and attract & retain talent.

Objective of the above ESOP schemes is to align the interests of employees with those of the shareholders in driving long-term value creation. Since its implementation, the Plan has been effectively functioning as a framework to reward and retain employees, fostering a sense of ownership and commitment towards the Company's growth and profitable performance. There has been no material change in any of the subsisting ESOP Schemes.

Presently your Company has following ESOP Schemes:

- Crompton Employee Stock Option Scheme – 2016 **("ESOP-2016")**
- Crompton Employee Stock Option Scheme – 2019 **("ESOP-2019")**

The disclosure relating to ESOPs required to be made under the provisions of the Act, and the rules made thereunder, and the SBEB & SE Regulations is provided in **Annexure 8** which forms part of this Integrated Annual Report.

No employee has been issued stock options, during the year, equal to or exceeding 1% of the issued capital of the Company at the time of grant. The issuance of equity shares pursuant to exercise of stock options does not affect the profit and loss account of the Company, as the exercise is made at the market price prevailing as on the date of the grant plus taxes as applicable.

36. LONG-TERM INCENTIVE SCHEME 2025

During the year under review, the N&RC, at its meeting held on May 15, 2025, approved the introduction of the Crompton Annual Long-Term Incentive **("LTI")** Plan for a period of 3 (Three) years, with the 1st (First) payout released in June 2025. The Plan has been introduced with the objective of strengthening long-term value creation and enhancing the retention of key talent critical to the Company's strategic objectives.

The LTI Plan is designed to reward sustained performance over a defined period, subject to continued association with the Company and achievement of prescribed organisational and individual performance parameters. The framework seeks to align employee interests with the Company's long-term growth and performance outcomes.

The Plan incorporates appropriate governance and control mechanisms in line with sound corporate governance practices. The Board believes that the introduction of the Crompton Annual LTI Plan will support leadership continuity and reinforce a performance-driven culture aligned with the Company's long-term goals.

As per the policy, the employee leaving the organisation within 12 (Twelve) months of payout, is required to return the amount paid, to the Company at the time of separation. This provision has been incorporated to promote long-term retention and reinforce accountability and alignment with the Company's governance and reward framework.

37. EMPLOYEE ENGAGEMENT

Your Company conducted organisation-wide Pulse survey, in partnership with Gallup Q12, recorded a participation rate of 94% in FY 2025-26, as compared to 88% last year, this was achieved in a significantly shorter window of 10 (Ten) days. This strong uptake signals that employees trust the listening process and believe their feedback leads to action.

Key themes from the FY 2025-26 survey:

- Overall value score strengthened across the organisation.
- Pride in Crompton's products and services increased.
- Engagement scores showed a positive trend, reflecting the business turnaround over recent years
- Top strengths identified: opportunity to do one's best work, psychological safety and recognition.

Engagement results were cascaded by business leaders directly, reinforcing genuine leadership ownership of employee experience. Action plans are co-owned by HR and cross-functional employee cohorts, ensuring solutions are rooted in the actual concerns of each function rather than generic plans. Our effort is to listen & act thereby positively impacting employee experience.

Employee voice and transparency

We reinforced open communication through unfiltered SpeakUp access to the CHRO and transparent MD & CEO–led townhalls. Improved ethical scores and anonymised investigation updates continue to build trust and accountability.

Engagement beyond surveys

Beyond formal listening, the Company foster's genuine connection through sports, wellness, celebrations and employee platforms. HRBPs enable agenda-less conversations that build trust, belonging and psychological safety, driving ownership and discretionary effort.

Happy To Help: Employee assistance programme

Our Employee Assistance Programme provides employees and their families with confidential, third-party-supported counselling and guidance across mental health and emotional support, physical health, financial wellness and personal or family-related challenges. By encompassing families within its scope, the programme reflects a holistic understanding of well-being.

Leadership & Capability Building

Our 2 (Two) flagship programmes, CLDP (Crompton Leadership Development Programme) for senior leaders and FLDP (Functional Leadership Development Programme) for mid-management, continued to evolve in this fiscal. While the core objective of nurturing strategic and operational leadership remains unchanged, this year we went beyond traditional development by integrating 3 (Three) distinctive enhancements:

- Cross-business value chain understanding, enabling leaders to navigate the full breadth of Crompton's operations;
- Consumer immersions, where participants engage directly with end-users in the market to sharpen business insight;
- Participation in business-critical AOP projects, ensuring leadership development translates directly into organisational impact;

The results speak for themselves: 41% of the participants have already been promoted and 29% have transitioned into expanded roles, a clear indication that these programmes are building a robust internal leadership pipeline.

29 Employees participated in CLDP

37 Employees participated in FLDP

Diversity & Inclusion

We are committed to building a workplace where diversity is respected, equity is practised and inclusion is embedded in everyday decisions. Our approach is structured around 4 (Four) pillars: employee awareness, inclusive hiring strategies, talent integration and development, and supportive workplace policies. In FY 2025-26, we made continued progress across each of these dimensions.

Representation and hiring

Campus recruitment remains the Company's most visible lever for improving gender representation. In FY 2025-26, we achieved meaningful milestones in our entry-level programmes, reinforcing a diverse talent pipeline for the future:

These results reflect deliberate hiring design and targeted outreach. We continue to work towards broader representation at mid and senior levels as our pipeline matures.

Inclusive policies and workplace support

The Company strengthened several policies in FY 2025-26 that directly support employee well-being and equitable participation:

- Enhanced travel safety provisions for women employees.
- Caretaker allowances for new mothers, enabling better balance during critical life transitions
- Continued implementation of the Prevention of Sexual Harassment (POSH) framework across all locations.
- Launch of a Diversity taskforce - HerVoice.

38. ENVIRONMENT, HEALTH & SAFETY (EHS)

Crompton is committed to foster a safe, healthy, and environmentally responsible workplace across all operations. During the year, the company continued to advance its EHS performance through strong governance, proactive risk management, and continuous improvement initiatives aligned with global best practices.

A structured EHS Management System served as the backbone for driving excellence in environmental stewardship, occupational health, and operational safety. Leadership involvement remained strong through regular reviews, site engagements, and oversight of compliance and performance indicators. Clear accountability frameworks, strengthened by department-level ownership, ensured that EHS responsibilities were embedded across all functions.

On the environmental front, the company sustained its focus on resource efficiency, emissions reduction, waste minimization, and regulatory compliance. Targeted initiatives resulted in improved environmental performance, enhanced monitoring, and ongoing progress toward long-term sustainability goals.

In occupational health and well-being, the organization promoted preventive healthcare, and reinforced workplace ergonomics. Mental health support, awareness campaigns, and employee-wellness initiatives further contributed to a healthier workforce.

Safety performance remained a priority, with continuous emphasis on hazard identification, risk assessment, and implementation of engineering and administrative controls. High-risk activities were managed through rigorous permit-to-work systems, competency development, and safety observations. Incident reporting and investigation processes were further strengthened, resulting in enhanced learning, improved CAPA effectiveness, and a maturing safety culture.

Contractor safety management was further reinforced through pre-qualification, training, supervision, and performance monitoring. Emergency preparedness capabilities were elevated through mock drills, infrastructure upgrades, and readiness assessments.

Steady progress was made in fostering a proactive EHS culture and remains committed to ensuring that all employees, contractors, and stakeholders operate in a safe and environmentally responsible manner. Continued investments in systems, technologies, training, and leadership engagement will further strengthen our journey toward sustainable operations and a Zero Harm workplace.

39.1 Environment – a green pursuit

Your Company is committed to fostering a culture of sustainable progress across the organization. accordingly, Company's environmental sustainability framework is focused on 3 (Three) key pillars "**Products**", "**Infra-Facilities**" and "**Business Supply Chain**". This framework integrates its entire value chain — from factories to supply chain to product use. This structured approach marks a decisive step toward building a low-carbon, future-ready consumer durables business.

(A) Sustainable Products:

- Enhancing the efficiency of our existing product lines and Scaling portfolio of renewable-energy based products-solutions are the integral aspects of our product sustainability drive.
- Achieved 56% and 63% Energy Intensity Reduction and Use Ph. GHG Avoidance in 5 Star Induction Motor & BLDC Based Ceiling Fan Respectively.
- 5.29 million metric tonnes (MMT) CO_2 Eq. Lifetime Use Phase GHG Emission Avoidance through Energy Efficient Ceiling Fans in FY2025-26.
- 6,588 million kWh Lifetime Energy Saving through Energy Efficient Ceiling Fans in FY2025-26.
- Avg. 9% Standing Loss Reduction @ Storage Water Heater, Resulting Energy Conservation & Use Phase Emission Avoidance.
- **Product Ecolabel Certification (Type-1 Ecolabel):** Ceiling Fan & Lighting Product Certified for CII GreenPro Type-1 Ecolabel 551 Lighting SKU's Ecolabel Certified, 37 Ceiling Fan Product Family Certified.
- **Sustainable Packaging:** Started implementation of compostable packaging to reduce downstream plastic waste footprint.
- 38% Use Phase GHG Emission Intensity Reduction Observed for Ceiling Fan Per Unit Sales against Baseline FY2022.

(B) Sustainable Infra-Facilities (Mfg. Footprint):

Reduce and optimize energy, emission, water and waste footprint across the manufacturing facilities is the drive agenda for Sustainably Infra-Facilities Key Pillar. The Company established central digitize environmental performance monitoring dashboard for transparency and accountability.

(C) Energy and Emission:

The strategic emission reduction program drive through "**Renewable Energy Resource Utilization**" & "**Energy Conservation**" levers.

Renewable Energy Resource Utilization:

Based on major contributor / hotspot 2.3 MW Solar Open access system implemented at Pudupakkam Chennai-BGMAL Plant. Contributing Annual Average 38.41 Lakhs kWh Renewable Power with 2727 MT Annual GHG scope 1 & 2 Emission Reduction.

250 KW Rooftop Solar Project Execution Work in progress at Ahilyanagar Plant. Which further contributes Annually Avg. 3.68 Lakhs kWh Renewable Power with 268 MT Annual GHG Scope 1 & 2 Emission Reduction.

Energy Conservation Drive:

Detailed energy audit conducted at Pudupakkam Chennai (BGMAL) Plant. Major opportunities identified in terms of compressed air system efficiency improvement through optimum loading of an equipment & pressure set point optimization. Energy efficient motor for hydraulic press machine.

Energy conservation initiative implemented at other location as:

1) Light Pipe Installed @ Ahilyanagar Plant – Helps to Reduce Shopfloor Lighting Load During Day Time. (Day Light Conservation)
2) HVLS Fan Installation @ Ahilyanagar Plant - Optimizes the Ventilation Power Load of Shopfloor,
3) Energy Efficient BLDC Fan Implementation @ Bethora Plant
4) Solar Street Lighting implementation @ Pudupakkam – Chennai Plant (BGMAL)
5) Occupancy Sensor Implementation for Lighting Auto Control at Ahilyanagar Plant
6) Robotic machine installation result in enhancement of productivity, quality and avoid the safety issues.
7) Level Based Auto On-Off Pumping System Control Mechanism at Baroda Plant.
8) Proximity Sensor Implementation to Optimize Power Consumption in Tapping-Sealing Machine at Bethora Plant
9) Startup Power Consumption Optimize @ Varnishing Over Through Conveyor Control Logic Modification
10) Energy Efficient IR Heating for Motor Varnishing Process at Ahilya Nagar Plant
11) Skylight Sheet for Roof & Side Cladding at Baddi Plant to Optimize Lighting Load

Consolidated Energy Consumption & GHG Scope 1 & 2 Emission:

Energy Consumption:

65,414 GJ (13,866 GJ Renewable + 51,549 GJ Non-Renewable) in F.Y. 2025-26 against 64,422 GJ (33.90 GJ Renewable +64,388 GJ Non-Renewable) in FY. 2024-25. Overall, 21% Energy Sourced from Renewable Resource (Solar Power) out of Total Energy Demand in F.Y. 2025-26.

GHG Scope 1 & 2 Emission:

23% Emission Reduction Observed inF.Y. 2025-26 against FY2024-25 (GHG Scope 1 & 2 Emission for F.Y. 2024-25: 12,455 MT CO_2 Eq. and F.Y. 2025-26: 9,553 MT CO_2 Eq.) Emission reduction impact majorly derived by renewable energy project implementation.

(D) Water Conservation:

"**Reduce, Recycle-Resue and Recharge**" Approach followed for water conservation across the manufacturing facilities.

Consumption reduction derived through low flow fixture and water saving aerator implementation, 100% STP treated water reused for secondary application of landscape and flushing through dedicated piping & pumping network. Rainwater harvesting achieved through collection tank & recharge pits which are integrated with rooftop storm water piping network.

(E) Waste Management:

100% adherence to state pollution control board compliance. Zero wate to landfill across all manufacturing facilities. Hazardous and non-hazardous waste sent to secondary use & recycling process through authorized state pollution control board agency. Takeback and reuse initiative started at Bethora to optimize RM packaging waste generation for localized supply point.

(F) Sustainable Business Supply Chain:

Company Initiated Awareness Training & Capability Building for Strategic Supply Chain Partners Monitoring, Tracking & Performance Improvement of Key Sustainability Parameters Energy, Water, Waste, Emissions, Safety and Compliance. ESG Performance Assessment of Strategic Supply Chain Partners through Centralized Dashboard integrated with Annual VQP Assessment Process.

(G) Crompton Unveils 2035 Sustainability Goals:

A Strategic Blueprint for Advancing the Consumer Durables Sector and Creating a Better Future for People and the Planet with the completion of a comprehensive Scope 1, 2, and 3 greenhouse gas (GHG) emissions assessment—including detailed CO_2 intensity evaluations across key product categories. Crompton has established a strong foundation for its long-term sustainability journey. Building on baseline (year 2022), the company has set ambitious targets to achieve a 50% reduction in Scope 1 and Scope 2 GHG emissions and a 60% reduction in emission intensity for ceiling fans by 2035.

38.2 Energy & Emission Footprint:

21% Renewable Energy Use Across Manufacturing Plant (Consolidated). Supported 2.3 MWp Solar Open Access Power @ Pudupakkam Chennai (BGMAL) 5 KW Rooftop top at Ahilyanagar & Bethora Plant.

(A) Energy Consumption:

- 65,414 GJ (13,866 GJ Renewable + 51,549 GJ Non-Renewable) in F.Y. 2025-26 against 64,422 GJ (33.90 GJ Renewable + 64,388 GJ Non-Renewable) in F.Y. 2024-25 . Overall, 21% Energy Sourced from Renewable Resource (Solar Power) out of Total Energy Demand in F.Y. 2025-26
- 46% Energy Sourced from Renewable Resource (Solar Power) at Butterfly Pudupakkam Plant out total Plant Power Demand.

(B) GHG Scope 1 & 2 Emission:

- 23% Emission Reduction Observed in F.Y. 2025-26 against F.Y. 2024-25 (GHG Scope 1 & 2 Emission for F.Y. 2024-25: 12,455 MT CO_2 Eq. and F.Y. 2025-26 : 9,553 MT CO_2 Eq.) Emission reduction impact majorly derived by renewable energy project implementation.
- 51% GHG Scope 1 & 2 Emission Reduction at Butterfly Pudupakkam Plant in F.Y. 2025-26 against F.Y. 2024-25.

38.3 Water & Waste Footprint:

- 100% STP treated water reused for secondary application of landscape and flushing through dedicated piping & pumping network across manufacturing facilities.
- Zero wate to landfill across all manufacturing facilities. Hazardous and non-hazardous waste sent to secondary use & recycling process through authorized state pollution control board agencies.
- 56,437 KL Water Reused Post Treatment across Manufacturing Plant (Consolidated).
- 1,42,216 KL Water Withdrawal (Consolidated) in F.Y. 2025-26 against 1,42,869 KL in FY. 2024-25.
- 4,520 MT Waste Recycled & 478 MT Sent for Coprocessing / Incineration in FY. 2025-26 across Manufacturing Plant (Consolidated)
- 5,009 MT Waste Generated (Consolidated in FY. 2025-26 against 3912 MT in FY. 2024-25.

38.4 Safety:

During the Financial Year 2025–26, the Company continued to advance its journey toward a mature, proactive, and resilient safety culture through several structured initiatives and strengthened governance mechanisms. A significant milestone of the year was the formal release of the 10 (Ten) Safety Cardinal Rules, establishing clear, non-negotiable expectations for safe behavior across all levels of the organisation. These rules serve as the foundation for risk elimination, discipline, and accountability, ensuring that every individual understands and upholds critical life saving controls.

In line with our Zero Harm vision, the Company further strengthened fire safety and emergency preparedness across all locations. This included upgrades to fire protection systems, enhanced emergency response capabilities, frequent mock drills, and competency development of Emergency Response Teams. These initiatives have substantially improved organisational readiness and the ability to respond effectively to any emergency scenario.

Governance mechanisms were reinforced through structured leadership reviews, increased site engagements, and enhanced performance monitoring. A series of specialised EHS drives—including machine guarding compliance, defensive driving practices, ergonomics, and Behaviour-Based Safety (BBS) initiatives—were implemented to address high-risk activities and promote safer behaviours. The Company also expanded its safety engagement beyond the workplace by introducing family involvement initiatives, recognising the critical role families play in influencing safety mindsets and driving positive behavioural change.

The year also marked the successful completion of the ISO 45001 & ISO 14001 surveillance audit, reaffirming robust occupational health & safety and environmental management practices and the Company's commitment to continual improvement. To strengthen legal compliance, the Company continued effective utilisation of the Legatrix compliance system, ensuring timely monitoring of statutory requirements and closure of compliance actions.

A strong culture of incident reporting, learning, and monitoring remained central to our safety performance. Enhanced analytics, digital reporting tools, and regular leadership reviews improved transparency and responsiveness across the organisation. Third-party safety audits, gap assessments, and cross-location inspections provided independent insights that further strengthened system reliability and operational discipline.

Collectively, these initiatives reflect the Company's ongoing commitment to embedding an independent, accountable, and sustainable EHS culture that protects people, assets, and the environment while supporting long-term business resilience.

Key Safety programs implemented during the year include:

Health:

Crompton continues to place strong emphasis on employee health and well-being as an integral part of its EHS commitment. During the year, Crompton initiated a comprehensive annual medical health check-up program for all employees across the organisation, ensuring early detection, timely intervention, and proactive management of health risks. This initiative reinforces our belief that a healthy workforce forms the foundation of a productive and resilient organisation.

All manufacturing sites are equipped with well-established Occupational Health Centers (OHCs)/ First Aid Rooms, staffed with trained medical professionals and equipped with essential medical infrastructure. These centres provide immediate medical attention, periodic health monitoring, emergency response capability, and support for workplace wellness initiatives.

The Company remains committed to enhancing employee well-being through continuous improvements in occupational health facilities, medical governance, and wellness engagement across all locations.

39. CORPORATE SOCIAL RESPONSIBILITY (CSR) FRAMEWORK & VISION

Your Company believes that economic value and social value are inter-linked, and it has a commitment towards the inter-dependent ecosystem consisting of various stakeholders. In addition to that Corporates have a significant role to play in bringing about social change and Crompton has kept its social and development mandate flexible and responsive to development challenges.

Your Company remains steadfast in our commitment to creating enduring value for the communities in which we operate. Our CSR philosophy is anchored in addressing core development priorities—strengthening water security, enhancing livelihoods through focused skill development, and improving learning outcomes through education.

Our initiatives are implemented in collaboration with credible and experienced social impact organisations and are reinforced by robust monitoring and governance mechanisms, including structured review frameworks, third-party impact assessments, and scientific evaluations. Together, these measures ensure accountability and translate our investments into measurable outcomes—strengthening livelihoods, advancing education, enhancing agricultural productivity, and building environmental resilience. Through this focused and responsible approach, we continue to align our social investments with our broader vision of inclusive and sustainable growth.

The Company's CSR initiatives have undergone significant evolution, primarily executed through the Crompton CSR Foundation, focusing on key areas such as skill and entrepreneurship development, water conservation, community care, and employee engagement. For detailed information, please refer to on page number 84 of this Integrated Annual Report.

The Company has constituted a CSR Committee in terms of the requirements of Section 135 of the Act read with the rules made thereunder. Details of the same is provided in the Corporate Governance Report which forms part of this Integrated Annual Report. The Company's CSR Policy is available on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/U6kk0A8Uoy_Corporate-Social-Responsibility-Policy-1.pdf

The Chief Financial Officer of the Company has certified that CSR funds disbursed for the projects have been utilized for the purposes and in the manner as approved by the Board.

40. SEXUAL HARASSMENT AT WORKPLACE

Your Company is firmly committed to creating a safe and respectful workplace, free from any form of harassment, including sexual harassment. The Company has implemented a comprehensive policy addressing sexual harassment at the workplace, in line with legal requirements and best practices. This policy includes preventive measures, robust grievance redressal mechanisms, and regular training programs to raise awareness among employees about their rights and responsibilities. Crompton fosters an inclusive culture where employees feel empowered to report any inappropriate behavior without fear of retribution. By prioritizing workplace safety and dignity, Crompton not only upholds its commitment to ethical conduct but also reinforces a positive work environment that promotes productivity and mutual respect.

Additionally, your Company continuously works towards fostering a work culture that promotes respect and dignity of all women employees throughout the organization, aiming to provide an empowering and supportive atmosphere at workplace.

The Company has complied with provisions relating to the constitution of Internal Complaints Committee **("ICC")** under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 **("the POSH Act")**. The ICC includes an external member who serves as an independent POSH consultant with relevant expertise.

Furthermore, the Company has formulated a comprehensive policy on prevention, prohibition and redressal against sexual harassment of women at workplace, which aligns with the POSH Act. This policy covers all employees including permanent, contractual, temporary and trainees. The POSH Policy is inclusive and gender neutral, detailing the governance mechanisms for prevention of sexual harassment issues relating to employees across gender. The said policy has been made available on the internal portal of the Company as well as the website of the Company which can be accessed at https://reports.crompton.co.in/shopify/public/files/UxKXXDfbtE_PoSH-at-Workplace-19May2023_updated.pdf

Your Company has taken proactive measures to promote awareness and compliance with the POSH Act, including developing of e-learning modules and conducting of e-learning sessions on POSH to keep employees informed of these policies. This not only ensures compliance and a well-regulated environment but also helps us achieve our organizational objectives. Additionally, awareness programmes on POSH have been organized throughout the year to sensitize the employees on upholding the dignity of their female colleagues in the workplace, reaching all employees across various locations. Moreover, a Toll-Free Number has been provided to facilitate the telephonic registration of any POSH complaints, further enhancing accessibility and support for employees.

In line with its commitment of providing a safe, inclusive and legally compliant workplace, the Company organized a POSH Internal Committee (ICC) training programme in December 2025 at its office. The aforesaid programme was conducted in hybrid mode, majority of ICC members joining in person or through virtual mode. The training was facilitated by an external POSH expert and seasoned legal professional. The session covered an overview of the POSH Act and statutory obligations, roles and responsibilities of the ICC, and a mock drill on complaint handling and reporting workflows.

The details of complaint(s) received, and action taken by the Company are presented before the Audit Committee of the Board of Directors. During the year under review, 2 (Two) cases of sexual harassment were reported, of which 1 (One) was investigated and resolved and 1 (One) is pending for resolution as on March 31, 2026, accordance with the provisions of the POSH Act.

41. REGISTRAR & SHARE TRANSFER AGENT ("RTA")

M/s. KFin Technologies Limited *(Formerly Kfin Technologies Private Limited)* is the RTA Agent of your Company. Their contact details are mentioned in the Report on Corporate Governance which forms part of this Integrated Annual Report.

42. LISTING

The equity shares of your Company are listed on BSE Ltd. and National Stock Exchange of India Limited **("NSE")** (collectively referred to as "**Stock Exchanges**"). The NCDs of the Company were listed on the debt segment of NSE up till July 2025 completed the redemption and repayment of the final tranche of its NCDs, with a principal amount of ₹ 300 crore, along with applicable interest on July 22, 2025.

Your Company has paid the Listing fees for Equity Shares to both the Stock Exchanges for the Financial Year 2026-27 and 2025-26 and Listing fees for NCDs to the NSE for Financial Year 2025-26.

43. DIRECTORS' RESPONSIBILITY STATEMENT

Your Directors would like to assure the Members that the Financial Statements for the year under review confirm in their entirety the requirements of the Act and guidelines issued by SEBI. The financial statements are prepared in accordance with the Indian Accounting Standards (Ind AS), pursuant to the provisions of Section 134(3)(c) of the Act.

To the best of their knowledge and based on the information and explanations received from the Company, your Directors confirm that:

1. in preparation of the annual accounts for the financial year ended March 31, 2026, the applicable accounting standards have been followed and there are no material departures.
2. they have selected the accounting policies and applied them consistently and made judgements 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.
3. they have taken proper and sufficient care towards 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.
4. the annual accounts are prepared on a going concern basis.
5. they have laid down internal financial controls, which are adequate and are operating effectively.
6. they have devised proper systems to ensure compliance with the provisions of all applicable laws, and such systems are adequate and operating effectively.

44. INTEGRATED REPORTING

The Company has prepared an Integrated Annual Report that brings together financial and non-financial information to present a holistic view of its performance, strategy, and long-term outlook. The Report is designed to enable Members to gain a comprehensive understanding of how the Company creates and sustains value over time, while supporting informed decision-making. It outlines the Company's strategic priorities, governance structure, performance, and future prospects through the lens of the six capitals namely Financial Capital, Manufacturing Capital, Intellectual Capital, Human Capital, Social & Relationship Capital, and Natural Capital.

The Integrated Annual Report reflects the Company's commitment to integrated thinking by demonstrating the inter-linkages between strategy, risk management, governance, and performance across these capitals. It highlights how resources are deployed responsibly and efficiently to drive sustainable growth, manage risks, and enhance resilience in a dynamic operating environment. Through this integrated approach, the Company seeks to provide transparent and meaningful disclosures that support long-term value creation for shareholders and other stakeholders.

45. GENERAL

Your Directors state that no disclosure or reporting is required in respect of the following matters as there were no transactions on these items during the year under review:

- Issue of equity shares with differential rights as to dividend, voting or otherwise as per Section 43(a)(ii) of the Act;
- Issue of Shares including Sweat Equity Shares to the employees of the Company under any scheme as per provisions of Section 54(1)(d) of the Act;
- The Company does not have any scheme of provision of money for the purchase of its own shares by employees or by trustees for the benefit of employees;
- No instances of non-exercising of voting rights in respect of shares purchased directly by employees under a scheme pursuant to Section 67(3) of the Act;
- The MD & CEO does not receive any remuneration or commission from any of its Subsidiaries;
- No fraud has been reported by the Auditors to the Audit Committee or the Board;
- Disclosure of reason for difference between valuation done at the time of taking loan from bank and at the time of one-time settlement. There was no instance of one-time settlement with any Bank or Financial Institution;
- There was no revision in the Financial Statements and Board's Report of the Company during the year under review;
- There has been no change in the nature of business of the Company as on the date of this report;
- There are no proceedings, either filed by the Company or filed against Company, pending under the Insolvency and Bankruptcy Code, 2016 as amended, before National Company Law Tribunal or other courts during F.Y. 2025-26.
- During the year under review, the company complied with the provisions of the Maternity Benefit Act 1961 along with all the applicable amendments & undertook necessary measures to ensure compliance for all eligible employees.

46. RIGHTS OF MEMBERS

- Right to participate in, and to be sufficiently informed of decisions concerning fundamental corporate changes;
- Opportunity to participate effectively and vote in General Meetings;
- Being informed of the rules, including voting procedures that govern General Meetings;
- Opportunity to ask questions to the Board of Directors at General Meetings;
- Effective Member participation in key corporate governance decisions such as election of Members of Board of Directors, appointment of Statutory Auditors, Declaration of Dividend, Adoption of financial statements etc;
- Exercise of ownership rights by all the Members, including institutional investors;
- Adequate mechanism to address the grievances of the Members;
- Protection of minority Members from abusive actions by, or in the interest of, controlling Members acting either directly or indirectly, and effective means of redress;
- To receive dividends and other corporate benefits like rights, bonus etc. once approved;
- To inspect statutory registers and documents, including minutes books of the general meetings, as permitted under law; and
- Any other rights as specified in the statutory enactments from time to time.

47. ACKNOWLEDGEMENTS

Your Directors place on records their deep appreciation to all the employees of the Company posted at all locations and levels for their whole-hearted efforts as well as collective dedication, commitment and contribution, which is vital in achieving the overall growth of the Company.

Your Directors would also like to thank the vendors, suppliers, bankers, financial institutions, employee unions, members, customers, dealers, Government authorities, Regulatory authorities, stock exchanges and all other business associates, consultants' and other stakeholders for their continued cooperation and support extended to the Company and the Management.

We look forward to continued support of all these associates in the future.

48. CAUTIONARY STATEMENT

Statements in the Board's Report and the Management Discussion and Analysis Report describing the Company's objectives, projections, estimates, expectations or predictions may be "forward looking statements" within the meaning of applicable securities laws and regulations.

Actual results could differ materially from those expressed or implied. Important factors that could make a difference to the Company's operations include global and Indian demand supply conditions, finished goods prices, feed stock availability and prices, cyclical demand and pricing in the Company's principal markets, changes in government regulations, tax regimes, economic developments within India and the countries within which the Company conducts business and other factors such as litigation and labour negotiations. The Company is not obliged to publicly amend, modify or revise any forward-looking statement, on the basis of any subsequent development, information or events or otherwise.

For **and on behalf of the Board of Directors**

D. Sundaram
Chairman
DIN: 00016304

Place: Mumbai
Date: May 13, 2026

ANNEXURE 1

DIVIDEND DISTRIBUTION POLICY

1. PREAMBLE

Regulation 43(A) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 **("the SEBI Listing Regulations")** requires the top 1000 listed entities based on their market capitalisation calculated on March 31 of every financial year to formulate a Dividend Distribution Policy, a web-link which shall be disclosed in their annual reports and on their websites.

The Company being one of the top one thousand listed companies as per the market capitalisation as on the last day of the immediately preceding Financial Year, frames this Policy to comply with the requirements of the Listing Regulations.

2. PHILOSOPHY/OBJECTIVE

The Dividend Policy of the Company aims to strike a balance between the dual objectives of rewarding shareholders through Dividends and ploughing back earnings to support sustained growth.

The objective of this Policy is to reward the shareholders of the Company by sharing a portion of the profits, whilst also ensuring that sufficient funds are retained for future growth of the Company. Towards this end, the Policy lays down parameters to be considered by the Board of Directors of the Company for declaration of Dividend from time to time. Through this Policy, the Company would endeavour to maintain a consistent approach to Dividend pay-out plans.

3. DEFINITIONS

"**Act**" shall mean the Companies Act 2013 and the rules made thereunder, including any modifications, amendments or re-enactment thereof.

"**Applicable Laws**" shall mean the Companies Act, 2013 and the rules made thereunder, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015; as amended from time to time and such other act, rules or regulations which provides for the distribution of Dividend.

"**Board or Board of Directors**" shall mean the Board of Directors of the Company.

"**Company**" shall mean Crompton Greaves Consumer Electricals Limited and wherever the context requires, shall signify the Company acting through its Board.

"**Dividend**" shall mean Dividend as defined under Companies Act, 2013.

"**Financial Year**" shall mean the period beginning from 1st April of every year to 31st March of the succeeding year.

"**Policy or this Policy**" shall mean this Dividend Distribution Policy and as may be amended from time to time.

"**SEBI Regulations**" shall mean the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 together with the circulars issued thereunder, including any statutory modification(s) or re-enactment(s) thereof for the time being in force.

4. PARAMETERS FOR DECLARATION OF DIVIDEND

In line with the philosophy stated above, the Board of Directors of the Company, shall consider the following parameters for declaration of Dividend:

FINANCIAL PARAMETERS / INTERNAL FACTORS:

- Consolidated net operating profit after tax;
- Accumulated reserves;
- Working capital requirements;
- Capital expenditure requirements;
- Resources required to fund acquisitions and/or new businesses;
- Cash flow required to meet contingencies;
- Outstanding borrowings;
- Past Dividend Trends (Whenever applicable);
- Earnings outlook;
- Expected future capital / liquidity requirements;
- Any other relevant factors and material events.

EXTERNAL FACTORS:

- Prevailing legal requirements, regulatory conditions or restrictions laid down under the Applicable Laws including tax laws;
- Dividend pay-out ratios of companies in the same industry.
- Any significant changes in macro-economic environment affecting India or the geographies in which the Company operates, or the business of the Company or of its clients;
- Any political, tax and regulatory changes in the geographies in which the Company operates;
- Any significant change in the business or technological environment resulting in the Company making significant investments to effect the necessary changes to its business model;
- Any changes in the competitive environment requiring significant investment.
- Inflation rate
- Cost of external financing
- Any other relevant factors and material events.

5. UTILISATION OF RETAINED EARNINGS

The profits earned by the Company can either be retained in business and used for acquisitions, expansion or diversification, or it can be distributed to shareholders. The Company may choose to retain a part of its profits and distribute the balance among its shareholders as Dividend after having due regard to the parameters laid down in this Policy.

6. DIVIDEND PAYOUT

The dividend payout in each financial year, including interim dividends, will be decided by the Board keeping in mind the above-mentioned criteria. Special dividends, if any, will be declared in addition to the regular dividend payout.

7. CIRCUMSTANCES UNDER WHICH THE SHAREHOLDERS MAY OR MAY NOT EXPECT DIVIDEND

The shareholders of the Company may or may not expect Dividend under the following circumstances:

i. Whenever it undertakes or proposes to undertake a significant expansion project requiring higher allocation of capital.

ii. Significant higher working capital requirements adversely impacting free cash flow.

iii. Whenever it undertakes any acquisitions or restructuring or joint ventures requiring significant allocation or reduction of capital.

iv. Whenever it proposes to utilise surplus cash for buy-back of securities or

v. In the event of inadequacy of profits or whenever the Company has incurred losses.

8. DIVIDEND ELIGIBILITY

The Company has only one class of equity shareholders and does not have any preference share capital.

9. POLICY REVIEW, UPDATES AND AMENDMENTS

This policy will be reviewed annually by the Board to ensure that it meets the objectives of the relevant legislation and needs of the Company. The Board has the right to change/ amend the policy as may be expedient taking into account the law for the time being in force.

Any changes or revisions to the policy will be disseminated on the Company's Website.

In the event of any amendment(s), clarification(s), circular(s), provision(s) etc. issued by the relevant authorities, not being consistent with the provisions laid down under this Policy, then the same shall prevail upon the provisions hereunder and this Policy shall stand amended accordingly.

Declaration of Dividend on the basis of parameters in addition to the elements of this Policy or resulting in amendment of any element or the Policy will be regarded as deviation. Any such deviation on elements of this Policy in extraordinary circumstances, when deemed necessary in the interests of the Company, along with the rationale will be disclosed in the Annual Report by the Board.

10. EFFECTIVE DATE

The policy was first approved by the Board of Directors on October 25, 2016 and has been amended by the Board of Directors on May 15, 2025 and is effective from May 15, 2025.

11. DISCLOSURE

This Policy, as approved by the Board of Directors, at its meeting held on October 25, 2016, and amended thereafter shall be disclosed in the Annual Reports and hosted on the website of the Company https://www.crompton.co.in/

12. CONFLICT IN POLICY

In the event of any conflict between this Policy and the provisions contained in the Listing Regulations, the Regulations shall prevail.

ANNEXURE 2

FORM AOC-1

(Pursuant to first proviso to Sub-section (3) of Section 129 read with rule 5 of Companies (Accounts) Rules, 2014) Statement containing salient features of the financial statement of subsidiaries/associate companies/joint ventures)

PART "A": SUBSIDIARIES

Sl. No.	Particulars	Details
1.	Name of the subsidiary	(i) Nexustar Lighting Project Private Limited ("NLPPL") (ii) Pinnacles Lighting Project Private Limited ("PLPPL") (iii) Crompton CSR Foundation ("CCF") (iv) Butterfly Gandhimathi Appliances Limited ("BGMAL")
2.	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	NA
3.	Reporting currency and Exchange rate as on the last date of the relevant financial year in the case of foreign subsidiaries	Not Applicable as both the above-mentioned subsidiaries are Indian Subsidiaries
4.	Share capital	(i) NLPPL : Authorised Capital: ₹ 10.00 Crore (ii) Paid-Up Capital: ₹ 7.50 Crore (iii) PLPPL : Authorised Capital: ₹ 10.00 Crore (iv) Paid-Up Capital : ₹ 6.70 Crore (v) CCF : Authorised Capital: Nil* (vi) Paid-Up Capital : Nil* (vii) BGMAL : Authorised Capital: ₹ 40.00 Crore (viii) Paid-Up Capital : ₹ 17.88 Crore
5.	Reserves & Surplus	(i) NLPPL : ₹ 1.69 Crore (ii) PLPPL : ₹ 1.53 Crore (iii) CCF : Nil (iv) BGMAL: ₹ 354.38 Crore
6.	Total Assets	(i) NLPPL : ₹ 14.62 Crore (ii) PLPPL : ₹ 14.34 Crore (iii) CCF : Nil (iv) BGMAL: ₹ 559.22 Crore
7.	Total Liabilities	(i) NLPPL : ₹ 5.43 Crore (ii) PLPPL : ₹ 6.11 Crore (iii) CCF : Nil (iv) BGMAL: ₹ 186.96 Crore
8.	Investments	(i) NLPPL : ₹ 9.20 Crore (ii) PLPPL : ₹ 7.24 Crore (iii) CCF : Nil (iv) BGMAL: ₹ 127.17 Crore
9.	Turnover	(i) NLPPL : ₹ 0.96 Crore (ii) PLPPL : ₹ 1.01 Crore (iii) CCF : Nil (iv) BGMAL: ₹ 943.15 Crore
10.	Profit before taxation	(i) NLPPL : ₹ 1.08 Crore (ii) PLPPL : ₹ 0.77 Crore (iii) CCF : ₹ (0.65) Crore (iv) BGMAL: ₹ 61.26 Crore
11.	Provision for Taxation	(i) NLPPL : ₹ 0.29 Crore (ii) PLPPL : ₹ 0.24 Crore (iii) CCF : Nil (iv) BGMAL : ₹ 15.62 Crore
12.	Profit after Taxation	(i) NLPPL : ₹ 0.79 Crore (ii) PLPPL : ₹ 0.53 Crore (iii) CCF : ₹ (0.65) Crore (iv) BGMAL : ₹ 45.64 Crore
13.	Proposed dividend	(i) NLPPL:- Nil. (ii) PLPPL:- Nil. (iii) CCF : Nil * (iv) BGMAL : Nil.
14.	% of shareholding	(i) NLPPL : 100% (ii) PLPPL : 100% (iii) CCF : 0* (iv) BGMAL : 75%#

*Crompton CSR Foundation, a Company incorporated under Section 8 of the Act (being a company limited by guarantee not having share capital) primarily with an objective of undertaking/channelising the CSR activities of the Company, is a subsidiary of the Company with effect from May 01, 2019.

#BGMAL became a subsidiary of the Company w.e.f. March 30, 2022. During the year in accordance with regulations 3(1) and 4 of the Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeover) Regulations, 2011, after acquisition of 55% stake of Butterfly on March 30, 2022, an open offer was made by the Company for acquisition of upto 26% of the issued and paid-up equity share capital of Butterfly from its public Members. The open offer was fully subscribed and therefore the Company's holding increased from 55% to 81% w.e.f. June 4, 2022. To comply with the minimum public shareholding ("MPS") requirements mandated under Rule 19A of the Securities Contracts (Regulation) Rules, 1957, as amended, read with Regulation 38 of the SEBI Listing Regulations, 2015, the Company divested 6.00% of the issued and paid-up equity share capital of Butterfly on September 20, 2022, & September 21, 2022, through Offer for Sale ("OFS") mechanism, which resulted into decrease in holding from 81% to 75%.

1. Names of subsidiaries which are yet to commence operations: **NIL**
2. Names of subsidiaries which have been liquidated or sold during the year: **NIL**

PART "B": ASSOCIATES AND JOINT VENTURES

Statement pursuant to Section 129 (3) of the Act related to Associate Companies and Joint Ventures:

Not Applicable as there are no associates and joint ventures

Name of Associates/Joint Ventures	
1. Latest Audited Balance Sheet Date	NA
2. Shares of Associate/Joint Ventures held by the Company at the year end	
No.	
Amount of Investment in Associates/Joint Venture	
Extent of Holding %	
3. Description of how there is significant influence	
4. Reason why the associate/joint venture is not consolidated	
5. Net worth attributable to shareholding as per latest audited Balance Sheet	
6. Profit/Loss for the year:	
i. Considered in Consolidation	
ii. Not Considered in Consolidation	

1. Names of associates or joint ventures which are yet to commence operations: **NIL**
2. Names of associates or joint ventures which have been liquidated or sold during the year: **NIL**

For **and on behalf of Board of Directors**

D. Sundaram
Chairman
DIN: 00016304

Promeet Ghosh
MD & CEO
DIN: 05307658

Sanjiv Kakkar
Non-Executive
Independent Director
DIN: 00591027

Kaleeswaran Arunachalam
Chief Financial Officer

Place: Mumbai
Date: May 13, 2026

ANNEXURE 3

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

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

1. Brief outline on CSR Policy of the Company:

Company's CSR strategy framework is based on the principles of 'Responsible Business' and 'Shared Value'. The CSR programme framework is both in line with the Company's long-term commitment to building positive value for the communities (including key stakeholders) as well as addresses key developmental priorities as identified by Schedule VII to the Act.

2. Composition of CSR Committee:

Sl. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1.	Mr. Shantanu Khosla* (DIN: 00059877)	Non-Executive Vice Chairman, Committee Chairperson (Till December 31, 2025)	1	NA
2.	Ms. Hiroo Mirchandani* (DIN: 06992518)	Non-Executive, Independent Director, Committee Chairperson (W.e.f. January 1, 2026)	1	1
3.	Mr. D. Sundaram# (DIN: 00016304)	Non-Executive, Non- Independent Director, Member	1	1
4.	Ms. Smita Anand (DIN: 00059228)	Non-Executive, Independent Director, Member	1	1
5.	Mr. Promeet Ghosh (DIN: 05307658)	MD & CEO, Member	1	1

*The Committee was re-constituted with effect from January 1, 2026, pursuant to the completion of Mr. Khosla's term as a Non-Executive Vice Chairman & Chairman of CSR Committee. Ms. Hiroo Mirchandani (Non-Executive, Independent Director) was appointed as Member of the Committee and was subsequently designated as Chairperson of the Committee w.e.f. January 1, 2026.

#The CSR Committee was re-constituted with effect from September 18, 2025, following the change in designation of Mr. Sundaram upon his appointment as a Non Executive Non Independent Director. Accordingly, Mr. Sundaram served as a Member of the CSR Committee in his capacity as a Non Executive Independent Director up till September 17, 2025, and thereafter continued as a Member in his capacity as a Non Executive Non Independent Director.

3. Provide the web-link(s) where Composition of CSR Committee, CSR Policy and CSR Projects approved by the board are disclosed on the website of the company.

- Composition of CSR committee: https://www.crompton.co.in/pages/board-committee
- CSR Policy: https://www.crompton.co.in/pages/corporate-governance
- CSR Project: https://www.crompton.co.in/pages/csr#

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.

Impact Assessment Reports are available on the website of the Company and can be accessed at https://www.crompton.co.in/pages/csr#

5. (a) Average net profit of the company as per sub-section (5) of section 135: ₹ **665.19 Crore**
   (b) Two percent of average net profit of the company as per sub-section (5) of section 135. – ₹ **13.30 Crore**
   (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)]: ₹ **13.30 Crore**
6. a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): ₹ **12.53 Crore**
   b) Amount spent in Administrative Overheads: ₹ **0.67 Crore**
   c) Amount spent on Impact Assessment, if applicable: ₹ **0.11 Crore**
   d) Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹ **13.31 Crore**
   e) CSR amount spent or unspent for the Financial Year:

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per sub- section (6) of section 135		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
₹ 13.31 Crore	NIL	NA	NA	NIL	NA

   f) Excess amount for set-off, if any:

Sl. No.	Particulars	Amount (in ₹)
(1)	(2)	(3)
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	13,30,38,333
(ii)	Total amount spent for the Financial Year	13,30,99,858
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	61,525
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	NIL
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	61,525

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

1	2	3	4	5	6		7	8
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub- section (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under sub- section (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub- section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of Transfer		
1								
2		NA						
3								

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

~~Yes~~/ No

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
(1)	(2)	(3)	(4)	(5)	(6)		
NA							

(All the fields should be captured as appearing in the revenue record, flat no, house no, Municipal Office/ Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries)

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per sub- section (5) of section 135.

For **and on behalf of Board of Directors**

D. Sundaram
Chairman
DIN: 00016304

Promeet Ghosh
MD & CEO
DIN: 05307658

Sanjiv Kakkar
Non-Executive
Independent Director
DIN: 00591027

Kaleeswaran Arunachalam
Chief Financial Officer

Place: Mumbai
Date: May 13, 2026

ANNEXURE-4

FORM NO. AOC -2

Particulars of contracts / arrangements made with related parties.

[Pursuant to clause (h) of sub-section (3) of section 134 of the Companies Act, 2013 and Rule 8(2) of the Companies (Accounts) Rules, 2014]

This form pertains to the disclosure of particulars of contracts/arrangements entered into by the company with related parties referred to in sub section (1) of section 188 of the Companies Act, 2013 including certain arm's length transaction under third proviso thereto.

Details of contracts or arrangements or transactions not at arm's length basis

Particulars	Nature of Relationship	Duration of Contract	Date of Approval by Board	Salient Terms	Justification	Date of Special Resolution	Amount paid as advances	Amount in Crores
Nature of Contract	Not Applicable							
Rendering of services								

Details of material contracts or arrangements or transactions at arm's length basis

The details of contracts or arrangements or transactions at arm's length basis for the year ended March 31, 2026, are as follows:

Particulars	Nature of Relationship	Duration of Contract	Date of Approval by Board*	Salient Terms	Amount in Crores
Nature of contract					
Purchase of Goods					
Butterfly Gandhimathi Appliances Limited	Subsidiary Company	April 1, 2025 to March 31, 2026	Feb 11, 2025	Purchase of Goods	27.72
Sale of Goods					
Butterfly Gandhimathi Appliances Limited	Subsidiary Company	April 1, 2025 to March 31, 2026	Feb 11, 2025	Sale of Goods	14.70
Leasing of property					
Butterfly Gandhimathi Appliances Limited	Subsidiary Company	April 1, 2025 to March 31, 2026	Feb 11, 2025	Consideration for usage of trademark of Crompton (Royalty Fees)	0.42
				Sharing of Company's office at various places with Butterfly's employees	0.23
Sharing of Resources					
Butterfly Gandhimathi Appliances Limited	Subsidiary Company	April 1, 2025 to March 31, 2026	Feb 11, 2025	Mr. V A Jospeh (To provide management resources for overseeing Finance functions on Secondment to Butterfly)	1.50
				Ms. Swetha Sagar G (To provide management resources for overseeing Business as Manager & CBO on Secondment to Butterfly)	1.37
				Mr. Krushnakant Sinojia (To provide management resources for overseeing R&D functions on Secondment to Butterfly)	0.86

Particulars	Nature of Relationship	Duration of Contract	Date of Approval by Board*	Salient Terms	Amount in Crores
				Mr. Nijanthan A S (To provide management resources for overseeing Finance functions on Secondment to Butterfly)	0.43
				Mr. Bharath Venkatesh (To provide management resources for overseeing HR functions on Secondment to Butterfly)	0.41
				Mr. Babu Ekambaram (To provide management resources for overseeing HR functions on Secondment to Butterfly)	0.39
				Ms. Shristi Gupta (To provide management resource for all Planning & Logistics related activities on Secondment to Butterfly)	0.11
				Mr. Viral Sarvaiya (To provide management resources for all Secretarial related activities on Secondment to Butterfly)	0.00
Availing or rendering of services					
Butterfly Gandhimathi Appliances Limited	Subsidiary Company	April 1, 2025 to March 31, 2026	Feb 11, 2025	Management Services for rendering Manpower	2.22
				Management Services for receiving Manpower	0.37
Pinnacles Lighting Project Private Limited	Wholly Owned Subsidiary of Crompton	April 1, 2025 to March 31, 2026	Feb 11, 2025	Management Services for rendered	0.05
Nexustar Lighting Project Private Limited	Wholly Owned Subsidiary of Crompton	April 1, 2025 to March 31, 2026	Feb 11, 2025	Management Services for rendered	0.05
Crompton CSR Foundation	Wholly Owned Subsidiary of Crompton	April 1, 2025 to March 31, 2026	Feb 11, 2025	Undertaking the CSR activities of the company	12.68

*All the transaction(s) were approved by the Audit Committee of the Board.

Note:

The transactions mentioned above are not material as per the provisions of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended. However, the same are disclosed under AOC-2 as a matter of good corporate governance practice.

ANNEXURE 5

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,
Crompton Greaves Consumer Electricals Limited

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Crompton Greaves Consumer Electricals Limited (hereinafter called '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, to the extent the information provided by the company, its officers, agents and authorised representatives during the conduct of secretarial audit, the explanations and clarifications given to us and the representations made by the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India, we hereby report that in our opinion, the company has, during the audit period covering the financial year ended on March 31, 2026 generally complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records made available to us and 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 thereunder;

(ii) The Securities Contract (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

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

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

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

(a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

(c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 and amendments from time to time; (Not applicable to the Company during the audit period)

(d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

(e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 and The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Act and dealing with client;

(g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; (Not applicable to the Company during the audit period) and

(h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; (Not applicable to the Company during the audit period)

(vi) Other laws specifically applicable to the Company namely

- Bureau of Indian Standards. The National Standards Body of India
- Bureau of Energy Efficiency (Government of India, Ministry of Power)

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

(i) Secretarial Standards issued by The Institute of Company Secretaries of India with respect to Board and General Meetings.

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

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

We further report that:

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

Adequate notice was given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance other than those held at shorter notice, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Decisions at the Board Meetings/ Committee meetings were taken unanimously.

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 following event occurred which had bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards etc:

- Redemption of Debentures on July 22, 2025

For Parikh & Associates
Company Secretaries

Mitesh Dhabliwala
Partner
FCS No: 8331 CP No: 9511
UDIN: F008331H000350310
PR No.: 7327/2025

Place: Mumbai
Date: May 13, 2026

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

'Annexure A'

To,
The Members,
Crompton Greaves Consumer Electricals Limited

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

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in Secretarial records. We believe that the process and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about the Compliance of laws, rules and regulations and happening of events, etc.
5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Company Secretaries

Mitesh Dhabliwala
Partner
FCS No: 8331 CP No: 9511
UDIN:
PR No.: 7327/2025

Place: Mumbai
Date: May 13, 2026

ANNEXURE 6

Details pertaining to remuneration as required under section 197(12) read with Rule 5(1) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

a. The ratio of the remuneration of each Director to the median remuneration of the employees of the Company for 2025-26

The median remuneration of employees of the Company during 2025-26 was ₹ 11,40,000 (Rupees Eleven Lakh and Forty Thousand Only) and ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the Financial Year 2025-26 is provided in the table below:

Sr. No.	Name of Director	Designation	% increase/ decrease in remuneration	Ratio of Remuneration of each Director to Median Remuneration of employees for 2025-26
1	Mr. D. Sundaram* (DIN: 00016304)	Chairman & Non-Executive Non- Independent Director	66.54	5.35
2	Mr. Promeet Ghosh$ (DIN 05307658)	Managing Director & Chief Executive Officer	15.00	122.97
3	Mr. Shantanu Khosla# (DIN:00059877)	Non-Executive Vice Chairman	(95.68)	3.21
4	Mr. P. M. Murty% (DIN: 00011179)	Non-Executive Independent Director	30.09	3.93
5	Ms. Smita Anand (DIN: 00059228)	Non-Executive Independent Director	87.25	4.12
6	Mr. P R Ramesh& (DIN: 01915274)	Non-Executive Independent Director	84.32	4.77
7	Ms. Hiroo Mirchandani (DIN: 06992518)	Non-Executive Independent Director	72.55	3.86
8	Mr. Anil Chaudhary	Non-Executive Independent Director	225.48	3.95
9	Mr. Sanjiv Kakkar	Non-Executive Independent Director	235.54	4.30

Notes:

1. The remuneration of Non-Executive Directors and Independent Directors consists of sitting fees and commission. Commission is for F.Y. 2024-2025 paid in F.Y. 2025-26.
2. There is drastic increase in remuneration/ ratio of remuneration of all Directors as there was revision in sitting fees and commission during F.Y. 2025-26.
3. *Mr. D. Sundaram was acting as Non-Executive Independent Director until September 17, 2025. Further Board on recommendation of Nomination & Remuneration Committee at its meeting held on September 15, 2025, appointed him as an Non-Executive, Non-Independent Director with effect from September 18, 2025, to hold office until attaining the age of seventy-five (75) years, i.e., up to April 15, 2028. The appointment was subsequently approved by the Members through postal ballot on October 19, 2025.
4. $The increase in remuneration to Mr. Promeet Ghosh is within the limits as approved by the Shareholders of the Company.
5. #There was a significant decrease in the remuneration paid to Mr. Shantanu Khosla during FY 2025–26 compared to FY 2024–25, as in FY 2024–25 he received salary, variable pay, perquisites, sitting fees and commission, whereas in FY 2025–26 he received only sitting fees and commission, with no salary, variable pay or perquisites, as he served in the capacity of Non-Executive Vice Chairman during this period. Further, the sitting fees and commission paid to Mr. Khosla pertain only to the period up to December 31, 2025, as he ceased to be a Director upon completion of his tenure effective that date.
6. %The tenure of Mr. P. M. Murty as a Non Executive Independent Director of the Company concluded on July 24, 2025 pursuant to completion of his term. Accordingly, he was paid sitting fees only for meetings held up to July 24, 2025. The commission paid during FY 2025–26 relates to FY 2024–25 and was paid in accordance with the approval of N&RC and Board.
7. &The Board on recommendation of Nomination & Remuneration Committee at its meeting held on February 6, 2026, approved re-appointment of Mr. P.R. Ramesh as a Non-Executive Independent Director of the Company for a second consecutive term, not liable to retire by rotation, for a period commencing from May 21, 2026, up to January 16, 2030 (both days inclusive). The said re-appointment was subsequently approved by the Members through a postal ballot on March 14, 2026.

b. **The percentage increase in remuneration of Chief Financial Officer (CFO), Company Secretary or Manager, if any, in the financial year:**

The percentage Increase in remuneration of Chief Financial Officer (CFO), Company Secretary or Manager, if any, in Financial Year 2025-26 is provided in the table below:

Sl. No.	Name of Director/ KMP	Designation	% Increase/ (Decrease) in Remuneration in 2025-26*
1.	Mr. Kaleeswaran Arunachalam	Chief Financial Officer	19.86
2.	Ms. Rashmi Khandelwal#	Company Secretary & Compliance Officer	11.02

*The increase in remuneration is majorly due to introduction of LTI and LTI payment in F.Y. 2025-26 for the first time.

#Resigned w.e.f. April 23, 2026

c. **The percentage increase in the median remuneration of employees in the Financial Year**

In the Financial Year 2025-26, there was an increase of 1% in the median remuneration of employees.

d. **The number of permanent employees on the rolls of the Company**

There were 2,211 (Two Thousand Two Hundred and Eleven Only) permanent employees including permanent workers on the rolls of the Company as on March 31, 2026.

e. **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**

Average percentile increase made in the salaries of employees other than the managerial personnel in the last financial year i.e. 2025-26 was 6.7% whereas the increase in managerial remuneration for the financial year 2025-26 was 11.8% (Calculated as per Weighted Average).

The remuneration of Independent Directors consists of commission and sitting fees. While deciding the remuneration, various factors such as Director's participation in Board and Committee Meetings during the year, other responsibilities undertaken, such as Membership or Chairmanship of Committees etc., were taken into consideration.

f. **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 and Remuneration Policy of the Company.

"**Median**" means the numerical value separating the higher half of a population from the lower half and the median of a finite list of numbers may be found by arranging all the observations from lowest value to highest value and picking the middle one. If there is an even number of observations, the median shall be the average of the two middle values.

For **and on behalf of the Board of Directors**

D. Sundaram
Chairman
DIN: 00016304

Place: Mumbai
Date: May 13, 2026

ANNEXURE 7

Pursuant to Clause (m) of Sub-section 3 of Section 134 of the Act and Rule 8(3) of the Companies (Accounts) Rules, 2014.

A. CONSERVATION OF ENERGY:

(a) Energy Conservation Measures Taken

As a leading brand in electrical sector your Company has taken various initiatives towards energy conservation. This is reflected in our product development efforts and process upgrades.

Some of the activities carried out in the area of energy conservation were:

1) Light Pipe Installed @ Ahilyanagar Plant – Helps to Reduce Shopfloor Lighting Load During Day Time. (Day Light Conservation)
2) HVLS Fan Installation @ Ahilyanagar Plant - Optimizes the Ventilation Power Load of Shopfloor,
3) Energy Efficient BLDC Fan Implementation at Bethora Plant
4) Solar Street Lighting implementation at Pudupakkam – Chennai Plant (BGMAL)
5) Occupancy Sensor Implementation for Lighting Auto Control at Ahilyanagar Plant
6) Robotic machine installation result in enhancement of productivity, quality and avoid the safety issues.
7) Level Based Auto On-Off Pumping System Control Mechanism at Baroda Plant.
8) Proximity Sensor Implementation to Optimize Power Consumption in Tapping-Sealing Machine at Bethora Plant
9) Startup Power Consumption Optimize at Varnishing Over Through Conveyor Control Logic Modification
10) Energy Efficient IR Heating for Motor Varnishing Process at Ahilya Nagar Plant
11) Skylight Sheet for Roof & Side Cladding at Baddi Plant to Optimize Lighting Load

(b) Capital Investment on Energy Conservation Equipment

₹ 47.04 Lakhs

B. TECHNOLOGY ABSORPTION:

The technology focus for the Company has been on process improvement for better quality, lower cost, new product development speed and to get the better technology working with international companies.

Some of the areas of technology focus and initiatives are:

1. Launched Ceiling Fan in Standard & Sub-eco Category with New Colours - Blue/Grey, Matte Black & New Brown.
2. Introduced Jazz BLDC Ceiling Fan - 48" & 36" Sub Eco BLDC Cat. Product with New Aesthetics and can be operated through the remote.
3. Launched Plasto Blasto - Stingray BLDC Ceiling Fan + IOT 48 Inhouse Motor & PCB Design, RF Remote – Point anywhere, Sleep mode, Timer function, Wooden finish.
4. Introduce Aura 2 BLDC Ceiling Fan Inhouse Motor, RF Remote - Point anywhere, Sleep mode, Timer function, Painted Anti-dust.
5. Launched Export_Sub eco- Star drift & Nidus Eco Ceiling Fan for Nepal Market, High Speed, Star drift - Al Model, Nidus - Cu Model.
6. Introduced Toro (Cu)-24" Ceiling Fan - Antidust, High Speed, Deco Aesthetics, 100% copper winding motor.
7. Introduced Toro 56" Ceiling fan - Antidust, High Speed, Deco Aesthetics, sweep extension.
8. Launched HS Riviera Neo and Rural Model 48" & 36" Eco Category Ceiling Fan.
9. Successfully Launched 4" personal fan with clip Personal Fan/ Portable Battery Backup Clip to mount the fan as per user requirement Table stand.
10. Introduced Windstar Farrata with Copper Motor Pedestal / Stand Fan Higher Air Delivery.
11. Launched Wavestar AL Needle Winding (Pedestal & Wall Fan) New aesthetics Needle winding motor.
12. Launched a V4 Agri Dura Pump - Super Cool LCD Motor with lower winding temperatures ensuring longer Life. Sand fighter design with

double strainer & bush in pump adapter thus ensuring jam free operation.

13. Launched Horizontal OW Agri Pump - High-grade stamping lowers losses, improves efficiency Prefilled motor dissipates heat. Resists corrosion & longer life. Wide Voltage Range 160-240V.
14. Introduced Higher HP Sewage Pump 10/15HP Dry-winding 4-pole submersible motor. Handles solids up to 40 mm Single-channel non-clog impeller double-seal; energy-efficient.
15. Launched V4 Resi Dura 1.0 Pump - Super Cool LCD Motor Sand fighter design & Energy efficient complying to BEE. Corrosion resistance & longer life. Wide Voltage Range 160-240V.
16. Introduced Mini WIN I & II Pumps with Double Coating, Double protection against rusting, Anti-Drip Adapter- Enhanced protection from water entry.
17. Introduce Residential Pump - V4 Resi Dura 1.0_P3 Super Cool LCD Motor with higher core length & more water content thus ensuring lower winding temperatures ensuring longer life.
18. Launched Jet Pump - TJM12 Revamp Power Jet Higher Discharge, Anti Rust Casing, Wide Voltage design, Fitted with 'F' Class insulation and Thermal Overload Protector.
19. Launched Residential Pump Mini Master-I, Anti-Drip Adaptor-enhanced protection from water entry. Wide Voltage design- Suitable for wide voltage application:180-260V.
20. Launched Solar Pumps Complied with MNRE 2023 guidelines RMS unit with 4G compatibility & APP for farmer. IP65 Enclosure to protect in outdoor conditions.
21. Successfully Launched V3 DURA 1.0 (3W) Pump - Sand fighter design with double strainer & bush in pump adapter thus ensuring jam free operation. Higher discharge, better performance.
22. Launched Downlighter Param-15W ,15W 3ccT Most Economic product in Ceiling downlight category to address mass consumer.
23. Launched Flood Lamp - Gleam Pro Eco-Flood light 100W/150W in Compact housing.
24. Launched LED Tile - Cutting-edge lighting solution designed to deliver exceptional brightness, energy efficiency, and long-lasting performance for modern commercial and residential spaces.
25. Successfully Introduced Group Dimming 2.0 An intelligent lighting management system designed to optimize energy usage while providing enhanced control and reporting capabilities with individual and group control.
26. Introduced Power Banks - 10K/20K 22W Fast Charging with PPS, Quick & safe for multiple devices, 10000 & 20000 mAH, 12-Layer Smart IC Protection, MagSafe Magnetic Wireless Charging.
27. Launched Stabilizer with Wide Input Voltage Range, Advanced Voltage Protection, High Load Handling Capacity, Suitable for split & window AC's.
28. Introduced Mobile Charger - 20W/33W/45W/65W PD & QC Fast Charging Support, Smart Auto Power Detection, Travel-Friendly Design, High Heat Resistance.
29. Introduced Highbay Lighting with Wattages Range - 80 to 250w Better and wider throw of light Low-cost solution Specially designed for warehouses, cement industry, Metro Stations.
30. Successfully Launched Streetlight 300-350w Modular design Range 300, 350w Specially designed for 4 Lane, 6 Lane highways Compliance with terms of govt tenders for NHAI highways.
31. Introduced 200W Tab light Extra Bright Output – 100 lumens per watt for powerful illumination IP65 Water Resistance – Built to withstand the elements Shatter-Proof Diffuser – Tough build for long-lasting use.
32. Launched 50W wide batten light with High lumen output ensures brighter and wider light coverage. Energy Smart: Delivers excellent efficiency, minimizing energy costs. Options for home use to large-space lighting.
33. Launched 20W Flat Batten Bold & Wider Design, elevates interior aesthetics Wide, uniform glow, controlled illumination across larger areas Compact Size, Slim & Stylish Profile.
34. Introduced HW LED Lamp 70/80W Wide Light Spread with Long Life Bright Light of 630(70W) and 720(80W) lumens Easy to Fit – B22 Holder Wide Voltage Range – 140 to 270V No UV/IR, Anti-Glare, Lightweight.
35. Launched Stabilizer wave-2 Wide Range: Models for ACs & LED TV. Advanced Protection: Low & high voltage cutoff, thermal overload protection.
36. Launched Air Cooler - Aura DAC_ (70L,90L,110L) Aura Neo Motor with overload protection Everlast pump High density honeycomb pad Auto fill float valve.
37. Introduced Air Cooler Ozone PAC_CMF (30L,45L) Motor with overload protection Everlast pump High density honeycomb pad.
38. Introduced Air Cooler Avancer DAC_CMF change _Avancer to ozone Neo DAC Motor with overload protection Everlast pump High density honeycomb pad.
39. Launched 800Watt plastic body Quartz room heater Two sets heating Elements Stainless steel reflector Automated switch off in case of fall shock proof body Handle for easy movement.
40. Launched Solarium Neo Plus Superior Glass line coating, Smart Shield corrosion protection, Advance 3 level Safety, Temperature control knob.
41. Introduced 1200W Halogen heater front opening Fast Heating, Overheat Protection, Multiple heat setting, Oscillating function for even Warmth, Safety tip over switch.
42. Launched Arno Neo Insta 3L Instant Hot water with 3kW Heating Element Rust-Proof Outer Body 3-Level Safety: Thermostat, Thermal Cut-out, Pressure.
43. Launched Water Heater Insta Ginie 3L The product is especially designed to cater the segment orders.
44. Introduced Festo Kwik 3L Instant Hot water with 3kW Heating Element Suitable for use in bathrooms & kitchens.
45. Successfully Launched Eliteo Mid Premium Chimney with BLDC Auto Clean. BLDC motor, Gesture control, Filter less technology.
46. Launched Viona plus Hob Matt black finish Toughened Glass. Full brass burner. Fully sealed burner.
47. Launched AirIQ SMART Series BLDC India's first & only AirIQ technology chimney, Aqsync BLDC motor, Smart on activation, Intelli auto clean, 5.2X power full suction.
48. Launched Energion BLDC Chimney Inclined Sleek design, Powerful suction, BLDC motor, Thermal auto clean, 9+1 Speed modes.
49. Introduced Hyper Max BLDC Chimney-curve Powerful Suction, Silent BLDC Motor, Intelli Auto Clean, 8 Speed Modes
50. Launched Pyra Matt glass Gas stove 8 MM Matt finish Black glass. Designer Tornado Burners Heavy duty pan support with flame guard.
51. Introduced Infrared Cooktop 2200W (Novacare) Feather Touch Control, Overvoltage shield & overheat protection, Fast cooking, Indian preset menu.
52. Launched Sandwich Griller Sandwich Toaster Griller Grease & Crum Collector Non-Stick – Easy to clean Energy Efficient.
53. Introduced Cool Touch Kettle Beverage Preparation Safe to handle Energy Efficient.
54. Launched Chopper with Peeling Attachment Patented Design Peel in Seconds.
55. Introduced Ameo Fresh Unique Design & CFM Versatile Attachments for all Blending, Juicing, Chopping.
56. Launched Brio Lite 1000W Dry Iron Powerful Heating element, 360- swivel cord, 6 fabric settings, nonstick coated Weil burger.
57. Launched Mixer Grinder Durogrand Plus - 750 W food processor First time for Crompton, In-House design.
58. Introduced Ameo Fresh – Nutri Blender 400W Fresh Design with Vibrant colors.

C. IMPORTED TECHNOLOGY: NIL

D. EXPENDITURE ON R&D:

R&D expenditure for the year was: - ₹ 112.50 Crore

E. FOREIGN EXCHANGE EARNINGS AND OUTGO:

Foreign exchange earned: ₹ 110.91 Crore

Foreign exchange used: ₹ 39.48 Crore

For **and on behalf of the Board of Directors**

D. Sundaram
Chairman
DIN: 00016304

Place: Mumbai
Date: May 13, 2026

ANNEXURE 8

AS PER THE DISCLOSURE REQUIREMENT SPECIFIED UNDER SEBI (SHARE BASED EMPLOYEE BENEFITS) REGULATIONS, 2014 AND SECTION 62(1)(b) OF THE ACT READ WITH RULE 12(9) OF THE COMPANIES (SHARE CAPITAL & DEBENTURES) RULES, 2014, THE FOLLOWING INFORMATION IS DISCLOSED WITH RESPECT TO EMPLOYEE STOCK BENEFIT PLANS

I. Description of each ESOP that existed at any time during the year

Details of ESOP	ESOP 2016	ESOP 2019	PSP-1 2016	PSP-2 2016
1. Date of shareholders' approval	October 22, 2016	January 19, 2020 and amended on January 6, 2021	October 22, 2016	October 22, 2016
2. Total number of options approved under ESOP	40,00,000	98,00,000	1,09,68,057	31,33,731
3. Vesting requirements	As specified by the Nomination and Remuneration Committee (N&RC) subject to minimum one year from the date of grant			
4. Exercise price or pricing formula (₹)	Exercise Price is the closing market price on the Stock Exchange which has higher Trading Volume, as on the day prior to the date on which the Nomination and Remuneration Committee (N&RC) approves the grant.	Exercise Price is the closing market price on the Stock Exchange which has higher Trading Volume, as on the day prior to the date on which the Nomination and Remuneration Committee (N&RC) approves the grant.	As fixed by N&RC	
5. Maximum term of options granted (years)	Options granted under ESOP 2016 would vest not earlier than one year and not later than five years from the date of grant.	Options granted under ESOP 2019 would vest not earlier than one year and not later than five years from the date of grant.	Options granted under PSP-1 2016 and PSP-2 2016 would vest not earlier than one year and not later than 10 years from the date of grant.	
6. Source of shares (Primary, Secondary or combination)	Primary			
7. Variation in terms of options	There have been no variations in the terms of the options			

II. Method used to account for ESOP

The Group has calculated the employee compensation cost using the Fair value method of accounting for the Options granted. The stock-based compensation cost was calculated as per the fair value method prescribed by SEBI, the total cost to be recognised in the financial statements for the period April 1, 2025, to March 31, 2026, would be ₹ 8,06,63,815 (Rupees Eight Crore Six Lakh Sixty Three Thousand Eight Hundred and Fifteen Only).

III. Option Movement during the year

Details of ESOP	ESOP 2016	ESOP 2019	PSP-1 2016	PSP-2 2016
1. Number of options outstanding at the beginning of the year	2,00,445	76,35,653	Nil	Nil
2. Number of options granted during the year	Nil	20,983	Nil	Nil
3. Number of options forfeited/lapsed during the year	14,233	10,81,142	Nil	Nil
4. Number of options vested during the year	Nil	9,68,911	Nil	Nil
5. Number of options exercised during the year	1,05,712	Nil	Nil	Nil
6. Total number of shares arising as a result of exercise of options	1,05,712	Nil	Nil	Nil
7. Money realised by exercise of options (₹)	2,36,56,657	Nil	Nil	Nil
8. Number of options outstanding at the end of the year	80,500	65,75,494	Nil	Nil
9. Number of options exercisable at the end of the year	80,500	36,30,761	Nil	Nil

IV. Weighted average exercise price of options granted during the year whose

Details of ESOP	ESOP 2016	ESOP 2019	PSP-1 2016	PSP-2 2016
i. Exercise price equals market price	Nil	Nil	Nil	Nil
ii. Exercise price is greater than market price	Nil	351.85	Nil	Nil
iii. Exercise price is less than market price	Nil	Nil	Nil	Nil
Weighted average fair value of options granted during the year whose:				
i. Exercise price equals market price	Nil	Nil	Nil	Nil
ii. Exercise price is greater than market price	Nil	98.03	Nil	Nil
iii. Exercise price is less than market price	Nil	Nil	Nil	Nil

V. Employee-wise details of options granted during the financial year 2025-26 to

Particulars	ESOP 2016	ESOP 2019	PSP-1 2016	PSP-2 2016
i. KMP and SMPs	Nil	Mr. Vikram Sridharan, Chief Digital Officer (CDO) was granted 20,983 options on July 18, 2025	Nil	Nil
ii. Employees who were granted, during any one year, options amounting to 5% or more of the options granted during the year	Nil	Mr. Vikram Sridharan, Chief Digital Officer (CDO) was granted 20,983 options on July 18, 2025.	Nil	Nil
iii. Identified employees who were granted options, during any one year, equal to or exceeding 1% of the issued capital (excluding outstanding warrants and conversions) of the Company at the time of grant	NIL			
Method and Assumptions used to estimate the fair value of options granted during the year:				
The fair value has been calculated using the Black Scholes Option Pricing model				

The Assumptions used in the model are as follows:

Particulars	ESOP 2016	ESOP 2019	PSP-1 2016	PSP-2 2016
1. Risk-Free Interest Rate	No grants during the year	5.83%	No grants during the year	No grants during the year
2. Expected Life		3.50 years		
3. Expected Volatility		29.85%		
4. Dividend Yield		0.86%		
5. Price of the underlying share in market at the time of the option grant (₹)		349.60		

Details of ESOP	ESOP 2016	ESOP 2019	PSP-1 2016	PSP-2 2016
Weighted Average share price of options exercised during the year:	₹ 320.09			

Exercise Price and weighted average remaining contractual life of outstanding options

Scheme Name	Number of Options Outstanding	Weighted Average Remaining Contractual Life (in years)	Exercise Price (₹)
ESOP 2016	80,500	1.59	265.50
ESOP 2019	65,75,494	3.62	367.65
PSP-1 2016	Nil	Nil	Nil
PSP-2 2016	Nil	Nil	Nil
Diluted Earnings Per Share (EPS) pursuant to issue of shares on exercise of option calculated in accordance with Indian Accounting Standard (Ind AS) 33; "Earning Per Share"	₹ (3.78)		

For **and on behalf of the Board of Directors**

D. Sundaram
Chairman
DIN: 00016304

Place: Mumbai
Date: May 13, 2026

Report on Corporate Governance

Crompton's philosophy on Corporate Governance

At Crompton, corporate governance is deeply embedded in our organisation and guides the way we conduct our business every day. Rooted in our long-standing legacy and values, our governance philosophy reflects an unwavering commitment to integrity, transparency, accountability and ethical conduct. We believe that strong governance is fundamental to building a resilient organisation and sustaining stakeholder trust over the long term.

Corporate governance at Crompton is viewed not merely as a statutory obligation, but as a strategic enabler of sustainable growth and long-term value creation. The Company is committed to responsible business conduct, fair and timely disclosures, prudent risk management and strict adherence to applicable laws and regulations. Beyond compliance, Crompton continuously strives to adopt best-in-class governance practices aligned with evolving regulatory expectations and globally recognised standards.

Crompton is a professionally managed Company, led by highly qualified and expert professionals. The Board of Directors **("Board")** plays a pivotal role in providing strategic direction, overseeing management performance and safeguarding the short and long-term interests of shareholders and other stakeholders. Through an effective, informed and independent Board, supported by its various committees, the Company ensures strong oversight, accountability and informed decision-making. The Board also recognises that sound governance is not limited to policies and processes, but must be embedded in the culture, values and conduct of the organisation.

The Company complies with the corporate governance requirements prescribed under the Securities and Exchange Board of India and this report is prepared in accordance with the provisions of the Listing Regulations and contains the details of Corporate Governance systems and processes at Crompton.

Crompton has been honoured with the prestigious **'Golden Peacock Award'** for Excellence in Corporate Governance for the year 2025 in the national category (Consumer Appliances Sector) by the Institute of Directors (IOD), London.

The Corporate Secretarial function of Crompton has achieved ISO 9001:2015 certification from Bureau Veritas - UKAS Management Systems. This certification recognises the robust quality management systems and governance frameworks, standardised processes, and continuous improvement practices adopted by the Company's Secretarial function. This accreditation reflects Crompton's commitment to maintaining elevated standards of corporate governance, regulatory compliance and operational excellence.

Corporate Governance Framework and Structure

Our corporate governance framework is designed to balance the interests of its diverse stakeholders, including shareholders, employees, customers, business partners, regulators and the wider community, within a transparent and well-defined structure.

Crompton's governance framework is reinforced through its Code of Conduct and Ethics, corporate governance guidelines and committee charters, supported by robust internal controls, audit mechanisms and management processes. Together, these elements reflect Crompton's enduring commitment to responsible leadership, ethical excellence and sustainable value creation.

Our Governance Structure is multi-tiered, comprising of the Board of Directors (the Board), Board Committees, Managing Director & Chief Executive Officer (MD & CEO), and the Management Committee.

Organisational Governance Structure

Board

The Board's primary role is to ensure the Company's long-term sustainable success for all stakeholders. It is responsible for developing strategy, overseeing material acquisitions and divestments, managing capital expenditure and the Company's capital structure, and handling other financing matters. Additionally, the Board is committed to upholding sound principles of Corporate Governance within the Company.

Chairman

The Chairman leads the Board and fosters effective participation from all Executive and Non-Executive Directors during Board meetings. Additionally, the Chairman promotes transparency and encourages debate, which leads to effective decision-making at the Board level.

Independent Directors

The Independent Directors provide strategic guidance and expert advice, fostering objective judgement and accountability. They offer constructive feedback, hold management accountable, and engage continuously with the Company and its employees.

Committees of the Board

The Board Committees play a crucial role in the governance structure of the Company and have been constituted to deal with specific areas/activities which concern the Company and need a closer review.

MD & CEO, Leadership team and Business Leadership Team

The leadership team, headed by the MD & CEO, is responsible for ensuring delivery of the Company's strategy, business plans and financial performance. Leadership team along with business leadership team manages the Company's day-to-day affairs.

Governance Excellence at Crompton

At Crompton, strong corporate governance is the foundation of sustainable value creation and long-term stakeholder trust. The Company continues to strengthen its governance framework to ensure ethical conduct, transparency in decision-making, accountability at all levels, and alignment with regulatory and stakeholder expectations.

1. Board Leadership and Effectiveness

Crompton's governance framework is led by a balanced and independent Board that provides strategic guidance while maintaining robust oversight of management. The Board brings together diversity of skills, experience, and perspectives, enabling informed decision-making in a dynamic business environment. A well-defined separation of roles between the Board and the management enables robust governance, strategic clarity, and operational responsiveness.

Regular Board and Committee meetings facilitate meaningful deliberations on strategy, risk, compliance, performance, and long-term sustainability. The Board periodically reviews its own performance, as well as that of its Committees and Directors, to enhance effectiveness and continuously strengthen governance standards.

2. Strong Committee Oversight

The Board Committees provide focused governance and deeper oversight across key areas such as audit and assurance, nominations and remuneration, stakeholder engagement, and risk management. These Committees operate under clearly defined charters and regularly report to the Board, enabling efficient supervision of financial integrity, internal controls, leadership development, executive compensation, and stakeholder interests.

3. Ethical Conduct and Integrity

Integrity is central to Crompton's culture. The Company has established robust policies and codes of conduct that guide ethical behaviour across the organisation. These frameworks reinforce expectations relating to integrity, fairness, conflict of interest management, and compliance with laws and regulations. The Company fosters a culture of integrity through consistent communication, structured training programmes, and leadership. A robust Whistle-Blower and Vigil mechanism enables employees and other stakeholders to raise concerns in a secure, confidential, and transparent manner, reinforcing ethical accountability across the organisation.

4. Risk Management and Internal Controls

Crompton follows a structured approach to risk management, identifying, assessing, and mitigating key strategic, operational, financial, and compliance risks. The risk management framework is embedded within business processes to support informed decision-making and long-term resilience.

A robust internal control system, commensurate with the size and complexity of operations, ensures reliability of financial reporting, protection of assets, and compliance with applicable laws and internal policies. Periodic internal audits and management reviews further strengthen governance discipline and control effectiveness.

5. Transparency, Disclosure, and Stakeholder Engagement.

The Company is committed to highest standards of transparency and timely disclosures, ensuring that stakeholders have access to clear, accurate, and meaningful information. Crompton maintains open channels of communication with shareholders, investors, employees, customers, suppliers, and other stakeholders, recognising their role in the Company's long-term success. Through structured engagement processes, investor communications, and statutory disclosures, Crompton seeks to foster trust and uphold accountability to all stakeholders.

6. Fairness and Accountability

At Crompton, fairness and accountability are fundamental to the way we operate. We conduct our dealings with integrity, fairness, and equity, ensuring ethical and transparent interactions with all stakeholders, both within and outside the organisation.

Accountability is embedded in our culture through a strong emphasis on end to end ownership and responsibility for our commitments and actions. By fostering openness and transparency, we hold ourselves accountable to our stakeholders, including employees, members, customers, vendors, business partners, supply chain participants, government agencies, and society at large, thereby reinforcing trust and credibility in all our engagements.

7. Continuous Enhancement in Governance Practices

Full adherence to all regulatory and statutory requirements in letter and spirit is a key guiding principle. Your Company believes that effective compliance and risk management activities will drive the corporate performance.

A report on compliance with the Corporate Governance provisions as prescribed under the SEBI Listing Regulations is annexed to this Report.

8. Adherence to law

Recognising that governance is an evolving journey, Crompton continuously reviews and enhances its governance policies, processes, and frameworks in response to regulatory changes, stakeholder expectations, and emerging best practices. The Company remains committed to strengthening its governance ecosystem to support sustainable growth, responsible business conduct, and long-term value creation.

Board of Directors

The Board serves as the apex governing body of the Company, providing effective oversight and stewardship to ensure responsible, ethical, and value driven leadership. The Board plays a critical role in defining the Company's long-term vision, fostering a culture of integrity, and guiding sustainable and accountable growth.

The Board comprises of experienced, knowledgeable, and committed professionals, who bring independent judgment, strategic insight, and diverse perspectives to support and guide senior management. Through appropriate direction and control, the Board ensures that the Company is managed in alignment with stakeholder interests, regulatory requirements, and broader societal responsibilities, while remaining focused on long-term value creation. The Company's Board brings together a wide spectrum of expertise, professionalism, and diverse thinking, enabling it to balance competing priorities, uphold sound corporate governance principles, and act as a catalyst in enhancing stakeholder value.

The Board has ultimate responsibility for reviewing and guiding the Company's corporate strategy, major plans of action, risk management framework, annual budgets, and business plans. It sets performance objectives, monitors their implementation and overall corporate performance, and oversees significant capital expenditures, acquisitions, mergers, and other strategic initiatives essential for the long-term success of the business.

Apart from the agenda of evaluation of the performance of the Board and Committees, the Board engages with the management on long-term strategic issues such as growth strategies, innovation, succession planning & human capital management, culture, go to market strategies, technology, etc. These insightful sessions allow the Board members to get a better understanding of the business of the Company and allows the senior management to solicit different perspectives from the Board.

The Directors actively participate in Board and Committee deliberations and provide guidance and counsel to management on key aspects of business strategy, governance, compliance, and risk management.

The Company believes that an active, well-informed, diversified, and independent Board is fundamental to achieving the highest standards of corporate governance. The Board lies at the core of the governance framework, overseeing management's conduct of business and safeguarding the long-term interests of all stakeholders.

The Chairman leads the Board and is responsible for its overall effectiveness. The Chairman sets the agenda, ensures that Directors receive accurate, timely, and comprehensive information, fosters open and constructive dialogue, and facilitates the effective contribution of both Executive and Non-Executive Directors. Independent Directors provide objective judgement, constructive challenge, strategic guidance, and specialist advice, while holding management accountable.

The Board recognizes its primary role as trustee of shareholders' capital and remains committed to enhancing shareholder value. In discharging its fiduciary responsibilities, the Board strives to uphold world class standards of corporate governance and ensure that the Company's objectives, strategies, and operations remain aligned with sustainable growth and long-term stakeholder value creation.

Further, the Board is also responsible for:

- Enhancing shareholder value while safeguarding the interests of all stakeholders through effective oversight and balanced decision-making;
- Providing strategic guidance, approving short- and long-term objectives, and monitoring their implementation to ensure sustainable growth and value creation;
- Reviewing the Company's overall performance against defined strategic, operational, and financial objectives;
- Ensuring the effective functioning of Board Committees and conducting periodic evaluations to enhance overall Board effectiveness.
- Overseeing the effectiveness of the corporate governance framework, including transparency, disclosure practices, and ethical conduct;
- Ensuring robust and transparent processes for the appointment, remuneration, evaluation, and succession planning of Directors and Senior Management;
- Ensuring the integrity of financial reporting, independent audit processes, and the effectiveness of risk management, internal controls, and regulatory compliance systems;
- Safeguarding the interests of shareholders and other stakeholders through fair governance practices and transparent communication;
- Guiding sustainability initiatives and overseeing corporate social responsibility activities to promote responsible and socially inclusive growth.

Size and Composition of Board

Crompton values and recognises the importance of Board diversity and is committed to fostering a Board that reflects a wide range of experiences, perspectives, skills, gender, and expertise. Such diversity enables constructive discussions and informed, effective decision-making. By bringing together varied perspectives and deep expertise across areas including finance, global business, leadership, information technology, mergers and acquisitions, governance, marketing, ESG, risk management, and cybersecurity, Crompton ensures robust oversight and sustains its competitive advantage.

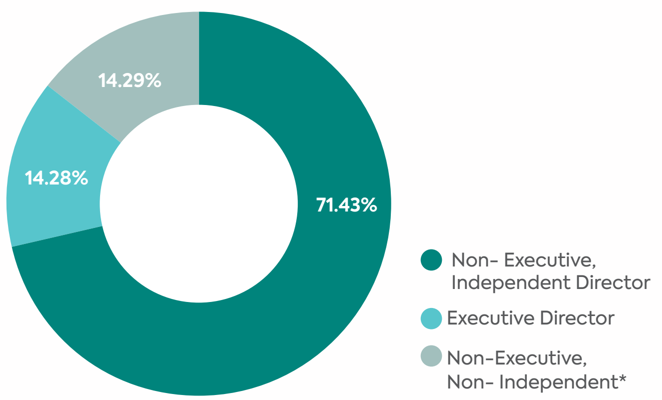
The Board comprises highly qualified and experienced individuals of distinction and standing, who collectively uphold and strengthen the Company's long standing commitment to high standards of corporate governance. With an optimal balance of professionalism, knowledge, and experience, the Board is well equipped to discharge its responsibilities effectively and provide strong leadership for the Company's business.

Crompton's Board consists of the requisite combination of Independent and Non-Independent Directors, including Independent Women Directors in line with Regulations 17 and 17A of the SEBI Listing Regulations read with Section 149 of the Companies Act, 2013 **("the Act")**.

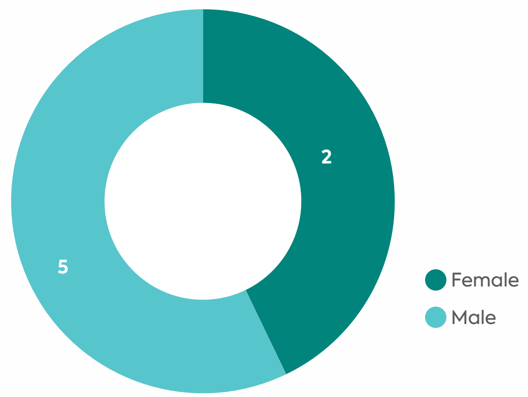
7
Board Members

Separate Positions of Chairman and MD & CEO

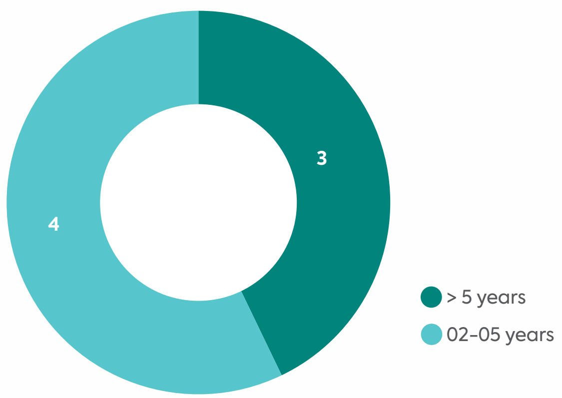
Size and Composition of the Board as on March 31, 2026



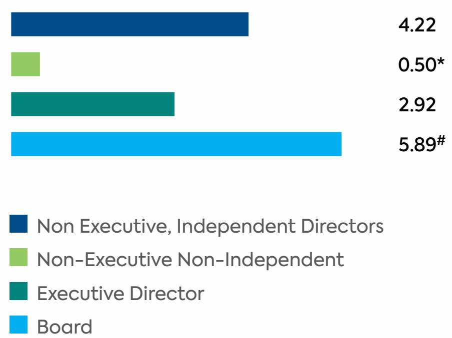
Board Gender Diversity



Present Tenure of Directors in years



Average Tenure in years (category-wise)



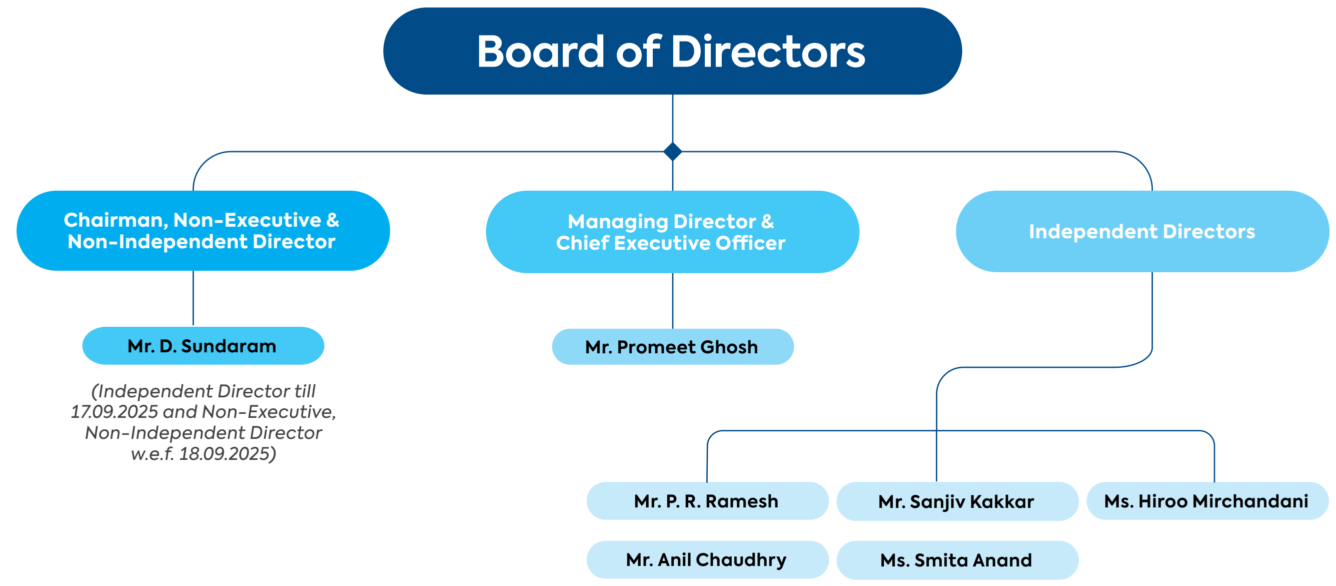
* Mr. Sundaram served as an Independent Director for two consecutive terms of 5 (Five) years each, from August 26, 2015 to September 17, 2025. Upon completion of his tenure as an Independent Director, he was appointed as a Non-Executive, Non-Independent Director with effect from September 18, 2025, which was subsequently approved by the Members through postal ballot on October 19, 2025. The tenure mentioned above relates only to his appointment as a Non Executive, Non-Independent Director in the Company.

#The original date of appointment of the Directors is considered to calculate the average tenure of Board. The tenure of Board has reduced as compared to last year pursuant to cessation of Mr. P.M. Murty and Mr. Shantanu Khosla during the year, the details of which have been adequately captured in the relevant sections of this report.

Mr. Sundaram's Board tenure is considered from his original date of appointment; accordingly, he is included in the >5 years category despite the change in designation.

As on March 31, 2026, the Board consisted of 7 (Seven) Directors, with 5 (Five) Independent Directors, 1 (One) Non-Executive, Non-Independent Director and MD & CEO. Out of the said 5 (Five) Independent Directors, 2 (Two) are Women Independent Directors which is one of the indicators of high diversity at the Board level.

As on March 31, 2026, Mr. D. Sundaram is the Non-Executive, Non-Independent Director & Chairman of the Company. Mr. Promeet Ghosh, Managing Director & Chief Executive Officer of the Company, Ms. Smita Anand, Mr. P. R. Ramesh, Ms. Hiroo Mirchandani, Mr. Anil Chaudhry and Mr. Sanjiv Kakkar are Non-Executive Independent Directors in terms of Regulation 17 of the SEBI Listing Regulations and the Act.



Key Skills, Expertise, Competence of the Board of Directors

The Board comprises of professionals, distinguished, qualified and experienced members who bring in the requisite skills, expertise and competence that allows them to make a valuable contribution to the Board and its Committees. The Board Members take an active part at the Board and Committee Meetings and provide valuable guidance to the Management on various aspects of business, governance, and compliance, amongst others. The Board's guidance provides foresight, enhances transparency and adds value in decision-making.

Table below summaries the key skills, expertise and competence required for the Company and is taken into consideration while nominating candidates to serve on the Board.

Industry Acumen

Industry experience through detailed knowledge of the Company or the sector in which it operates, as well as those who understand the broader industry environment.

Financial

Ability to analyse and understand the key financial statements, assess financial viability of the projects & efficient use of resources, experience in the fields of taxation, audit, financial management, banking insurance and investments, treasury, fund raising, private equity, venture capital investments and internal controls. Leadership experience in handling financial management of a large organization.

Gender, Nationality, or other Diversity

Representation of gender, geographic, cultural, or other perspectives that expand the Board's understanding of the needs and viewpoints of customers, partners, employees, governments, and other stakeholders.

Leadership

Extended leadership experience resulting in a practical understanding of organisation, processes, strategic planning, and risk management.

Talent Development

Experience in Leadership Development and ensuring an ongoing process exists which continuously enhances the knowledge and capability of key talent to enable these managers to effectively lead the organisation in achieving key strategic initiatives.

Mentoring Ability

Demonstrated strengths in developing talent, succession planning, and driving change and long-term growth.

Innovation & Technology

Understanding the use of digital/information technology across the business, ability to anticipate technological driven changes & disruption impacting business and appreciation of the need of cyber security and controls across the organization and a significant background in technology, resulting in knowledge as to how to anticipate technological trends, generate disruptive innovation and extend or create new business models.

Mergers and Acquisitions

A history of leading growth through acquisitions and other business combinations, with the ability to assess "make or buy" decisions, analyze the fit of a target with the Company's strategy and culture, accurately value transactions, and evaluate operational integration plans.

Board Service and Governance

Service on a public listed Company Board to develop insights about maintaining Board and management accountability, protecting shareholder interests, and observing appropriate governance practices.

Sales and Marketing

Experience in developing strategies to grow sales and market share, build brand competitiveness, awareness and equity, and build a strong corporate reputation.

Compliance and Risk

Experience and background in regulatory affairs and regulatory policies, procedures, and risk management.

Sustainability and ESG

Experience in leading the sustainability and ESG visions of organizations, to be able to integrate these into the strategy of the Company.

General Management

Experience in leading well-governed large organisations, possessing intrinsic leadership skills including the ability to appropriately represent the Company, set appropriate Board and organisation culture.

Strategy & Operations

Ability to think strategically, identify and assess strategic opportunities & threats and contribute towards developing effective strategies in the context of the strategic objectives of the Company's policies & priorities and Demonstrated strengths in developing talent, succession planning, driving change and long-term growth.

Cybersecurity

Experience in assessing and managing cybersecurity-related risks and in implementing the cybersecurity policies, procedures, and strategies.

Accounting and Auditing

Expertise in overseeing financial reporting, ensuring compliance with applicable accounting standards and regulatory requirements, strengthening internal controls, and enhancing transparency and integrity in financial statements to support informed decision-making and stakeholder confidence.

Brief details of Directors as on March 31, 2026, are mentioned as under:

Mr. D. Sundaram*
Non-Executive, Non-Independent Director
(DIN: 00016304)

Age: 72 years
Date of Initial Appointment: August 26, 2015
Term ending date: April 15, 2028
Shareholding: NIL
Tenure on Board: 10.6 years

Areas of expertise:
Industry Acumen, Mentoring Ability, Leadership, Strategy & Operations, Mergers and Acquisitions, General Management, Financial, Accounting and Auditing, Compliance & Risk, Board Service and Governance, Cyber Security, and Innovation & Technology

Mr. Sanjiv Kakkar
Non-Executive, Independent Director
(DIN: 00591027)

Age: 63 years
Date of Initial Appointment: October 17, 2023
Term ending date: October 16, 2028
Shareholding: Nil
Tenure on Board: 2.5 years

Areas of expertise:
Industry Acumen, Leadership, Innovation & Technology, Sales & Marketing, General Management, Mentoring Ability, Accounting and Auditing Strategy & Operations, Board Service and Governance, Financial, and Compliance & Risk

Ms. Smita Anand
Non-Executive, Independent Director
(DIN: 00059228)

Age: 66 years
Date of Initial Appointment: December 10, 2018
Term ending date: December 09, 2028
Shareholding: NIL
Tenure on Board: 7.3 years

Areas of expertise:
Gender, Nationality or other Diversity, General Management, Mentoring Ability, Talent Development, Leadership, Board Service and Governance and Compliance & Risk

Mr. P. R. Ramesh#
Non-Executive, Independent Director
(DIN: 01915274)

Age: 71 years
Date of Initial Appointment: May 21, 2021
Term ending date: January 16, 2030
Shareholding: NIL
Tenure on Board: 4.8 years

Areas of expertise:
Financial, Mergers and Acquisitions, Mentoring Ability, Cybersecurity, Compliance & Risk, Board Service and Governance, Accounting and Auditing, Industry Acumen, General Management and Leadership

Ms. Hiroo Mirchandani
Non-Executive, Independent Director
(DIN: 06992518)

Age: 64 years
Date of Initial Appointment: January 28, 2022
Term ending date: January 27, 2027
Shareholding: Nil
Tenure on Board: 4.2 years

Areas of expertise:
Sales and Marketing, General Management, Strategy & Operations, Financial, Industry Acumen, Leadership, Gender, Nationality or other Diversity, Board Service and Governance, Talent Development, Mentoring Ability, Accounting and Auditing Sustainability and ESG and Compliance & Risk

Mr. Promeet Ghosh
Managing Director & Chief Executive Officer
(DIN: 05307658)

Age: 57 years
Date of Initial Appointment: August 16, 2016
Term ending date: April 30, 2028
Shareholding: 1,30,000
Tenure on Board: 9.6 years

Areas of expertise:
IIndustry Acumen, Financial, Leadership, Talent Development, Innovation & Technology, Sales & Marketing, General Management, Accounting and Auditing, Mentoring Ability, Compliance & Risk, Strategy & Operations, Sustainability and ESG, Mergers and Acquisitions, and Board Service and Governance

Mr. Anil Chaudhry
Non-Executive, Independent Director
(DIN: 03213517)

Age: 65 years
Date of Initial Appointment: October 17, 2023
Term ending date: October 16, 2028
Shareholding: NIL
Tenure on Board: 2.5 years

Areas of expertise:
Industry Acumen, Financial, Leadership, Innovation & Technology, Sales & Marketing, Strategy & Operations, Sustainability, ESG, Board Service and Governance and Compliance & Risk

* Appointed as a Non-Executive, Non-Independent Director with effect from September 18, 2025, to hold office until attaining the age of seventy-five (75) years, i.e., up to April 15, 2028. The said appointment was subsequently approved by the Members through postal ballot on October 19, 2025.

Re-appointed as a Non-Executive Independent Director of the Company for a second consecutive term, not liable to retire by rotation, for a period commencing from May 21, 2026, up to January 16, 2030 (both days inclusive). The said re-appointment was subsequently approved by the Members through postal ballot on March 14, 2026.

Notes:

1. Nationality of all Directors is Indian.
2. The detailed profile of Directors is available on the Company's website and can be accessed at: https://www.crompton.co.in/about-us/
3. The absence of an explicit reference to any skill against a Board Member's name does not necessarily indicate that the Director does not possess the such skill, expertise or competence.

Composition of the Board of Directors as on March 31, 2026

Name	Category	No. of Directorship (s) held in other Public Companies*	Directorship held in listed Companies (Including Crompton)	**Committee(s) position (Including Crompton)	
				Member	Chairperson
Mr. D. Sundaram (DIN: 00016304)	Chairperson, Non-Executive, Non-Independent Director	4	Infosys Limited Crompton Greaves Consumer Electricals Limited Schneider Electric Infrastructure Limited	8	3
Ms. Smita Anand (DIN: 00059228)	Non-Executive, Independent Director	2	Lemon Tree Hotels Limited Crompton Greaves Consumer Electricals Limited Butterfly Gandhimathi Appliances Limited	2	0
Mr. P. R. Ramesh (DIN: 01915274)	Non-Executive, Independent Director	9	Larsen and Toubro Limited Nestle India Limited Crompton Greaves Consumer Electricals Limited Tejas Networks Limited Cipla Limited ITC Hotels Limited Cyient Limited	8	5
Ms. Hiroo Mirchandani (DIN: 06992518)	Non-Executive, Independent Director	1	Crompton Greaves Consumer Electricals Limited	2	0
Mr. Promeet Ghosh (DIN: 05307658)	MD & CEO	1	Crompton Greaves Consumer Electricals Limited Butterfly Gandhimathi Appliances Limited	3	0
Mr. Anil Chaudhry (DIN: 03213517)	Non-Executive, Independent Director	5	Crompton Greaves Consumer Electricals Limited Titan Company Limited GMR Airports Limited *(Formerly - GMR Airports Infrastructure Limited)* JSW Dulux Limited *(Formerly known as AkzoNobel India Limited)*	3	0
Mr. Sanjiv Kakkar (DIN: 00591027)	Non-Executive, Independent Director	1	Crompton Greaves Consumer Electricals Limited Safari Industries (India) Limited	1	1

*Excludes Directorships held in Private Limited Companies, Foreign Companies and Section 8 Companies.

**Chairperson is also considered a member of the Committee. Committees considered are Audit Committee and Stakeholder's Relationship Committee of listed companies including public limited companies.

Note: Based on the intimations/disclosures received from the Directors, none of the Directors of the Company hold Memberships/Chairpersonships of Board/Committees, more than the limits prescribed under the Act and the SEBI Listing Regulations

Changes in Board of Directors/Key Managerial Personnel of the Company during the financial year 2025-26

Cessation of Mr. P. M. Murty
(DIN: 00011179)

Mr. P. M. Murty ceased to be the Non-Executive, Independent Director of the Company on completion of his second term with effect from close of business hours on July 24, 2025.

Re-appointment of Mr. P. R. Ramesh
(DIN: 01915274)

The first term of Mr. P R Ramesh as an Non-Executive, Independent Director expires on May 20, 2026. The Board, basis recommendation of the Nomination & Remuneration Committee, at its meeting held on February 6, 2026, approved re-appointment of Mr. P. R. Ramesh as a Non-Executive, Independent Director, ot liable to retire by rotation of the Company for a second consecutive term, for a period commencing from May 21, 2026, up to January 16, 2030 (both days inclusive). The said re-appointment was subsequently approved by the Members through postal ballot on March 14, 2026.

Appointment of Mr. Sundaram Damodarannair
(DIN: 00016304)

Consequent to expiry of the second term of Mr. D Sundaram as an Non-Executive, Independent Director on September 17, 2025, the Board, basis recommendation of the Nomination & Remuneration Committee, approved his appointment as a Non Executive, Non-Independent Director of the Company at its meeting held on September 18, 2025 with effect from September 18, 2025 to hold office until attaining the age of seventy-five (75) years, i.e., up to April 15, 2028. The appointment was subsequently approved by the Members through postal ballot on October 19, 2025.

Retirement of Mr. Shantanu Khosla
(DIN: 00059877)

Mr. Shantanu Khosla ceased to be a Non-Executive Vice Chairman of the Company w.e.f. December 31, 2025.

There are no inter-se relationships between our Board Members. The Company does not have any pecuniary relationship with any of the Non-Executive Directors.

Further, during the year, the Company has not provided any loans or advances to firms/companies in which Directors are interested.

Your Company has formulated and adopted the Nomination and Remuneration Policy to ensure the Board's composition is optimal, balanced, and diverse, fostering the inclusion of fresh perspectives, innovative ideas, and a wide range of experiences.

In terms of the provisions of the Act and the SEBI Listing Regulations, the Directors of the Company submit necessary disclosures regarding the positions held by them on the Board and/or the Committees of other companies with changes therein, if any, on periodical basis. On the basis of such disclosures, it is confirmed that as on March 31, 2026, none of the Directors of the Company:

- holds Directorship positions in more than 20 (Twenty) companies including 10 (Ten) public limited companies and 7 (Seven) listed companies;
- holds Executive Director position and serves as an Independent Director in more than 3 (Three) listed companies;
- is a Member of more than 10 (Ten) Committees and/or Chairperson of more than 5 (Five) Committees, across all the Indian public limited companies in which they are Directors; and
- None of the Directors have attained the age of 75 (Seventy-Five) years;

For the purpose of calculating the limit of the Board Committees, Chairpersonships and Memberships, Audit Committee and Stakeholder's Relationship Committee has been considered as per Regulation 26(1)(b) of the SEBI Listing Regulations.

The Board does not step into the role of Management, rather, it critiques the strategy, asks the right questions and mentors the Senior Management for sustainable and profitable growth of the Company. There is a complete alignment between the Board and the Management on their respective roles.

Board Meetings

The Meetings of the Board, its Committees, and Independent Directors for the year are pre-scheduled, and an annual calendar of these meetings is circulated to the Directors and Committee members well in advance, to facilitate them to plan their schedule and to ensure effective participation in the meetings. The Company conducts thematic Board Meetings to deep dive in the key focus areas like Compliance, Enterprise Risk Management, Supply Chain, Manufacturing Excellence, Innovation, Digitization, Succession Planning etc.

A comprehensive agenda outlining the business(s) to be discussed at the Meeting(s), along with detailed notes and presentations, if applicable, is sent to the Directors in advance of the scheduled Board and Committee Meetings via a web-based application. A soft copy of the agenda is also uploaded on the Board portal at least 7 (Seven) days prior to the Meeting. To ensure active participation, Directors are provided with the facility/option of video conferencing for attending the Meetings. The Company Secretary, in consultation with the MD & CEO, prepares the agenda along with explanatory notes for each Meeting. In case of special and urgent business matters, approval of the Board/Committees is taken by passing a resolution by circulation, as permitted by law, which is noted at the next Board/Committee meeting.

Inputs and feedback from the Board Members are taken and considered while preparing the agenda and documents for the Board and Committee Meetings.

All material information is circulated to the Directors before the meeting, including the minimum information required to be made available to the Board as prescribed under Part A of Schedule II of the Listing Regulations. With the unanimous consent of the Board, all information which is in the nature of Unpublished Price Sensitive Information **("UPSI")**, is circulated to the Board and its Committees in advance and/or at a shorter notice before the commencement of the meeting. Clarifications/queries, if any, on the items which are to be taken on record by the Board are sought in advance and resolved before the meeting, to ensure focused and effective discussions at the meetings. The Board has complete access to all Company-related information, including that of employees. Information is provided to the Board Members on a continuous basis for their review, inputs and approval.

To enable the Board to effectively fulfil its responsibilities and make informed decisions, the MD & CEO provides a comprehensive overview of the Company's overall performance at each Board meeting. This is followed by focused presentations from key functional leaders, who deliver detailed reports on their respective areas. This structured approach facilitates in-depth discussions and supports informed decision-making.

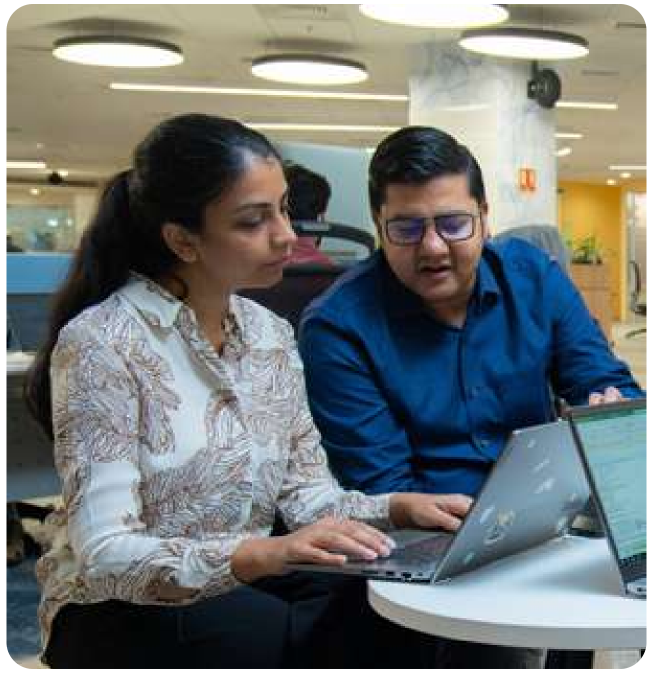
The Board sets annual performance goals, monitors management's actions and results, and evaluates its own performance, along with that of its Committees and individual Directors, each year. It also assesses the effectiveness of the Company's governance practices to enhance stakeholder value.

The Company has established a framework for the Meetings of the Board and its Committees which seeks to systematize the decision-making process at the Meetings in an informed and efficient manner.

Apart from the Board Members and the Company Secretary, the Board and Committee Meetings are also attended by Chief Financial Officer and other departmental/functional heads wherever required.

The Meetings were held at the Company's Registered & Corporate Office located at 05GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai – 400 079.

During the year under review, 7 (seven) meetings of the Board were held. The Board members were either present in person or through video conference for the meetings of the Board and its Committees.



Composition and Attendance

71.43% Independence

93.05% Attendance

33.33% Minimum Attendance

7 Members

7 Meetings

The Composition of Board as on March 31, 2026, and details of the Members participation at the Board Meeting are as under:

Attendance of Directors at Board meetings and Annual General Meeting:

Board of Directors	April 03, 2025%	May 15, 2025	August 07,2025	September 15, 2025	November 06, 2025	February 06, 2026	March 16, 2026*	AGM – August 08, 2025	Held during tenure	Attended	% of attendance
Mr. D. Sundaram#	📹	⊗	⊗	📹	👤	👤	👤	⊗	7	5	71.43
Mr. Promeet Ghosh	👤	👤	👤	👤	👤	👤	👤	👤	7	7	100
Mr. Shantanu Khosla@	👤	👤	👤	👤	👤	NA	NA	👤	5	5	100
Mr. P.R. Ramesh ^	👤	📹	👤	👤	📹	👤	👤	👤	7	7	100
Mr. P. M. Murty&	👤	👤	NA	NA	NA	NA	NA	NA	2	2	100
Ms. Smita Anand	👤	📹	👤	📹	📹	👤	📹	👤	7	7	100
Ms. Hiroo Mirchandani	👤	📹	👤	⊗	👤	👤	👤	👤	7	6	85.71
Mr. Anil Chaudhry	👤	📹	📹	📹	⊗	👤	👤	👤	7	6	85.71
Mr. Sanjiv Kakkar	👤	👤	👤	👤	👤	👤	👤	👤	7	7	100
% of attendance	100	88.89	87.50	87.50	87.50	100	100	87.50			

👤 Attended in person ⊗ Leave of Absence, 📹 Attended through Video Conferencing

% Board Meeting held on April 03, 2025, was adjourned to April 04 and 05, 2025.
* Board Meeting held on March 16, 2026, was adjourned to March 17 and 18, 2026.
# Appointed as a Non-Executive, Non-Independent Director with effect from September 18, 2025, to hold office until attaining the age of seventy-five (75) years, i.e., up to April 15, 2028. The appointment was subsequently approved by the Members through postal ballot on October 19, 2025.
@ Consequent to expiry of tenure, ceased to be Non-Executive Director (Non-Executive Vice Chairman) w.e.f. December 31, 2025.
^ Mr. P.R. Ramesh was granted LOA for meeting held on March 16, 2026, while he attended the adjourned meeting held on March 17, 2026 and March 18, 2026.
& Consequent to expiry of second term, he ceased to be Non-Executive Independent Director w.e.f. July 24, 2025.

Note: Non-attendance of Directors was on account of their pre-occupations.

Availability of Information to Board Members

Crompton is committed to timely, accurate, and transparent disclosure of information to enable informed decision-making. Transparency and openness remain integral to the Company's corporate governance framework.

The agenda for meetings of the Board and its Committees is finalised by the Company Secretary the in consultation with the Chairman of the Board and Managing Director & Chief Executive Officer. The agenda, along with detailed explanatory notes and minutes of meetings, is prepared in compliance with the Act applicable rules, the Listing Regulations Secretarial Standards issued by the Institute of Company Secretaries of India **("ICSI")**, and other applicable laws.

To maintain high standards of confidentiality and reduce paper consumption, the Company circulates the agenda and explanatory notes for Board and Committee meetings through a secure, web-based application. This platform allows Directors and Committee members to access the documents securely via their handheld devices, laptops, iPads, and browsers. The application complies with rigorous security standards to guarantee the secure storage and transfer of documents associated with Board and Committee meetings.

All the Directors are provided with comprehensive information on the Company's operations and financial performance to facilitate effective deliberations. The agenda items are categorised into matters for approval and matters for noting. Key decisions and recommendations of the Board and Committees are communicated to the relevant functional teams, and action taken reports are placed before the Board at subsequent meetings. Directors have unrestricted access to the MD & CEO senior management, and subject matter experts for clarifications as required.

The management makes concerted efforts to continuously upgrade the information available to the Board to enable effective deliberation. At Board meetings, functional heads are invited to provide additional insights on their respective areas. Information is continuously shared with Board members for their review, feedback, and approval. The Board is presented with strategic and operational plans, the annual budget, quarterly and annual financial statements. The functional heads attending the said meetings also serves as an opportunity for the Board/ Committee members to interact with the members of the management. In addition, specific matters are initially reviewed by Board Committees. Following their recommendations, these matters are then presented to the Board for approval.

At these Meetings, sufficient time is allocated for discussions and deliberations for each agenda item. Directors provide their inputs and suggestions on various strategic and operational matters. The Board also invites experts from the industry and seeks their valuable opinions on various strategic/operational/ governance matters to ensure a comprehensive review on the subject and to arrive at suitable decisions.

As a process, information to Directors is submitted along with the agenda well in advance of Board/ Committee Meetings. Documents containing Unpublished Price Sensitive Information ("**UPSI**"), are submitted to the Board and Committee Members, at a shorter notice, as per the general consent taken from the Board, from time to time. Inputs and feedback of Board Members are taken and considered while preparing the agenda and documents for the Board Meetings.

Every year, Board Strategy Sessions are organised to provide the Board an opportunity to understand Company's footprint in a market and also interact with Company's leadership and business teams in that market. The Strategy Session focuses on the strategy for the future and covers all parts of the business and functions, the course corrections, if any, required to be undertaken and gives a good perspective of the future opportunities and challenges. The Strategy sessions consisted of detailed presentations on overall strategy for the business divisions and functions of 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 with permission of the Chairperson(s) of the Board/Committee 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. Further, the certified true copy of the minutes is also circulated to the Board and Committees in accordance with SS – 1.

The Company adheres to the provisions of the Act and the Rules made thereunder, Secretarial Standards and the 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.

The Company announces its financial results every quarter, usually within 35-40 days from the end of the quarter. Apart from disclosing these in a timely manner to the Stock Exchanges, the Company also hosts the results on its website together with a detailed information update and media release discussing the results. The financial results are published in leading newspapers, and an email update is also sent to the Shareholders who have registered their email addresses with the Depositories.

Once quarterly results are announced, the Company organizes post earning calls with the analysts and investor community on the date of Board Meeting to share an update on the results and performance and also respond to any queries. The recording and transcripts of these calls are hosted on the Company's website.

Your Company is a regular participant and organizer of analyst and investor conference calls, one-on-one meetings and investor conferences. A detailed investor presentation is additionally uploaded on the Company's website, with the latest information providing a consolidated glimpse of the history, current and future potential of the business. Through these meetings, presentations and information updates, the Company shares its broad strategy and business outlook with the investor community. As a matter of policy, no unpublished price sensitive information pertaining to the Company is shared at such meetings with analysts/investors. The Company promptly discloses details of the conference calls, investor meetings and road shows being conducted within and outside the Country, to the Stock Exchanges as required and updates its website with the same simultaneously.

Key discussions at the meetings of the Board during the financial year 2025-26

- Reviewed and discussed the overall performance of the Company and approved the financial results and financial statements.
- Reviewed, discussed, and approved the Company's business plans and budget for the financial year 2025–26.
- Reviewed and approved the Company's long-term strategic plans across various functional areas.
- Approved amendments to the Codes and Policies aimed at strengthening the Company's corporate governance framework.
- Discussed and reviewed the outcome of the performance evaluation of the Board and its Committees for the financial year 2024–25, along with the related action points.
- Reviewed updates on the Company's succession planning framework.
- Considered and approved amendments to the object clause and changes to the Memorandum of Association of the Company.
- Considered and approved the Corporate Social Responsibility (CSR) Action Plan for the financial year 2026–27.
- Considered and approved the re-constitution of various Board Committees.
- Considered and approved the Board Diversity Policy.

Post-Meeting Action Tracking System

The important decisions taken at the meetings of Board and its Committees are tracked till their closure and the status of Action Taken Report **("ATR")** is placed before Board and Committee Meetings for their noting.

During the year under review the Board met 7 (Seven) times and the gap between the 2 (Two) consecutive Board Meetings did not exceed the period of 120 (One Hundred and Twenty Days) in line with requirements of the Act and the SEBI Listing Regulations.

Duties and Functions of the Board

The Board of Directors serves as the cornerstone of Company's governance framework, providing strategic leadership, prudent oversight and ethical stewardship to ensure sustainable value creation for all stakeholders.

1. Strategic Direction and Oversight

The Board defines the Company's long-term vision and strategic priorities, approves business plans and capital allocation decisions, and monitors execution against agreed objectives. It ensures that strategy is aligned with Crompton's purpose, market realities, and evolving consumer expectations.

2. Governance and Ethical Leadership

The Board upholds the highest standards of corporate governance and integrity. It establishes and periodically reviews the governance framework, codes of conduct, and policies to ensure transparent, ethical and responsible business conduct across the organisation.

3. Financial Stewardship

The Board oversees the Company's financial performance and resilience. This includes approval of annual budgets, financial statements, major investments, borrowings, and dividend policy, while ensuring the integrity of accounting systems and robustness of internal financial controls.

4. Risk Management and Internal Controls

The Board is responsible for identifying principal risks that could impact the Company's performance or reputation, including strategic, operational, financial, regulatory and ESG related risks. It ensures the existence of effective risk management processes, internal controls and compliance systems, and periodically reviews their adequacy and effectiveness.

5. Leadership, Succession and Talent Oversight

It oversees succession planning for Directors and Senior Management and ensures that leadership development and compensation structures support long-term performance and value creation.

6. Stakeholder Engagement

Recognising its accountability to a broad range of stakeholders, the Board ensures proactive engagement with shareholders, employees, customers, suppliers, regulators and communities. It seeks to balance stakeholder interests while safeguarding the long-term interests of the Company.

7. Sustainability and ESG Oversight

The Board provides oversight on Environmental, Social and Governance (ESG) matters, integrating sustainability considerations into strategy and decision-making. It monitors progress on responsible sourcing, energy efficiency, environmental stewardship, employee well being and community development initiatives.

8. Compliance and Regulatory Oversight

The Board ensures compliance with applicable laws, regulations and listing obligations. It oversees the mechanism for prevention and detection of fraud, reviews Whistle-Blower arrangements, and ensures timely and accurate disclosures to investors and regulators.

9. Board Effectiveness and Evaluation

The Board regularly reviews its own performance, composition and functioning, as well as that of its Committees. It ensures an appropriate balance of skills, experience, independence and diversity, and facilitates continuous improvement through evaluations and training.

10. Delegation and Accountability

While the Board collectively retains oversight responsibility, it delegates operational authority to management through clearly defined governance structures, Committee charters and approval matrices, ensuring accountability and effective decision-making.

Board Committees

The independent Board Committees play a pivotal role as an extension of the Board and remain actively engaged throughout the year to uphold high standards of corporate governance. They regularly review and strengthen the policy framework, enabling the Board of Directors to effectively discharge its duties and responsibilities. Through these Committees, the Board closely oversees key aspects of the Company's operations and governance, ensuring informed decision-making and robust oversight.

These Committees are constituted with the formal approval of the Board to address specific areas and facilitate timely resolution of diverse matters as part of good governance practices. The Board supervises the discharge of responsibilities by the Committees and remains accountable for their actions, with the minutes of all Committee meetings placed before the Board for review.

The Company has 7 (Seven) Board Committees, namely the Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee, Risk Management Committee, ESG Committee and Allotment Committee.

The details of the Board committees and their composition as at March 31, 2026 are set out below:

Mandatory Committees

Audit Committee
- ■ Mr. Sanjiv Kakkar
- ● Mr. P R Ramesh
- ● Mr. D Sundaram

Stakeholders' Relationship & Share Transfer Committee ("SRC")
- ■ Mr. D. Sundaram
- ● Ms. Hiroo Mirchandani*
- ● Mr. Promeet Ghosh

Risk Management Committee ("RMC")
- ■ Mr. P. R. Ramesh
- ● Mr. D. Sundaram
- ● Mr. Anil Chaudhry@

Nomination & Remuneration Committee ("N&RC")
- ■ Ms. Smita Anand$
- ● Mr. D Sundaram
- ● Mr. Anil Chaudhry@

Corporate Social Responsibility Committee ("CSR")
- ■ Ms. Hiroo Mirchandani*
- ● Mr. D. Sundaram
- ● Mr. Promeet Ghosh
- ● Ms. Smita Anand

Non-mandatory Committees

Environmental, Social & Governance Committee ("ESG")
- ■ Ms. Hiroo Mirchandani*
- ● Mr. Promeet Ghosh
- ● Mr. P R Ramesh#

Allotment Committee
- ● Mr. D. Sundaram
- ● Ms. Smita Anand$

Note: Mr. P. Murty ceased to be a Director with effect from July 24, 2025, and Mr. Khosla ceased to be a Director with effect from December 31, 2025, and accordingly, they ceased to be Members/Chairpersons of the Committees in which they served, wherever applicable.

* Appointed as the Chairperson of CSR Committee w.e.f. January 01, 2026
Appointed as the Chairperson of ESG Committee w.e.f. July 25, 2025
Appointed as the Member of SRC w.e.f. September 18, 2025

$ Appointed as the Chairperson of N&RC w.e.f. July 25, 2025
Appointed as Member of Allotment Committee w.e.f. July 25, 2025.

Appointed as the Member of ESG Committee w.e.f. July 25, 2025

@ Appointed as Member of RMC and N&RC w.e.f. July 25, 2025

■ Chairperson ● Member

Audit Committee

Mr. Sanjiv Kakkar

Committee Chairperson and Non- Executive, Independent Director

We believe that best in class governance is anchored in integrity, transparency, and disciplined oversight. Our focus on strong financial reporting, effective internal controls, and audit independence supports informed decision-making and long-term resilience. We foster open, two way communication between the Auditors and the Board through regular interactions, unrestricted access, and candid discussions, including independent meetings of the Audit Committee with the statutory auditors, without the presence of management, to ensure objective oversight and robust governance."

The Chairpersons of the Committee briefs the Board on the summary of the discussions held and recommendations of the Committee members. The minutes of the meetings of Committees are placed before the Board for their perusal. Further, there is effective cross committee discussion, wherever required, to ensure proper inter-committee co-ordination and to bring uniformity.

During the year, all recommendations of the Audit Committee of the Board which were mandatorily required have been accepted by the Board.

As of March 31, 2026, the Audit Committee comprised of 3 (three) members. The Committee is chaired by an Independent Director and includes a Non-Executive, Non-Independent Director, and an Independent Director as members of the Committee.
The composition of the Audit Committee is in compliance with the provisions of the SEBI Listing Regulations.

The Audit Committee acts as a link between the statutory and internal auditors and the Board of Directors. Its primary role is to assist the Board in fulfilling its oversight responsibilities by monitoring the financial reporting processes, reviewing the Company's internal financial control systems and governance practices, and evaluating the effectiveness of both statutory and internal audit activities.

The 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.

Composition and Attendance

66.67% Independence

3 Members

4 Meetings

93.75% Attendance

The details of the meetings held during the financial year 2025-26 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name	Designation	Meeting Date				Held during tenure	Attended	% of attendance
		May 14, 2025[1]	August 06, 2025[2]	November 05, 2025[3]	February 05, 2026			
Mr. Sanjiv Kakkar	Chairperson	Attended in person	Attended in person	Attended in person	Attended in person	4	4	100
Mr. P M Murty*	Member	Attended in person	NA	NA	NA	1	1	100
Mr. P. R. Ramesh	Member	Attended through Video Conferencing	Attended in person	Attended through Video Conferencing	Attended in person	4	4	100
Mr. D. Sundaram#	Member	Leave of Absence	Attended through Video Conferencing	Attended in person	Attended in person	4	3	75
% of attendance		75	100	100	100			

Attended in person, Leave of Absence, Attended through Video Conferencing

Non-attendance of Directors was on account of their pre-occupations.

The intervening period between 2 (Two) consecutive Audit Committee meetings was well within the maximum allowed gap of 120 days.

There was requisite quorum in all the meetings of the Audit Committee held during the financial year 2025-26.

* Ceased to be the Member of the Committee w.e.f. July 24, 2025 on account of completion of tenure as a Board Member.

\# Mr. Sundaram was granted Leave of absence for adjourned meeting held on August 7, 2025 while he attended meeting held on August 6, 2025.

These meetings were adjourned to the next day for consideration of financial results, as applicable:

[1] Audit Committee Meeting held on May 14, 2025, was adjourned to May 15, 2025.

[2] Audit Committee Meeting held on August 06, 2025, was adjourned to August 07, 2025.

[3] Audit Committee Meeting held on November 05, 2025, was adjourned to November 06, 2025.

Charter of the Committee

The Charter of the Audit Committee inter alia articulates its role, responsibilities, powers and terms of references as follows:

- Review of Financial Statements & Disclosures
- Approval of Related Party Transactions
- Financial Reporting and its Processes
- Risk Management, Internal Control and Governance
- Loans & Investments
- Statutory and Internal Audits
- Vigil Mechanism & Whistle-Blower
- Insider Trading Compliances
- Financial Risk Management

The Committee is governed by its terms of reference which are in line with the regulatory requirements mandated by the Act and SEBI Listing Regulations. The detailed terms of reference of the Audit Committee form part of the charter which is available on the website of the Company at https://reports.crompton.co.in/shopify/public/files/b3Q1zT8x1u_Audit-Committee-Charter-1.pdf

Key Terms of Reference of the Committee	Frequency
Overseeing the Company's financial reporting process and disclosure of financial information to ensure that the financial statements are correct, sufficient and credible	Quarterly
Reviewing and examining with management, the quarterly and annual financial results and the auditors' report thereon before submission to the Board for approval	Quarterly
Reviewing management discussion and analysis of financial condition and results of operations	Annually
Recommending the remuneration of Statutory Auditors of the Company and approval for payment of any other services	Annually
Reviewing and monitoring the Statutory Auditor's independence and performance and effectiveness of audit process	Annually
Reviewing, approving or subsequently modifying any Related Party Transactions in accordance with the Related Party Transaction Policy of the Company	Quarterly
Reviewing the adequacy of internal audit function and discussing with Internal Auditor any significant finding and reviewing the progress of corrective actions on such issues	Quarterly
Reviewing management letters/letters of internal control weaknesses issued by the Statutory Auditors	Quarterly
Evaluating internal financial controls and risk management systems	Quarterly
Verifying that the systems for internal controls in relation to SEBI (Prohibition of Insider Trading) Regulations, 2015 are adequate and are operating effectively	Quarterly, Annually
Reviewing the functioning of the Code of Business Principles and Vigil Mechanism	Annually
Recommending the appointment and the remuneration to be paid to the Cost Auditor	Annually
Undertake an annual performance evaluation of its own effectiveness	Annually
The annual assessment of statutory and internal auditors conducted by the Management	Annually
Reviewing compliance with the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015 and verify adequacy of internal controls.	Quarterly

Quarterly Annually

Internal Financial Controls

The Company has established a robust Internal Audit and Enterprise Risk Management framework, anchored by Internal Audit Department and supported by external audit partners. Each year, the Audit Committee reviews and approves a comprehensive Internal Audit Plan that prioritises the evaluation of internal controls and risk exposures across plants, centrally governed business units and functions.

The Board has appointed M/s. Grant Thornton Bharat LLP as Internal Auditors to conduct the internal audit of the various areas of operations and records of the Company. The periodical reports of the said internal auditors are regularly placed before the Audit Committee along with the comments of the management on the action taken to correct any observed deficiencies on the working of the various departments.

On a quarterly basis, the Audit Committee is presented with summaries of key audit findings along with updates on remediation efforts. Additionally, the Company employs structured Risk Assessment procedures that facilitate self-evaluation of operational risks, control effectiveness, and adherence to Corporate Policies. This is complemented by a continuous monitoring mechanism to track the evolution of risks and the implementation of mitigation strategies. For further details on Internal Financial Control, refer page 237 of this Integrated Annual Report.

Governance

a) The Audit Committee comprises of Non-Executive Directors, majority being Independent Directors to enable independent and transparent review of financial reporting process and internal control mechanism with an objective to further strengthen the confidence of all stakeholders.

b) The Committee meets quarterly for consideration of financial results, review and approval of related party transactions.

c) The Audit Committee meets the Statutory Auditors, Internal Auditor and Secretarial Auditors independently without the presence of any members of the management at least once a year.

d) The members of the Audit Committee are financially literate and have relevant experience in financial management.

e) A dedicated meeting of the Committee is convened to undertake detailed deliberations on matters including, *inter alia*, governance, risk management, statutory compliances, internal controls, internal audit, and other relevant issues. The Audit Committee also reviews summaries of cases, if any, and the status of compliance under the Prevention of Sexual Harassment Policy, the Company's Prevention of Insider Trading Policy, the Code of Conduct, and the Whistle-Blower Policy, including compliance reports under the SEBI (Prohibition of Insider Trading) Regulations, 2015. In addition, periodic compliance reports under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Whistle-Blower Policy are placed before the Audit Committee for its review.

f) The meetings of the Audit Committee are also attended by the other Directors, Chief Financial Officer, Vice President - Finance, Head Audit - Risk & Control. The representatives of the Statutory Auditors have attended all the meetings held during the year at which Financial Statements have been placed for review and approval. The representatives of Internal Auditor and Cost Auditor are invited to attend the meetings at which their respective reports are presented for discussion. The Company Secretary acts as the Secretary to the Audit Committee.

g) The Audit Committee has also transacted some of the business under its terms of reference by passing resolutions by circulation during the year under review.

h) All the decisions and recommendations made by the Committee during the year were unanimously approved by the members of the Committee.

i) The minutes of the meetings of the Committee are placed before and noted by the Board. During the year, all recommendations of the Committee, as mandatorily required, were accepted by the Board.

Nomination & Remuneration Committee ("N&RC")

Ms. Smita Anand

Committee Chairperson and Non-Executive, Independent Director

Leadership effectiveness and fair, transparent people practices remain central to the Company's long-term value creation. Our continued emphasis on merit based appointments, thoughtful succession planning, and remuneration frameworks aligned with performance and accountability supports organisational stability and reinforces strong governance standards. These practices also support a consistent, equitable and trusted environment for our employees."

As of March 31, 2026, the N&RC comprised of 3 (three) members. The Committee is chaired by an Independent Director and includes a Non-Executive, Non-Independent Director, and an Independent Director as members of the Committee. The composition of the N&RC is in compliance with the provisions of the SEBI Listing Regulations, 2015.

The N&RC is responsible, inter alia, for recommending and approving the remuneration of Directors, Key Managerial Personnel ("**KMPs**") and Senior Management Personnel ("**SMPs**") The Committee also functions as the Compensation Committee for the administration of the Company's Employee Stock Option Plans ("**ESOPs**"), as amended from time to time.

The N&RC is entrusted with framing and implementing the criteria for evaluation of individual Directors, the Chairperson of the Board, the Board as a whole, and its Committees, and regularly assesses the performance and effectiveness of the Board. It oversees succession planning for Directors, KMPs, and SMPs.

In addition, the N&RC develops evaluation policies and oversees key aspects of the Company's human resources processes, including hiring, training, talent management, succession planning, and the compensation framework. The Committee evaluates the balance of skills, experience, independence, diversity, and knowledge on the Board, establishes selection criteria, and administers appointment and succession planning processes for internal and external candidates. It also facilitates the performance evaluation of individual Directors.

Composition and Attendance

66.67% Independence

3 Members

4 Meetings

91.67% Attendance

The details of the meetings held during the financial year 2025-26 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name	Designation	Meeting Dates				Held during tenure	Attended	% of attendance
		May 14, 2025	July 03, 2025	September 15, 2025	February 05, 2026			
Mr. Smita Anand[$]	Chairperson	Video Conferencing	Video Conferencing	Video Conferencing	In person	4	4	100
Mr. D. Sundaram	Member	Leave of Absence	Video Conferencing	Video Conferencing	In person	4	3	75
Mr. P. M. Murty*	Chairperson	In person	Video Conferencing	NA	NA	2	2	100
Mr. Anil Chaudhry[%]	Member	NA	NA	Video Conferencing	In person	2	2	100
% of attendance		66.67	100	100	100			

Attended in person, Leave of Absence, Attended through Video Conferencing

Non-attendance of Directors was on account of their pre-occupations.

[$] Appointed as Chairperson w.e.f. July 25, 2025.

[%]*Ceased to be the Member & Chairperson of the Committee w.e.f. July 24, 2025 on account of completion of tenure as a Board Member.

[%] Appointed as Member w.e.f. July 25, 2025

Charter of the Committee

The Charter of the N&RC inter alia articulates its role, responsibilities, powers and terms of references as follows:

- Succession Planning
- Appointment/Re-appointment and selection of Directors/KMP/SMPs
- Review of the Performance of the Board of Directors/KMPs/SMPs
- Remuneration criteria for the Board, KMP and Senior Management
- Employee Stock Option Scheme
- Board Evaluation and Effectiveness
- Administration of Long-Term Incentive Schemes
- Talent & Culture Initiatives

The N&RC is governed by its terms of reference which are in line with the regulatory requirements mandated by the Act and SEBI Listing Regulations. The detailed terms of reference of the N&RC Committee form part of the charter which is available on the website of the Company at https://reports.crompton.co.in/shopify/public/files/IPZhwNOdTq_Nomination-and-Remuneration-Committee-Charter.pdf

Terms of Reference of the N&RC	Frequency
Review of the succession plans for key leadership positions, and helped to shape and monitor the development plans of the key leadership	Annually
Determine/recommend the criteria for appointment of Directors, Members of KMPs and SMPs	Periodically
Identify candidates who are qualified to become Directors and who may be appointed as KMPs/SMPs	Periodically
Evaluate the balance of skills, knowledge and experience on the Board and prepare a description of the role and capabilities required for Independent Director(s)	Annually
Formulate a policy relating to the remuneration for the Directors, KMPs and SMPs. Review and determine all elements of remuneration package of all the Executive Directors, i.e. salary, benefits, bonuses, stock options, pension etc.	Annually Event based for ESOP's
Specifying methodology for effective evaluation of performance of Board/Committees of the Board and review the terms of appointment of Independent Director(s) on the basis of the report of performance evaluation of the Independent Director(s).	Annually
Review and recommend to the Board candidates for election as members to the Board Committees and for the election as chairman for each Board Committee from the appointed members of the Board Committee	Periodically
Recommend to the Board, all remunerations, in whatever form, payable to SMPs	Annually
Presentation of regular reports to the Board regarding its actions and made recommendations to the Board, as appropriate	Periodically
Approval and grant of stock incentives to eligible employees of the Company	Periodically
Undertake an annual performance evaluation of its own effectiveness	Annually
Review, approve and recommend amendments to the Nomination and Remuneration Committee Charter and policy	Periodically
Formulation and review of Board Diversity Policy and other policies of the Company	Annually

Annually Periodically

Nomination and Remuneration Policy

The Company has in place a Nomination and Remuneration Policy formulated as per the provisions of the Act and the Listing Regulations. The Policy outlines the role of N&RC and the Board, *inter alia*, determining the criteria for Board membership, approving, and recommending compensation packages and policies for Directors and Senior Management and lay down the effective manner of performance evaluation of the Board, its Committees, and the Directors.

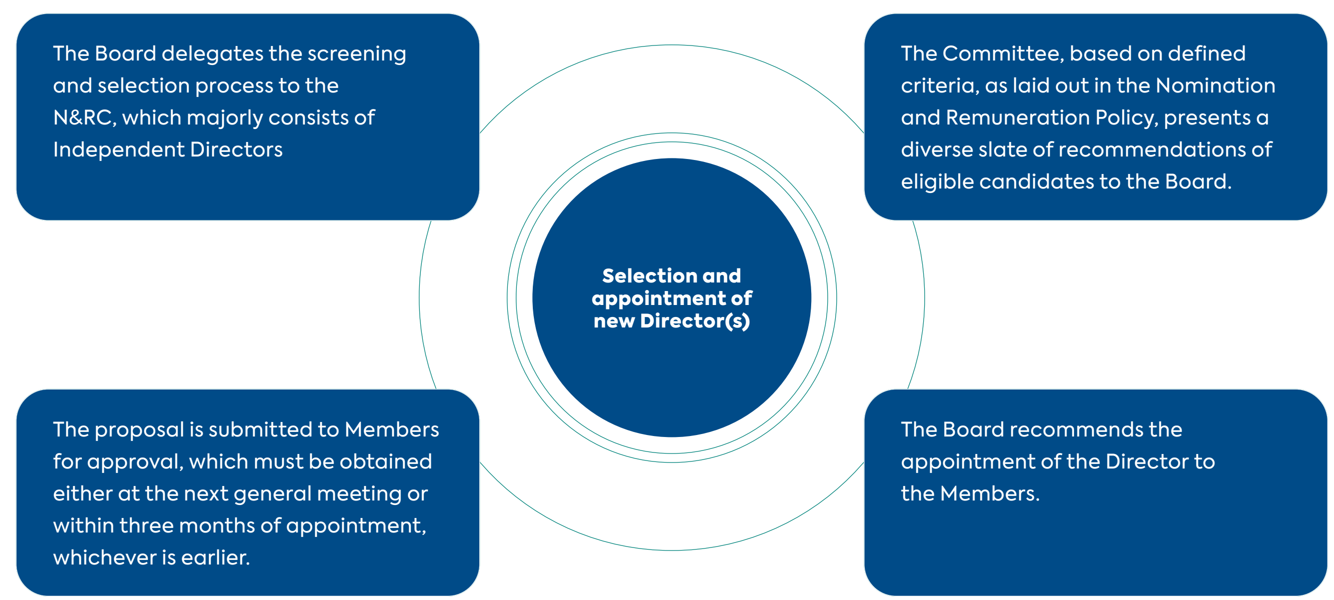
The Nomination & Remuneration Policy covers the following aspects:

- Appointment and removal of Directors, KMP and SMPs;
- Remuneration to the Directors, KMP and eSMPs;
- Familiarization Programme for Independent Directors;
- Board Diversity;
- Succession plan for Directors, KMP and SMPs; and
- Evaluation of individual Directors, Chairperson of the Board, the Board as a whole and the Committees of the Board.

The said policy is uploaded on the website of the Company and is accessible at https://reports.crompton.co.in/shopify/public/files/3hxE5pdSI0_Nomination%20and%20Remuneration%20Policy.pdf

Selection and appointment of new Directors

The Company has a well-defined process and criteria for selection of new Directors. The N&RC, in consultation with the Chairman of the Board, determines the essential and desirable skills, competencies, expertise and experience required for the office of a Director and defines the role specifications for a Director.



The N&RC considers *inter alia* the following key criteria for selection of Directors:

- The individual's professional background, experience, qualifications, and ability to devote sufficient time and attention to the role.
- Possession of skills, expertise, and competencies relevant to the Company's business, including areas such as corporate strategy and planning, leadership, global business and consumer understanding, new age consumer channels and digital capabilities, retail and go to market strategies, brand building, financial and accounting acumen, corporate governance, risk and compliance, and human capital management.
- Demonstrated integrity, accountability, and adherence to strong ethical values.
- Contribution to overall Board diversity, encompassing diversity of gender, thought, experience, knowledge, perspective, and cultural background.
- In the case of appointment of Independent Directors:
  - » Satisfaction of independence criteria prescribed under applicable laws and regulation and independence from management,
  - » Skills and capabilities required for the role.
  - » In case of re appointment of Independent Directors, the N&RC also considers the outcome of performance evaluations and the contributions made by the Director during the first term.
- Compliance with all qualifications, attributes, criteria, and conditions for appointment as a Director as prescribed under applicable laws.

Subsequent to appointment of an Independent Director, the Company issues a formal letter of appointment outlining the role, duties and responsibilities.

Succession Planning

The Company follows a people first culture and offers its employees a clearly defined talent value proposition. It firmly believes that effective succession planning is essential to ensure leadership continuity, supporting strategic objectives, and contribution to building a sustainable future.

Succession planning forms a critical component of the Company's human resource strategy. The Company endeavours to maintain an appropriate balance of skills, experience, and institutional knowledge across the organisation and the Board, while also introducing fresh perspectives to support future growth. This balanced approach helps preserve continuity without compromising innovation.

The N&RC plays a pivotal role in succession planning for the Board, KMPs and SMPs. It is actively involved in identifying and evaluating potential successors and works closely with the MD & CEO on the succession planning of KMPs and SMPs. The N&RC follows a structured, methodical, and fair process to identify suitable candidates, ensuring alignment with the Company's strategy and long-term business requirements.

As part of the Company's talent review process, individual development plans are reviewed annually, and key talent is identified for potential progression into higher roles. This proactive approach enables the Company to build a robust leadership pipeline and strengthen organisational resilience.

The Company has also adopted a Nomination & Remuneration Policy, which, inter alia, outlines the process for appointment, criteria for shortlisting candidates, and the critical attributes required to ensure effective governance.

Additionally, the annual feedback process allows employees to identify their strengths and areas for development, enhancing their leadership capabilities. Recognizing that talent nurturing is central to the Company's culture, senior management actively participates in mentoring efforts to strengthen the succession pipeline. Potential successors for key roles are identified through a individual development planning process, and the Chief Human Resources Officer (CHRO) defines a robust development plan for each individual.

The Company has established a well-defined process for the same which includes data-driven tools such as Korn Ferry Leadership Profiling process, 360-degree feedback process, Leadership Development programs in collaboration with reputed Business Schools. N&RC plays a pivotal role in identifying successors to the members of the Board and invests substantial time with the MD & CEO on succession planning of Key Managerial Personnel and senior management. The succession plan is closely aligned with the strategy and long-term needs of the Company. The succession plan and depth of Talent for KMPs and SMPs is also reviewed by N&RC.

Board

The Board deliberates on various factors including current tenure of Directors, anticipated vacancies in the Board, outcome of evaluation of the Directors, skill matrix including skill-gaps, diversity, time-commitment and statutory requirements, etc., to ensure orderly succession planning. The Company also has a multi-year plan for the retirements due on the Board. Considering the balance of skills and expertise, prospective Directors are identified and onboarded in line with the long-term strategy of the Company.

Senior Management

The N&RC along with the Board reviews the succession planning for the Senior Management. To ensure leadership and business continuity, evaluation of successors is carried out considering the criteria such as readiness of the candidate qualified to serve as member of Senior Management, exposure to the business, mentorship etc. including a contingency plan for each position. During the year under review, the Company saw many leadership changes, where the N&RC with the Board played an active role in onboarding the right talent to enable the Company to achieve the strategic objectives.

Board Diversity Policy

The N&RC has formulated a Policy on Board Diversity to ensure that the Board is fully diversified and comprises of an ideal combination of Executive and Non-Executive Directors, including Independent Directors, with diverse backgrounds,

This policy sets out the approach to have diversity on the Board of the Company, emphasizing on the importance of a diverse Board in harnessing the unique and individual skills and experiences of various Members of the Board in such a way that it collectively benefits the business and the Company as whole. It provides a framework for leveraging diversity of thought, knowledge, experience, expertise, age and gender in the Board which can provide valuable guidance to the Management consistent with the Company's business perspective, effective corporate governance practices and sustained commercial success of the Company.

The said policy is uploaded on the website of the Company and is accessible at https://reports.crompton.co.in/shopify/public/files/9Y7cXCcPqV_Board%20Diversity-Policy_Crompton.pdf

Governance

a) The N&RC is chaired by an Independent Director, and the Chairman of the Board is a member of the N&RC but does not serve as its Chair.

b) The N&RC has also transacted some of the business under its terms of reference by passing resolutions by circulation during the year under review.

c) All the decisions and recommendations made by the N&RC during the year were unanimously approved by the members of the Committee.

d) The minutes of the meetings of the N&RC are placed before and noted by the Board. During the year, all recommendations of the N&RC, as mandatorily required, were accepted by the Board.

e) The meetings of the N&RC are also attended by the other Directors, Chief Financial Officer, CHRO.

Stakeholders' Relationship and Share Transfer Committee ("SRC")

Mr. D Sundaram
Committee Chairman and Non-Executive, Non-Independent Director

Safeguarding stakeholder interests continues to be central to the Company's governance philosophy. Through the Stakeholders' Relationship Committee, we exercise strong oversight on equitable practices, open and transparent engagement, and prompt resolution of grievances and concerns, which foster trust, shareholder confidence, and strengthen overall governance framework"

As of March 31, 2026, the SRC comprised of 3 (three) members. The Committee is chaired by a Non-Executive, Non-Independent Director and includes 1 (One) Independent Director, and MD & CEO as members of the Committee. The composition of the SRC is in compliance with the provisions of the SEBI Listing Regulations.

The primary objective of the Committee is to specifically look into various aspects of interest of the shareholders, debenture holders and other security holders.

SRC is responsible for overseeing various aspects relating to the interests of the Company's stakeholders. It monitors the performance and service standards of the Registrar and Share Transfer Agent **("RTA")** and, where necessary, recommends measures to enhance the quality of investor services.

Composition and Attendance

33.33% Independence

3 Members

1 Meeting

100% Attendance

The details of the meetings held during the financial year 2025-26 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name	Designation	Meeting Date February 05, 2026	Held during tenure	Attended	% of attendance
Mr. D Sundaram	Chairman	Attended in person	1	1	100
Ms. Hiroo Mirchandani*	Member	Attended in person	1	1	100
Mr. Promeet Ghosh	Member	Attended in person	1	1	100
% of attendance		100			

Attended in person

Note: Mr. P.M. Murty ceased to be Member of the Committee w.e.f. July 24, 2025 pursuant to his completion of tenure as a Member of the Board.

Mr. Shantanu Khosla ceased to be Member of the Committee w.e.f. December 31, 2025, pursuant to his completion of tenure.

* Appointed as the Member of SRC w.e.f. September 18, 2025.

Charter of the Committee

Investor Grievance Redressal

Shareholder Engagement

Monitor Investor Relation Activities

The Charter of SRC inter alia articulates its role, responsibilities, powers and terms of references as follows:

The SRC is governed by its terms of reference which are in line with the regulatory requirements mandated by the Act and SEBI Listing Regulations. The detailed terms of reference of the Audit Committee form part of the charter which is available on the website of the Company at https://reports.crompton.co.in/shopify/public/files/ZHI43aza0C_Stakeholders-Relationship-Committee-Charter-1.pdf

Terms of Reference of the SRC	Frequency
Monitoring & Reviewing the Company's performance in dealing with stakeholder grievances	Periodically
Reviewing various measures and initiatives taken for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/notices by the Members of the Company	Periodically
Reviewing the annual audit report submitted by the independent auditors on the annual internal audit conducted on the RTA operations as mandated by SEBI including the mechanism of investor grievance redressal, compliances stipulated by SEBI and other matters concerning the functioning of the RTA	Annually
Periodically providing updates to the Board	Periodically
Reviewing the measures taken for effective exercise of voting rights by Members	Periodically
Reviewing the adherence to the service standards and security assessment adopted in respect of various services being rendered by the Registrar & Share Transfer Agent	Periodically
Undertaking an annual performance evaluation of its own effectiveness	Annually
Reviewing the unclaimed dividend	Periodically

Annually Periodically

Details of Investor Grievance

The Company and its RTA address all complaints, suggestions and grievances expeditiously. The status of investor grievance redressal is updated to the Committee and the Board periodically.

For any grievances/complaints, shareholders may contact the RTA, KFin Technologies Limited. For any escalations, shareholders may write to Secretarial Team, at: crompton.investorrelations@crompton.co.in

During the year, 17 (Seventeen) complaints were received from the Members, which have been attended/resolved to the satisfaction of the Members.

Status Report of Investor Complaints for the year ended March 31, 2026:

Quarter ended	No. of Complaint(s) Received
June 2025	947*
September 2025	1820#
December 2025	795$
March 2026	830%

* There was only 1 (One) complaint received during the quarter, rest all were the requests from the Members.

There were only 3 (Three) complaints received during the quarter, rest all were the requests from the Members.

$ There were only 6 (Six) complaints received during the quarter, rest all were the requests from the Members.

% There were only 7 (Seven) complaints received during the quarter, rest all were the requests from the Members.

Sr. No.	Complaints Received	No. of Complaints
1.	Non-receipt of Annual Report	-
2.	Non-receipt of Securities	-
3.	Non-receipt of Dividend Warrants	-
4.	Escalation to SEBI	17
5.	Escalation to Stock Exchange	-
	Total	**17**

The Company gives utmost priority to the interests of the shareholders. All requests/complaints of the shareholders have been generally resolved to the satisfaction within the statutory timelines.

Communications sent to Members

Your Company has sent following communication to its members:

Month	Purpose	No. of Members
May 2025	Transfer of Unclaimed Dividend & Equity Shares to the Investor Education and Protection Fund ("IEPF")	1,225

Further, the Company as a measure of good corporate governance, disseminates the quarterly results and details of earning call/investor analyst meet through an e-mail to all the Members of the Company.

Additionally, the Company also disseminates the details of joining the earning calls to stock exchanges along with audio recording and transcript of such calls as per the statutory timelines. The same is also uploaded on the website of the Company at https://www.crompton.co.in/pages/financial-reports

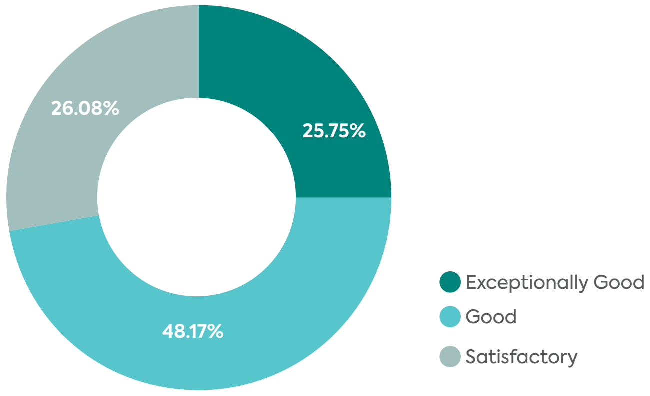
The Company's quarterly and annual financial statements, both standalone and consolidated, along with segmental information, are available on its website at: https://www.crompton.co.in/investors/financials/

Shareholder Satisfaction Survey:

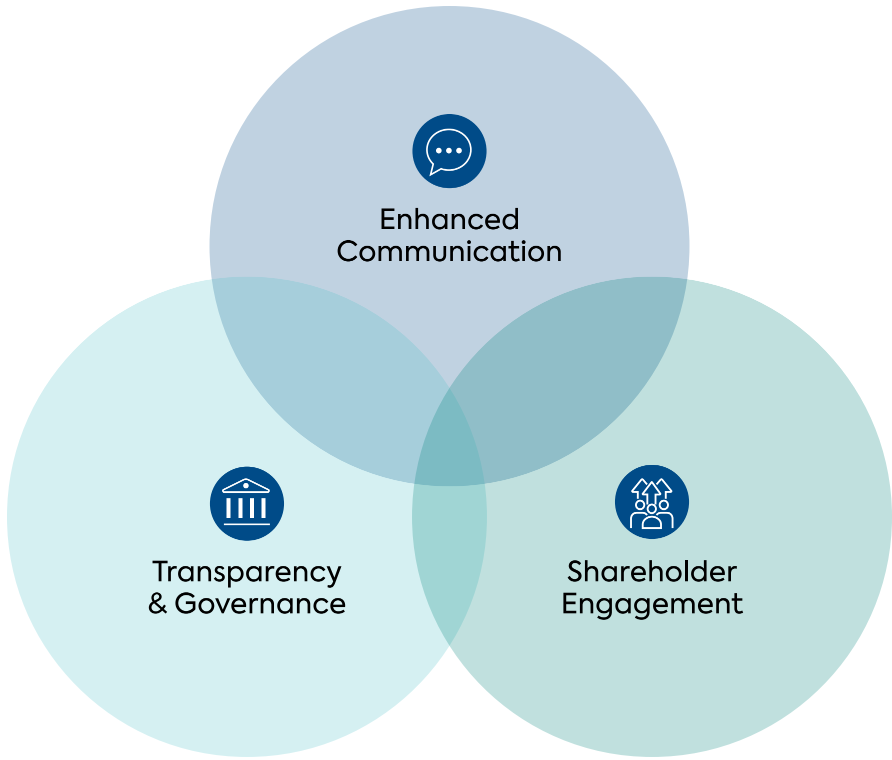
The Company had in April 2026, conducted a Shareholder Satisfaction Survey with the participation of 429 (Four Hundred and Twenty Nine) shareholders using a feedback questionnaire that focused on areas enumerated below as a measure of implementation of good corporate governance practices and in order to identify the areas for enhancement.

1. Level of satisfaction while interacting with KFin Technologies Limited **("RTA")**;
2. Level of satisfaction while interacting with the Secretarial Team of the Company;
3. Response time taken in addressing Investors' Queries;
4. Receipt of various documents from the Company i.e., Annual report, ECS Intimation, Share Certificates;
5. Processing time being taken for transfer/ transmission of shares;
6. Time taken for responding to IEPF queries, processing IEPF claims and level of satisfaction thereof;
7. Time taken for responding to unpaid/unclaimed dividend queries and level of satisfaction thereof
8. Quality, content, and presentation of Integrated Annual Report for the financial year 2024-25;
9. Completeness, quality, and relevance of information on company's website and its 'Investors' section;
10. Dissemination of information about the company by way of press release, shareholder's communication, newspaper advertisement and website etc.;
11. Overall assessment of shareholders' service standards of the Company.
12. Suggestions, if any, for improvement in shareholder services, communication or processes of the Company and/or RTA.

The Company attained an overall satisfaction score which is further demonstrated in a chart below:



Enhancing Outcomes Through Shareholder Insights



Governance

a) The minutes of the meetings of the SRC are placed before and noted by the Board. During the year, all recommendations of the SRC, as mandatorily required, were accepted by the Board.

b) The meetings of the SRC are also attended by the other Directors, Chief Financial Officer and Head-Investor Relations.

Corporate Social Responsibility Committee ("CSR")

Ms. Hiroo Mirchandani

Committee Chairperson and Non- Executive, Independent Director

"Our oversight through the CSR Committee ensures that social initiatives primarily in the areas of Water Conservation and Skill & Entrepreneurship Development are governed with purpose, accountability, and measurable impact, enabling responsible deployment of resources and alignment with long-term community development priorities."

As on March 31, 2026, the CSR Committee comprised of 4 (Four) members. The Committee is chaired by an Independent Director and includes 1 (One) Independent Director, 1 (One) Non-Executive, Non-Independent Director, and Managing Director & Chief Executive Officer as members of the Committee. The composition of the CSR Committee is in compliance with the provisions of the SEBI Listing Regulations.

The role of CSR Committee includes formulating and recommending to the Board the CSR Policy and CSR activities to be undertaken by the Company, recommending the amount of expenditure to be incurred and reviewing the performance of the Company in the areas of CSR and to strive for overall sustainable development in the conduct of Company's business.

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

The role of CSR Committee includes formulating and recommending to the Board the CSR Policy and CSR activities to be undertaken by the Company, recommending the amount of expenditure to be incurred and reviewing the performance of the Company in the areas of CSR and to strive for overall sustainable development in the conduct of Company's business.

Composition and Attendance

33.33% Independence

3 Members

1 Meeting

100% Attendance

The details of the meetings held during the financial year 2025-26 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name	Designation	Meeting Date February 05, 2026	Held during tenure	Attended	% of attendance
Ms. Hiroo Mirchandani*	Chairperson	👤	1	1	100
Mr. D Sundaram	Member	👤	1	1	100
Mr. Promeet Ghosh	Member	👤	1	1	100
Ms. Smita Anand	Member	👤	1	1	100
% of attendance		100			

👤 Attended in person

Note: Mr. Shantanu Khosla ceased to be Member & Chairperson of the Committee w.e.f. December 31, 2025, pursuant to his completion of tenure.

* Appointed as Member & Chairperson w.e.f. January 01, 2026.

Charter of the Committee

The Charter of CSR Committee inter alia articulates its role, responsibilities, powers and terms of references as follows:

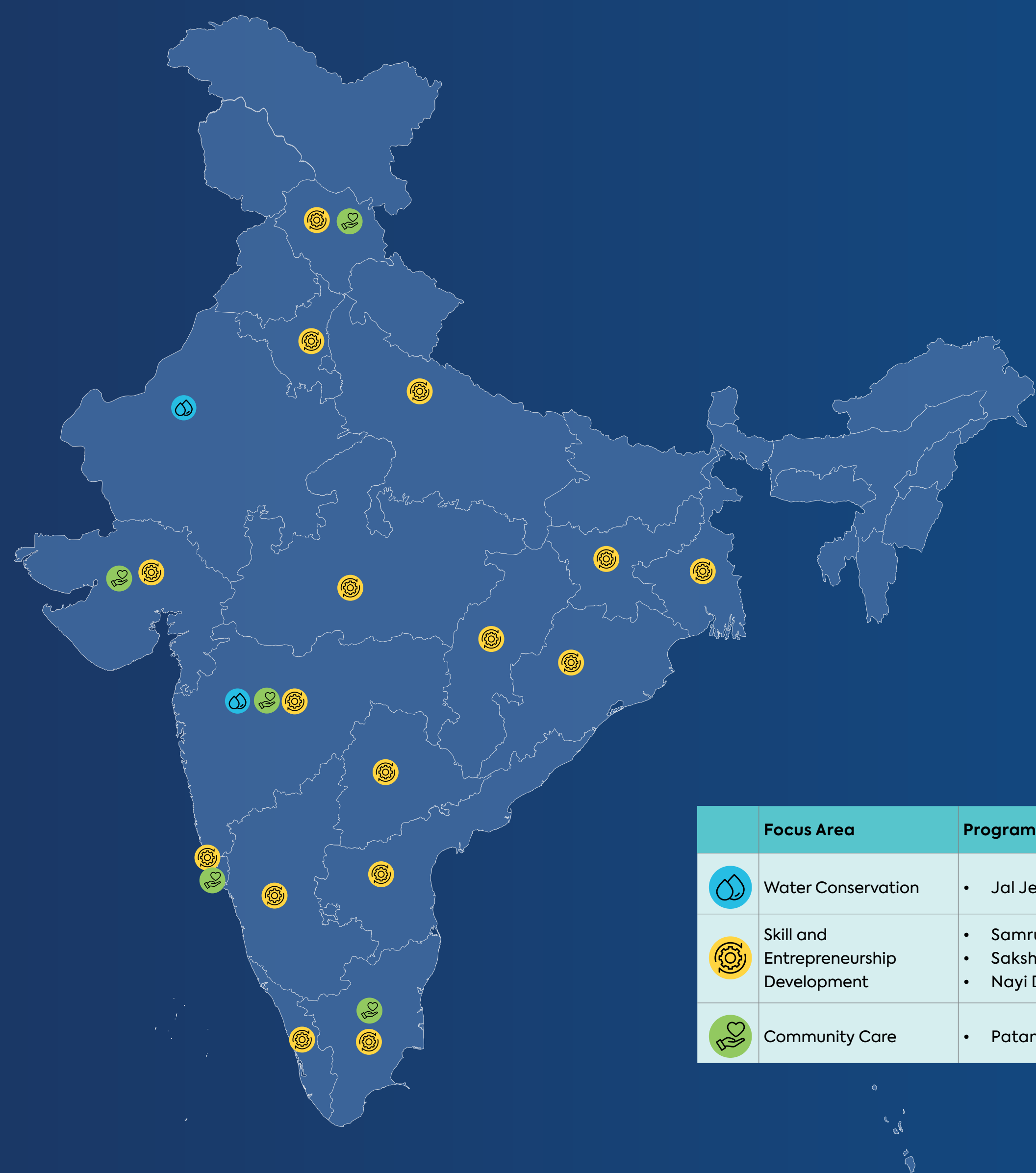
- CSR Philosophy & Policy
- CSR Annual Action Plan & Budgeting
- Implementation Oversight & Project Monitoring
- Review of Impact Assessment
- Compliances & Disclosures

The CSR Committee is governed by its terms of reference which are in line with the regulatory requirements mandated by the Act and SEBI Listing Regulations. The detailed terms of reference of the Audit Committee form part of the charter which is available on the website of the Company at https://reports.crompton.co.in/shopify/public/files/78aqHbuC0r_Corporate-Social-Responsibility-Committee-Charter-1.pdf

Terms of references	Frequency
Formulate and recommend to the Board the CSR Policy and activities to be undertaken	◯
Recommend the amount of expenditure to be incurred on CSR activities	◯
Formulate and review the Annual Action Plan in pursuance of the CSR Policy	◯
Oversee the manner of execution of projects or programmes; the modalities of utilisation of funds and implementation schedules for the projects/programmes	◌
Monitoring and reporting mechanism for the projects/programmes	◌

◯ Annually ◌ Periodically

The geographic bifurcation of CSR projects as approved by the Committee is as below:



Focus Area	Program
Water Conservation	• Jal Jeevan
Skill and Entrepreneurship Development	• Samrudhi • Saksham • Nayi Disha
Community Care	• Patang

Note: Map not to scale and for representation purpose only.

Governance

a) The minutes of the meetings of the CSR Committee are placed before and noted by the Board. During the year, all recommendations of the CSR Committee, as mandatorily required, were accepted by the Board.

b) The meetings of the CSR Committee are also attended by the other Directors, Chief Financial Officer and CSR Head.

Risk Management Committee ("RMC")

Mr. P R Ramesh

Committee Chairman and Non- Executive Independent Director

"The Company's approach to risk governance is guided by a focus on resilience, preparedness, and disciplined oversight. The Risk Management Committee's ongoing emphasis on proactive identification and assessment of key and emerging risks supports balanced decision-making, while safeguarding the Company's long-term sustainability and growth."

As of March 31, 2026, the RMC comprised of 3 (Three) members. The Committee is chaired by an Independent Director and includes a Non-Executive, Non-Independent Director, and an Independent Director as members of the Committee. The composition of the RMC is in compliance with the provisions of the SEBI Listing Regulations.

The primary responsibility of the RMC is to assist the Board in monitoring and reviewing the risk management plan, implementation of the risk management framework of the Company, including cyber security and ESG. The main objective of the RMC is to assist the Board in fulfilling its corporate governance oversight responsibilities with regard to the identification, evaluation and mitigation of risks including risks related to cyber security. The role of RMC includes the implementation of Risk Management Systems and Framework, review of the Company's financial and risk management policies, assess risk and formulate procedures to minimize the same. The RMC has the overall responsibility for monitoring and approving the risk management framework and associated practices of the Company.

The details of the meetings held during the financial year 2025-26 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name	Designation	Meeting Date		Held during tenure	Attended	% of attendance
		August 01, 2025	February 25, 2026			
Mr. P R Ramesh	Chairman			1	1	100
Mr. D Sundaram	Member			1	1	100
Mr. Anil Chaudhry*	Member			1	1	100
% of attendance		**100**	**100**			

Attended through Video Conferencing

Note: Ceased to be the Member of the Committee w.e.f. July 24, 2025 on account of completion of tenure as a Board Member.

*Mr. Anil Chaudhry was appointed as Member of the Committee w.e.f. July 25, 2025.

Composition and Attendance

66.67% Independence

3 Members

2 Meetings

100% Attendance

Charter of the Committee

The Charter of RMC inter alia articulates its role, responsibilities, powers and terms of references as follows:

- Formulation, monitor and review Risk Management Policy
- Risk Assessment & Identification of Key Risks
- Monitoring of Risk Mitigation Procedures & its Effectiveness
- Business Continuity & Crisis Management

The RMC is governed by its terms of reference which are in line with the regulatory requirements mandated by the Act and SEBI Listing Regulations. The detailed terms of reference of the Audit Committee form part of the charter which is available on the website of the Company at https://reports.crompton.co.in/shopify/public/files/voku2O7k4T_Risk-Management-Committee-Charter-1.pdf

Terms of references	Frequency
To identify the internal and external risks, inter alia, financial, operational, sectoral, sustainability/ESG, information, cyber security risks, legal and regulatory risks.	Half-Yearly
Oversee the implementation of the risk management policy and the adequacy of risk management systems.	Periodically
Ensure appropriate methodology, processes and systems are in place to monitor and evaluate risks.	Half-Yearly
Reviewing and reassessing the adequacy of the Committee's charter and recommended any pro-posed changes to the Board for approval.	Periodically
Reviewing and approving the Enterprise Risk Management Framework of the Company.	Annually
Undertaking an annual performance evaluation of its own effectiveness.	Annually
To review the Company's risk governance structure, risk assessment and risk management policies, practices and guidelines and procedures, including the risk management plan.	Half-Yearly
To consider appointment and removal of the Chief Risk Officer, if any, and review his terms of remuneration	Periodically
Reviewing of the risk management processes and practices of the Company and ensure that the Company is taking the appropriate measures to achieve prudent balance between risk and reward in both ongoing and new business activities.	Periodically
To evaluate risks related to cyber security and ensure appropriate procedures are placed to mitigate these risks in a timely manner.	Half-Yearly

Half-Yearly Annually Periodically

Enterprise Risk Management (ERM) framework

The Company has adopted a comprehensive Enterprise Risk Management (ERM) framework which is integrated with the Company's strategy planning and business review process. The framework covers business, financial, operational, HR, reputational, sectoral, cybersecurity, ESG and any other risks as may be determined by the RMC. The Company's ERM framework addresses our business needs while remaining simple and pragmatic and helps attain its targets and goals sustainably and profitably.

The Company's ERM Committee, chaired by an Independent Director, reviews identified risks bi-annually and guides the ERM head, who collaborates closely with business and functional teams to identify, monitor, and execute agreed-upon risk responses. Meanwhile, the Risk Council, comprising senior functional leadership, reviews the major risks identified by the business and the status of mitigation actions, systematically. Moreover, the Board's RMC oversees our Risk Management Policy, framework, and process, as well as the risk management structure and risk mitigation system. The Audit Committee ensures additional oversight on financial risks and the effectiveness of process controls.

- Board of Directors
- Risk Management Committee
- Functional Leadership Members

Risk Identification → Risk Assessment → Risk Mitigation → Control Assessment → Monitoring & Reporting

Risk Management Policy

The Company has implemented a Comprehensive Risk Management Policy and a robust Internal Control framework to identify and monitor any risks or instances of fraud in the Company, both the Internal Risk and Control matrix defined across the key process areas, are updated periodically, and tested for effectiveness to monitor risks, ensure fraud prevention and avoid resulting material misstatement to ensure it achieves its strategic objectives and sustainable goals. The Company adopts both bottom-up and top-down approaches, covering the entire organization to enable informed decision-making through risk assessment and management at all levels of the organization.

The Company has a robust Risk Management Policy and Internal Control framework and process to identify and monitor any risks or instances of fraud in the Company. The Risk Management Policy of the Company articulates the Company's approach to address uncertainties in its endeavours to achieve its stated and implicit objectives. It prescribes the roles and responsibilities of various stakeholders within the Company, the structure for managing risks and framework with respect to Risk Management.

Internal Risk and Control matrix defined across key process areas, are periodically updated and tested for effectiveness to monitor risks, ensure fraud prevention and avoid resulting material misstatement. Below is the process:

- Monthly reviews are conducted at both - location and function levels, and includes trend monitoring, exceptions, root causing and tracking of actions taken/underway. There is also an involvement of senior leadership as well, in key areas of Revenue, Margins, Working capital, Quality, Service etc
- The organizational hierarchy and operational ways of working followed at each team level ensures the supervision and monitoring process. In addition, the data protection tools implemented by the Company help in data integrity.

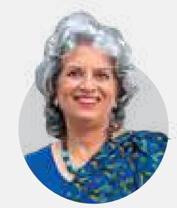
The said policy is uploaded on the website of the Company and is accessible at https://reports.crompton.co.in/shopify/public/files/TzVrEdMGxk_Risk-Management-Policy-1%20(2).pdf

Governance

a) The minutes of the meetings of the RMC are placed before and noted by the Board. During the year, all recommendations of the RMC, as mandatorily required, were accepted by the Board.

b) The meetings of the RMC are also attended by the MD & CEO Chief Financial Officer, Vice President - Finance and Head Audit - Risk & Control.

Environmental, Social And Governance ("ESG") Committee



Ms. Hiroo Mirchandani
Committee Chairperson and Non- Executive Independent Director

"ESG has emerged as a key enabler of sustainable and resilient long-term value creation. The ESG Committee provides oversight of the Company practices relating to environment, health and safety, social responsibility, governance, sustainability concerns, and other public policy matters. The emphasis is on embedding responsible practices aligned with global standards and best-in-class frameworks into strategy and governance."

As of March 31, 2026, the ESG Committee comprised of 3 (Three) members. The Committee is chaired by an Independent Director and includes a MD & CEO and an Independent Director as members of the Committee.

The Board of Directors of the Company constituted the ESG Committee with an objective of supporting its ongoing commitment to environment, health and safety, social responsibility, governance and sustainability matters.

ESG Committee is responsible to support the Company's on-going commitment to environmental, health and safety, sustainability, and other public policy matters relevant to the Company (collectively "ESG Matters"). The Committee is also responsible for reporting progress of various initiatives and in making appropriate disclosures on a periodic basis.

Composition and Attendance

66.67%	3	1	100%
Independence	Members	Meeting	Attendance

The details of the meetings held during the financial year 2025-26 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name	Designation	Meeting Date February 25, 2026	Held during tenure	Attended	% of attendance
Ms. Hiroo Mirchandani@	Chairperson		1	1	100
Mr. P R Ramesh*	Member	NA	1	1	100
Mr. Promeet Ghosh	Member		1	1	100
Mr. P M Murty#	Member		1	1	100
% of attendance		100			

Attended in person

* Appointed as Member w.e.f. July 25, 2025

Ceased to be the Member of the Committee w.e.f. July 24, 2025 on account of completion of tenure as a Board Member.

@ Appointed as the Chairperson of ESG Committee w.e.f. July 25, 2025

Charter of the Committee

The Charter of ESG Committee inter alia articulates its role, responsibilities, powers and terms of references as follows:

Setting of ESG Strategies

Developing, implementing, and monitoring initiatives and policies

Integrating sustainability into the Company's strategy and operations

The detailed terms of reference of the ESG Committee form part of the charter which is available on the website of the Company at https://reports.crompton.co.in/shopify/public/files/SmV4RAtq9w_ESG-Charter-1.pdf

Terms of references	Frequency
Recommending to the Board the Company's overall general strategy and overseeing the Company's policies, practices and performance with respect to ESG Matters.	
Reinforcing the culture within the Company regarding sustainability, promote open discussion and integrate ESG management into the Company's processes and goals.	
Maintaining metrics, systems and procedures, as deemed necessary and appropriate, to monitor and track ESG matters.	
Reporting to the Board current and emerging topics relating to ESG Matters that may affect the business, operations, performance, or public image of the Company or are otherwise pertinent to the Company and its stakeholders and, if appropriate, detail actions taken in relation to the same.	
Considering the current and emerging ESG matters that may affect the business, operations, per-formance or public image of the Company.	

Annually

Sustainability Policy

The Company has integrated sustainability into its core business strategy. To ensure smooth implementation of various measures across the organisation, we have established a Sustainability policy wherein the Company strives for continuous improvement in measuring and minimising the environmental impact of its activities by following good sustainability practices and creating awareness amongst our employees, customers, partners, investors, communities and public at large. The Sustainability Policy of the Company is available on the website of the Company and can be accessible at https://reports.crompton.co.in/shopify/public/files/yrBuqXsSV4_Sustainability%20Policy.pdf

Governance

a) The minutes of the meetings of the Committee are placed before and noted by the Board. During the year, all recommendations of the Committee, as mandatorily required, were accepted by the Board.

b) The meetings of the ESG Committee are also attended by the other directors, Chief Financial Officer, Head - CSR and Head Innovation & Chief Technology Officer

Allotment Committee ("AC")

As of March 31, 2026, the AC comprised 2 (Two) members. The composition of Allotment Committee as on as on March 31, 2026 is as under:

Name	Designation
Mr. D. Sundaram	Member
Ms. Smita Anand*	Member

Mr. P.M. Murty ceased to be the Member of the Committee w.e.f. July 24, 2025 on account of completion of tenure as a Board Member.

* Ms. Smita Anand was appointed as the Member of the Committee w.e.f. July 25, 2025

The Board of Directors of the Company constituted the Allotment Committee for allotment of shares arising out of the exercise of stock options by Eligible Employees under ESOP Schemes of the Company.

Composition and Attendance

50% Independence

2 Members

During the year, the Allotment Committee has approved the allotment of 1,05,712 shares arising out of the exercise of stock options by Eligible Employees.

Managing Director & Chief Executive Officer (MD & CEO)

The MD & CEO leads the Company, oversees and manages the daily operations, driving strategy implementation, monitoring competitive landscapes, industry developments, and identifying expansion or acquisition opportunities. They build relationships with customers and markets to enhance shareholder value, ensuring the execution of the organization's vision, mission, and strategic direction. The MD & CEO also establishes policy guidelines and ensures Board decisions are effectively implemented through its Committees, steering the organisation towards its objectives.

He acts under the guidance of the Board of Directors and is a link between the Board & the Management. Through diligent leadership and strategic foresight, the MD & CEO plays a pivotal role in guiding the Company towards excellence, while upholding the values and principles that define its identity. This pivotal role involves close collaboration with the Board to devise and implement business strategies that align with the Company's vision and mission.

Leadership Team (LT) & Business Leadership Team (BLT)

At the helm of the Company stands the MD & CEO, who presides over a Leadership Team (LT) and Business Leadeship Team (BLT) consisting of functional heads and business unit leaders. This hierarchical structure is designed to ensure effective management and strategic execution within the organization.

Independent Directors ("IDs")

Independent Directors (IDs) play a pivotal role in the governance processes of the Board. Their diverse expertise and experience contribute significantly to enriching the Board's decision-making, mitigating potential conflicts of interest, and safeguarding the interests of all stakeholders.

The appointment of ID is carried out in a structured manner in accordance with the provisions of the Act and the SEBI Listing Regulations. The N&RC identifies candidates based on certain laid down criteria and takes into consideration the need for diversity on the Board and accordingly makes its recommendations to the Board of Directors.

The Board affirms that, based on written confirmations from each ID, all IDs meet the conditions set forth in Regulation 16(1)(b) of the SEBI Listing Regulations, as amended, along with Section 149(6) of the Act and relevant rules, confirming their independence from the Management. Furthermore, the IDs have registered with the Databank maintained by the Indian Institute of Corporate Affairs as required under the Companies (Appointment and Qualifications of Directors) Rules, 2014, and have successfully completed the online self-assessment proficiency test within the prescribed timelines by the Ministry of Corporate Affairs (MCA), where applicable. None of the IDs have any material pecuniary relationships or transactions with the Company, Directors, or Senior Management that, in their judgment, would affect their independence. In line with Regulation 25(8) of the SEBI Listing Regulations, they have also confirmed that they are not aware of any situation or circumstances that could impair or impact their ability to fulfil their duties.

Except for the sitting fees and commission payable to the Non-Executive Directors annually in accordance with the applicable laws and with the approval of the Board and shareholders, there is no pecuniary or business relationship between the Independent Directors and the Company.

Based on the disclosures received from all IDs and in the opinion of the Board, all the IDs meet the independence criteria as outlined in the SEBI Listing Regulations and the Act.

Separate Independent Directors' Meetings

As per Schedule IV of the Act and Regulation 25(3) of SEBI Listing Regulations, the IDs shall hold at least one meeting in a financial year without the presence of Non-Independent Directors and the Management.

During the financial year 2025-26, the Independent Directors met four 4 (Four) on May 15, 2025, November 06, 2025, February 06, 2026, and March 18, 2026.

The Independent Directors *inter alia* discuss the issues arising out of the Committee Meetings and Board discussions including reviewing the performance of Non-Independent Directors and Board as a whole; performance of Chairperson; quality, quantity and timely flow of information between the Company, Management and the Board that is necessary for the Board to effectively and efficiently perform its duties. In addition to these meetings, interactions outside the Board Meetings also take place between the Chairman and Independent Directors. The Independent Directors also have access to Statutory Auditors, Secretarial Auditors, Cost Auditors, Internal Auditors and the Management of the Company for discussions and questions, if any.

Confirmation by the Board of Directors -Acceptance of Recommendation of Mandatory/Non-Mandatory Committees

In terms of the SEBI Listing Regulations, the Board hereby confirm that during the year under review, it has accepted all recommendations received from its mandatory/non-mandatory committees.

Familiarisation Programme

Familiarisation Programme undertaken by the Company is detailed out under Board's Effectiveness section of the Board's Report which forms part of this Integrated Annual Report.

Performance Evaluation Criteria for Independent Directors

Performance Evaluation Criteria for Directors including Independent Directors is detailed out under Board's Effectiveness section of the Board's Report which forms part of this Integrated Annual Report.

Senior Management

The Company identified following under category of Senior Management Personnel(s) ("SMPs"), pursuant to the provisions of Regulation 16(1)(d) and Schedule V of the SEBI Listing Regulations. Details of Senior Management Personnel(s) as on March 31, 2026, and the changes thereunder during the year under review are as follows:

Sr. No.	Name of SMP(s)	Designation	Changes if any (Yes/No)	Nature of change and Effective date
1.	Mr. Kaleeswaran Arunachalam	Chief Financial Officer	No	NA
2.	Mr. Anand Kumar	Group Sales & Service Head	No	NA
3.	Mr. Manoj Kumar	Business Unit Head – Supply Chain	Yes	Resigned w.e.f. September 30, 2025
4.	Mr. Vikram Sridharan	Vice President & Chief Digital Officer	No	NA
5.	Mr. Prasanth Nair	Chief Human Resources Officer (CHRO)	No	NA
6.	Ms. Rashmi Khandelwal	Company Secretary & Compliance Officer	Yes	Resigned w.e.f. April 23, 2026
7.	Mr. Shaleen Nayak	Business Unit Head – Lighting & New Businesses	No	NA
8.	Mr. Sanjeev Agarwal	Innovation & Chief Technology Officer	Yes	Resigned w.e.f. July 25, 2025
9.	Mr. Rajat Chopra	Business Unit Head – Pumps & Home Electricals	No	NA
10.	Mr. Ketan Chaudhari	Business Unit Head – Small Domestic Appliances	No	NA
11.	Mr. Nikhil Thakkar	Head - Internal Audit, Risk & Control	No	NA
12.	Mr. Shashi Kumar	Quality Head	No	NA
13.	Ms. Aarushi Agarwal	Business Unit Head – Large Kitchen Appliances and New Business	No	Tendered her resignation, is currently serving her notice period and will be relieved with effect from July 27, 2026
14.	Mr. Tanmay Prusty	Chief Marketing Officer	No	NA
15.	Ms. Anita Pansare	Head Innovation & Chief Technology Officer	Yes	Appointed w.e.f. January 2, 2026

Remuneration of Directors

Remuneration Policy

In terms of Section 178 of the Act and corresponding provisions contained in the SEBI Listing Regulations, your Company has a well-defined Policy for Remuneration of the Directors, KMPs and other Employees.

The salient features of the policy as follows:

- Review and make recommendations to the Board on various matters including size and composition of the Board, positive attributes of Directors, succession planning, performance evaluation of each Director, Board diversity etc.;
- Procedures concerning appointment and removal of Directors, KMPs and SMPs;
- Guidelines for determining remuneration for Directors, KMPs and SMPs;
- Formulation of criteria for evaluation of Independent Directors and the Board; and
- Devising a policy on Board diversity.

Additionally, the performance-based compensation for MD & CEO of the Company is paid in accordance with the Company's Variable Pay (Bonus) Policy for the relevant financial year and commensurate with the Company's performance. A snapshot of the process is provided below:

Defining Goals

The MD & CEO meets the leadership team individually to determine the goals and priorities as set by the MD & CEO of the Company. The LT deliberates on the previous year setbacks, identifies the root causes and highlight corrective action to ensure better outcome moving forward.

Monthly Business Review

The monthly reviews with the functional heads on one-to-one basis and with departmental heads collectively aims to highlight:

1. Key achieverments by the respective teams;
2. Challenges faced and support required by the cross-functional departments;
3. Operational and Financial Highlights;
4. Market Trends;
5. Consumer insights;
6. Peer Performance;
7. Future Plans; etc

Quarterly Board Meeting Update

The Board is presented on the quarterly performance covering below:

1. Achievements of the quarter
2. Setbacks of the quarter;
3. Action plan for the forthcoming quarter.

The Board reviews same and provide their valuable imputs wherever required.

Reviewing the goals at the year end

The rating of all the KMPs and SMPs is determined by N&RC after due deliberations and considering performance of the Company for the entire year thereby *inter alia* including revision(s) in the remuneration, if any, for the forthcoming Financial Year without the presence of management. The variable pay is divided as follows:

1. Company's Performance;
2. Function performance;
3. Individual Performance.

The methodology for determination of Company performance factor covers the achievement targets, revenue growth, operating margin, cash flow from operations, performance vs peers, and/or such other parameters as decided by the N&RC.

The Nomination & Remuneration Policy is uploaded on the website of the Company and can be accessed at: https://reports.crompton.co.in/shopify/public/files/7U1WL14NWD_Nomination%20and%20Remuneration%20Policy_clean.pdf

N&RC while deciding the basis for determining the compensation, both fixed and variable to the Non-Executive Directors, takes into consideration various factors such as Directors' participation in Board and Committee Meetings during the year, other responsibilities undertaken, such as Membership or Chairmanship of Committees, time spent in carrying out other duties, roles and functions as envisaged in Schedule IV of the Act and the SEBI Listing Regulations and such other factors as the N&RC may deem fit.

Following is the abridged summary of the criterion determining remuneration of the Executive and Non-Executive Directors:

1. The remuneration/compensation/commission etc. to Directors is determined by the N&RC and recommended to the Board for approval.
2. The remuneration and commission to be paid to the Managing Director is in accordance with the provisions of the Act, and the rules made thereunder.
3. Increments to the existing remuneration/compensation structure is recommended by the Committee to the Board which should be within the limits approved by the Shareholders in the case of MD & CEO.
4. If, in any financial year, the Company has no profits or its profits are inadequate, the Company shall pay remuneration to its Managing Director in accordance with the provisions of Schedule V of the Act and if it is not able to comply with such provisions, with the previous approval of the Central Government.
5. The remuneration is paid to Executive Directors. Only sitting fees and commission is paid to Non-Executive Independent Directors.
6. The remuneration to the Non-Executive Directors (including Independent Directors) may be paid within the monetary limit approved by shareholders, subject to the limit not exceeding 1% of the profits of the Company, computed as per the applicable provisions of the Companies Act, 2013.
7. The Independent Directors are not entitled to any stock options of the Company.

Non-Executive Director's Remuneration

Considering the expanded roles and responsibilities of Non-Executive Directors, including Independent Directors, their valuable contribution to the Company's growth, as well as their time commitment and strategic guidance, the Board basis the recommendations of N&RC, at its meeting held on May 15, 2025, revised the sitting fees payable to Executive Directors to ₹1,00,000 (Rupees One Lakh Only) for Board Meetings, ₹75,000 (Rupees Seventy Five Thousand Only) for Audit Committee and N&RC, and ₹50,000 (Rupees Fifty Thousand Only) for all other committees.

Apart from payment of sitting fees, the Members at the 2nd AGM of the Company held on August 11, 2016, have also approved payment of commission to the Company's Non-Executive Directors, collectively, up to 1% of net profits, as permitted by the Act. Additional commission is paid to the Chairman of the Board, the Chairman of the Audit Committee and the Chairman of the N&RC for their enhanced roles and responsibilities as Chairman. Further, the Members of the Company at the 8th AGM held on July 22, 2022, have approved the payment of Commission to the Non-Executive including Independent Directors, collectively up to 1% of the net profits, as permitted by the Act.

The Board, basis recommendation of N&RC, at its meeting held on May 15, 2025, revised the commission structure which is within the limits approved by the shareholders of the Company.

Executive Directors' Remuneration

As on March 31, 2026, Mr. Promeet Ghosh, MD & CEO is the only Executive Director on the Board of the Company. The annual remuneration package of Mr. Ghosh constitutes a fixed salary component including a basket of allowances/reimbursements; a variable pay component and stock options as approved by the N&RC and the Board of Directors, from time to time. The variable pay of the Executive Director is paid annually which is determined by N&RC after factoring in the individual performance, i.e. KPIs achieved and the Company's performance. There was no claw back provision in the remuneration paid to the Executive Director of the Company. In terms of applicable laws, there is no mandatory stock ownerships requirements for the Executive Director in terms of laws applicable in India. Additionally, Mr. Ghosh was entitled to grant of employee stock options under various ESOP Schemes of the Company.

The remuneration paid to the Directors of the Company is in accordance with the provisions of the Act and does not exceed the thresholds specified in the Act and in Regulation 17(6)(ca) of the SEBI Listing Regulations.

None of the Directors of the Company have any pecuniary relationship with the Company apart from receiving remuneration.

In accordance with the SEBI Listing Regulations, no employee including KMPs or Director or Promoter of a listed entity, shall enter into any agreements for himself or on behalf of any other person, with any shareholder or any other third party with regard to compensation or profit-sharing in connection with dealings in the securities of the Company, without prior approval from the Board as well as from Members by way of an ordinary resolution. No such instances were reported during the Financial Year ended March 31, 2026.

The details of the remuneration of Director(s) during F.Y. 2025-26 is given below:

(In ₹)

Name of Director(s)	Salary and allowances	Variable Pay**	Perquisites	ESOP	Sitting Fees	Commission@	Total
Executive Directors							
Mr. Promeet Ghosh	5,21,45,694	7,13,92,000	26,68,293	-	-	-	12,62,05,987
Non-Executive Directors							
Mr. D. Sundaram%	-	-	-	-	11,00,000	50,00,000	61,00,000
Mr. P. M. Murty$	-	-	-	-	4,75,000	40,00,000	44,75,000
Ms. Smita Anand	-	-	-	-	12,00,000	35,00,000	47,00,000
Mr. P. R. Ramesh^	-	-	-	-	12,00,000	42,42,466	54,42,466
Ms. Hiroo Mirchandani	-	-	-	-	9,00,000	35,00,000	44,00,000
Mr. Anil Chaudhry	-	-	-	-	10,00,000	35,00,000	45,00,000
Mr. Sanjiv Kakkar	-	-	-	-	11,50,000	37,57,534	49,07,534
Mr. Shantanu Khosla*	-	-	-	-	4,50,000	32,08,333	36,58,333

* Ceased to be Non-Executive Vice Chairman w.e.f. close of business hours on December 31, 2025.

% Appointed as a Non-Executive, Non-Independent Director with effect from September 18, 2025, to hold office until attaining the age of seventy-five (75) years, i.e., up to April 15, 2028. The appointment was subsequently approved by the Members through postal ballot on October 19, 2025.

$ Ceased to be Independent Director w.e.f. close of business hours on July 24, 2025 pursuant to completion of term.

^ Re-appointed as a Non-Executive Independent Director of the Company for a second consecutive term, not liable to retire by rotation, for a period commencing from May 21, 2026, up to January 16, 2030 (both days inclusive). The said re-appointment was subsequently approved by the Members through postal ballot on March 14, 2026.

** Variable Pay and Commission is for the F.Y. 2024-25 paid in F.Y. 2025-26

Notes:

a) Notice period is Three (3) months;

b) Variable Pay is performance-linked and gets paid on the basis of actual performance parameters (including sales growth, profit before tax (growth and as % to sales), cash from operations etc. and as may be fixed by the N&RC and Board from time to time. All other components are fixed; and

c) MD & CEO is not entitled to severance pay, commission or sitting fees for attending Board and Committee Meetings.

Details of Employee Stock Options ("ESOP") Granted, Vesting Criteria etc. are given in table below

Particulars	Mr. Shantanu Khosla, Non- Executive Vice Chairman*			Mr. Promeet Ghosh MD & CEO	
Schemes	**PSP-1-2016**	**PSP-2-2016**	**ESOP 2019**	**ESOP 2019**	**ESOP 2019**
No. of options granted	47,00,596	31,33,731	20,13,875	20,00,000	9,50,000
Effective date of grant	October 25, 2016	October 25, 2016	January 21, 2021	April 28, 2023	October 3, 2024
Options Vested	46,19,088	30,79,392	-*	8,68,000	2,15,333
Options Unvested	-	-	-*	8,00,000	6,33,334
Options Cancelled	81,508	54,339	20,13,875*	3,32,000	1,01,333
Vesting period	Not earlier than 1 year and not later than 10 years from the date of grant of Options	Not earlier than 1 year and not later than 10 years from the date of grant of Options	Not earlier than 1 year and not later than 5 years from the date of grant of Options	Not earlier than 1 year and not later than 5 years from the date of grant of Options	Not earlier than 1 year and not later than 3 years from the date of grant of Options
Vesting Conditions	Time based and performance based	Time based and performance based	20% each year over a 5-year period based on performance	Performance based	Time based and performance based
Exercise Period	October 2017 to October 2027	October 2017 to October 2027	Uptil December 31, 2025*	April 2024 to April 2028	April 2026 to April 2028
Exercise Price	₹92.83	₹185.66	₹405.95	₹294.65@	₹432.05

* Ceased to be Non-Executive Vice Chairman w.e.f. December 31, 2025. All the vested and unvested options under ESOP 2019 were cancelled upon his cessation as Non- Executive Director.

@ The options were granted at ₹259.80 whereas pursuant to approval of Shareholders at the 9th AGM of the Company held on July 22, 2023, the said grant price was re-priced to ₹294.65.

Governance of Subsidiary Companies

The Company does not have any "Material Unlisted Subsidiary" as defined in the SEBI Listing Regulations. Accordingly, the requirement of appointing an Independent Director of the Company on the Board of the material unlisted subsidiary company given under Regulation 24 of the SEBI Listing Regulations does not apply.

All subsidiaries of the Company are managed by their Boards having rights and obligations in accordance with applicable laws. The Company nominates its representatives on the Boards of subsidiaries to monitor its operations and performance. Oversight on subsidiaries is also maintained inter alia through the following:

- Review of Unaudited Quarterly Financial Results and Audited Annual Financial Statements, along with the Auditors Limited Review and Audit Report respectively of subsidiaries prior to their consolidation with the Parent Company and statement containing significant transactions and arrangements entered into by the subsidiaries.
- Review of minutes of Board Meetings of the subsidiaries on a quarterly basis.
- Extending necessary guarantees, letter of comfort and other support for their day-to-day operations from time-to-time.

The Company does not have any material unlisted subsidiary' and the requirements of secretarial audit as specified in Regulation 24A of the SEBI Listing Regulations is not applicable. The Company's policy on material subsidiary is available on the Company's website and can be assessed at: https://reports.crompton.co.in/shopify/public/files/e2W4M42kWB_Policy%20on%20Material%20Subsidiary_clean.pdf

Disclosures

D&O Insurance for Directors

In line with the requirements of Regulation 25(10) of the SEBI Listing Regulations, the Company has taken a Director's and Officer's (D&O) Liability Insurance Policy for all its Directors and Members of the Senior Management for quantum and risks as determined by the Board of the Company to indemnify Directors, Officers or any employee acting in a managerial capacity, against any personal liability or legal action coming onto them whilst discharging fiduciary responsibilities in relation to the Company. The Policy also covers those who serve as Director(s), Officer(s) or equivalent of an outside entity at the Company's request.

Disclosure of Non-Compliance of any Requirement of Corporate Governance Report with Reasons

The Company has complied with and disclosed all the mandatory corporate governance requirements as mentioned under sub-para (2) to (10) of part C of Schedule V of the SEBI Listing Regulations.

Indian Accounting Standards ("Ind AS")

The Company has prepared its Standalone and Consolidated Financial Statements in accordance with IndAS as notified under Section 133 of the Act read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time and other relevant provisions of the Act.

Disclosures in relation to Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("POSH")

Your Company has constituted Internal Complaints Committee ("ICC") to consider and resolve all sexual harassment complaints. The constitution of ICC is as per the POSH and ICC includes an external member who is an independent POSH consultant with relevant experience.

The details of sexual harassment complaints for the F.Y. ended March 31, 2026, are furnished as under:

Particulars	No. of Complaints
Number of complaints filed during the Financial Year	2
Number of complaints disposed of during the Financial Year	1
Number of complaints pending as on the end of the Financial Year	1

Loans and Advances in the nature of Loans to firms/companies in which Directors are interested

No Loans and Advances in the nature of loans to firms/ companies in which Directors are interested were given during the Financial Year under review.

MD & CEO and CFO Certification

The MD & CEO and CFO annual certificate on financial reports and internal controls to the Board in terms of Regulation 17(8) of the SEBI Listing Regulations forms part of this Integrated Annual Report.

The MD & CEO and CFO also jointly issue a quarterly compliance certificate on financial results and place the same before the Board in terms of Regulation 33(2) of the SEBI Listing Regulations.

Other Disclosures

- The Company has complied with the requirements of the Stock Exchanges, SEBI and other statutory authorities on all matters related to capital markets during the last 3 (Three) years and accordingly no penalties or strictures were imposed on the Company by the Stock Exchanges, SEBI or any other statutory authority.
- The securities of the Company were not suspended from trading at any time during the year.
- The Company has adopted a Code of Conduct to regulate, monitor and report trading by designated persons and their immediate relatives as per the requirements under the SEBI (Prohibition of Insider Trading) Regulations, 2015 and has also adopted code for practices and procedures for fair disclosure of unpublished price sensitive information as required under the said regulations. Further Company has adopted various corporate governance policies as required under the SEBI Listing Regulations and the same are available on the website at https://www.crompton.co.in/investors/corporate-governance/
- The auditors have issued an unmodified opinion on the financial statements of the Company.
- M/s. M S K A & Associates LLP (Statutory Auditors) met the Audit Committee without the presence of the management.
- The Company is a professionally Board Managed company and is 100% publicly owned.
- None of the officials of the Company i.e., one level below MD&CEO are in any way related to each other or to the Board of Directors.
- The Company has complied with the requirements specified in Regulations 17 to 27 and Clauses (b) to (i) of Regulation 46(2) of the SEBI Listing Regulations
- During the year under review, 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 and 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 SEBI Listing Regulations (including any statutory modification(s) and/or re-enactment(s) thereof for the time being in force).
- The Audit Committee reviewed on a quarterly basis, the details of RPTs, entered into by the Company pursuant to the omnibus approval granted.
- 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.
- 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 SEBI Listing Regulations.
- The business rationale for the transactions with related parties and details of the same forms part of the Board's Report and Notes to financial statements of this Integrated Annual Report.
- The Policy on dealing with and materiality of Related Party Transactions has been placed on the Company's website and can be accessed at https://www.crompton.co.in/pages/corporate-governance
- Pursuant to Regulation 23(9) of the SEBI Listing Regulations the Company has filed the half-yearly reports on related party transactions with the stock exchanges on which the shares of the Company are listed.
- The Company obtains a report from an independent firm of accountants that the Company's process of determination that the transactions with related parties are at arm's length and in the 'ordinary course of business', is appropriate and that relevant approvals under the Act and the Listing Regulations have been obtained for such transactions.
- No loans/advances in the nature of debt were given to firms/companies in which Directors are interested.
- In accordance with the provisions of Regulation 26(6) of the Listing Regulations, the Key Managerial Personnel, Director(s), Promoter(s) and senior managerial personnel have affirmed that they have not entered into any agreement for themselves or on behalf of any other person, with any shareholder or any other third party with regard to compensation or profit sharing in connection with dealings in the securities of the Company.
- In accordance with provisions of Regulation 26(5) of the Listing Regulations, senior management personnel have affirmed that they do not have any personal interest relating to material, financial and commercial transactions which may have a potential conflict with the interest of the Company at large.
- The Company has complied with all the requirements of the Stock Exchange(s) and SEBI on matters relating to Capital Markets and has complied with all the mandatory requirements of the Listing Regulations relating to Corporate Governance.
- There were no non-compliances by the Company and no instances of penalties or strictures which were imposed on the Company by SEBI, Stock Exchange(s) on which the shares of the Company are listed or any statutory authority on any matter related to the capital market during the last 3 (Three) years.

Statutory Auditor and Audit Fees

M/s. M S K A & Associates LLP, Chartered Accountants {formerly known as M/s. M S K A & Associates, Chartered Accountants} (ICAI Firm Registration Number 105047W/ W101187) were appointed as the Statutory Auditors of your Company at the Extra-Ordinary General Meeting held on August 27, 2021, for conducting audit for a period of 5 (Five) years i.e., till the conclusion of the 12th AGM.

As per the provisions of Sections 139, 141 and all other applicable provisions, if any, of the Act and Rules framed thereunder, M/s. M S K A & Associates LLP, is eligible for re-appointment as Statutory Auditors of the Company for another term of 5 (Five) years.

The Board, based on recommendation of the Audit Committee at their meeting held on May 13, 2026, approved the re-appointment of M/s. M S K A & Associates LLP for a term of 5 (Five) consecutive years from conclusion of 12th AGM up till conclusion of 17th AGM to be held for financial year 2030-31 for a remuneration of ₹1,25,60,000 (Rupees One Crore Twenty Five Lakh Sixty Thousand Only), excluding GST and reimbursement of out of pocket expenses for the Financial Year 2026-27.

The details of the total fees for all services paid by the Company to the Statutory Auditors are as follows:

₹ Crore

Type of Service	F.Y. 2025-26	F.Y. 2024-25
Audit Fees	0.59	0.59
Others*	0.37	0.37
Total	**0.96**	**0.96**

*includes limited review fees and ICFR audit fees, and excludes certification fees and out-of-pocket expenses

Related Party Transactions

All transactions entered into by the Company during the year with related parties were on arm's length pricing basis and were approved by the Audit Committee as well as by Board as and when required. The policy on Materiality of and Dealing with Related Party Transactions **("RPT Policy")** has been placed on the Company's website and can be accessed at: https://www.crompton.co.in/wp-content/uploads/2023/08/Policy-on-Materiality-of-and-dealing-with-Related-Party-Transactions.pdf. In line with the amended SEBI Listing Regulations, the policy has been amended suitably. There are no materially significant transactions with the related parties that had potential conflict with the interest of the Company at large. During the year under review, no material related party transaction were proposed, in which approval of the Members was required. No related party whether or not it is a party to the particular transaction or not is allowed to vote to approve the transaction in line with the SEBI Listing Regulations.

The Audit Committee of the Company comprises of majority of Non-Executive Independent Directors . It is pertinent to mention that all RPTs are being carried out in compliance with the applicable laws and regulations where only Independent Directors participate in the discussions and voting on such transactions.

All RPTs are approved by both the Audit Committee and Board of Directors of the Company despite the fact that all RPTs are in "Ordinary course of Business" and "at Arms' Length Pricing". This practice aligns with good corporate governance principles, ensuring transparency and minimizing potential conflicts of interest. It demonstrates the company's commitment to ethical business practices and responsible decision-making.

Finance team actively monitors the transactions involving related parties using PAN information, determining if they qualify as Related Party (RPs), and a consolidated list is shared with the Audit committee on a quarterly basis. This helps ensure transparency and compliance with regulations.

Further the Company follows below to identify and monitor the related party transactions:

1. **Determination of Related Parties:** The Company identifies the related parties according to the criteria defined in the Act and SEBI Listing Regulations thereby ensuring compliance.
2. **Transaction Details:** Comprehensive details about related party transactions are gathered including the nature, terms, amounts and other relevant information to ensure a complete understanding of each transaction.
3. **Materiality Threshold:** Transactions are evaluated against a Policy on Materiality of Related Party Transactions approved by the Board of Directors. This ensures that only significant transactions are reviewed in line with the SEBI Listing Regulations.
4. **Disclosure:** All RPTs are disclosed in the company's financial statements, detailing the nature, terms, amounts, and any other necessary information as per regulatory requirements.
5. **Approval by Audit Committee:** RPTs are submitted for approval by the Audit Committee. The committee reviews these transactions for fairness, compliance with laws, and alignment with the company's policies.
6. **Annual Review:** An annual review of RPTs is conducted to verify that transactions are properly recorded, disclosed, and compliant with policies. The review is then presented to the Audit Committee for their consideration.
7. **Internal Controls:** The Company has established internal controls to prevent unauthorized related party transactions and ensure that all related party transactions are well-documented and compliant with internal policies.

This procedure ensures transparency, regulatory compliance and accountability in managing related party transactions within the organisation.

During the year under review, RPT Policy was amended on May 13, 2026.

Vigil Mechanism/Whistle-Blower Policy ("WB Policy")

Your Company is committed to highest standards of ethical, moral and legal business conduct. The Company has adopted a WB Policy and an effective Vigil Mechanism system to provide a formal mechanism to its Directors, employees and business associates to voice concerns in a responsible and effective manner regarding suspected unethical matters involving serious malpractice, abuse or wrongdoing within the organisation and also safeguards against victimization of Directors/employees and business associates who avail of this mechanism. The policy ensures that strict confidentiality is maintained whilst dealing with concerns and ensures that no discrimination is made towards any person for a genuinely raised concern. The individuals may raise concern through varied channels, i.e. toll free number; e-mails; physical letters; or they can write/or reach out directly to the Chairman of the Audit Committee. The Company has separately prescribed WB Policy for Vendors. No personnel have been denied access to the Audit Committee. The scope of Vigil Mechanism has been extended during the year to enable reporting if any, on leakage of UPSI relating to the Company. The WB Policy is available on the Company's website and can be accessed at https://reports.crompton.co.in/shopify/public/files/JXVgUhnnht_Vigil%20Mechanism%20and%20Whistleblower%20Policy.pdf

Over the years, the Company has established a reputation for doing business with integrity and maintained zero tolerance towards any form of unethical behaviour. It also assures them of the process that will be observed to address the reported violation. The Policy also lays down the procedures to be followed

for tracking complaints, giving feedback, conducting investigations and taking disciplinary actions. It also provides assurances and guidelines on confidentiality of the reporting process and protection from reprisal to complainants. The Audit Committee oversees the functioning of this policy. Protected disclosures can be made by a Whistle-Blower through several channels to report actual or suspected frauds and violation of the Company's Code of Conduct. The Policy also provides a mechanism to encourage and protect genuine Whistleblowing amongst the Vendors.

The Company has launched different modules for prevention of sexual harassment at workplace, WB mechanism and Code of Conduct, on its internal online portal which is available to its employees.

This module is included in the Crompton Induction Program for its new employees for making them aware of the various codes and regulations applicable to them including the WB Policy. A certificate is issued upon successful completion of questionnaire provided in the module. Further, this awareness training is to be attended by all the employees on annual basis.

The Vigil Mechanism as envisaged in the Act and the SEBI Listing Regulations is implemented through the Code of Conduct and WB Policy.

Any incidents that are reported are investigated and suitable action is taken in line with the WB Policy. The details of the number of incidents reported forms the part of the Board Report.

Code of Conduct

Your Company has a Code of Conduct for Board and Senior Management Personnel that reflects its high standards of integrity and ethics. The Directors and Senior Management of the Company have affirmed their adherence to this Code of Conduct for F.Y. 2025-26. As required under Regulation 34 of the SEBI Listing Regulations, Mr. Promeet Ghosh, MD & CEO has signed a declaration stating that the Board of Directors and SMPs of the Company have affirmed compliance with this Code of Conduct, which is annexed to this Report. The Code of Conduct also includes Code for Independent Directors which is a guide to professional conduct for Independent Directors pursuant to Section 149(8) and Schedule IV of the Act. This Code is available on the Company's website and can be accessed at: https://www.crompton.co.in/investors/corporate-governance/

Further the Vendors of the Company are governed by the following:

1. The Code of Conduct of the Company;
2. Vigil Mechanism and Whistle-blower Policy

The Company has formulated 'Code of Conduct for Business Partners' to promote a positive, inclusive, and respectful work environment that aligns with our core values and organizational objectives. The Code sets out key guiding principles, including integrity, compliance, money laundering and fraud, conflict of interest, gits and hospitality, and confidentiality, intellectual property, quality control, insider trading, health, safety and environment, fair competition and labour and human rights. This Code encourages business partners to promptly raise concerns or make disclosures upon becoming aware of any actual or potential violation of this Code, relevant policies, or applicable laws, by reporting such matters to Crompton through the email address or toll free hotline specified in the Code.

The said code has been uploaded on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/RLkSCpFX1U_Business%20Partners%20Code%20of%20Conduct.pdf

The Company has deployed E-learning module for vendor and strategic supplier. This is deployed over a virtual training program with a link for the below modules:

- Crompton Code of Conduct
- Employee Awareness on Prevention of Sexual Harassment
- Understanding Whistleblowing

The following affirmations are obtained from the vendors by the Company at the time of singing agreement(s):

1. The vendors shall ensure full compliance of all the statutory requirements of its manufacturing premises under the provisions of all the statutes including those relating to GST, ESI, PF, Minimum-Wages etc. The Company shall not be responsible for the violation of any of the above provisions due to any negligence on the part of the vendor and/or its sub-vendors.
2. The vendor shall ensure full compliance with the provisions of Environment (Protection) Act, 1986 and Rules made thereunder including but not limited to E-Waste (Management) Rules, 2022 and Plastic Waste Management Rules 2016.
3. In the event of non-compliance of any of the aforementioned statutory provisions by the vendor, the vendor shall take prompt corrective measures to ensure compliance and shall indemnify and keep the Company indemnified against any loss that may arise against the Company in this regard.
4. The vendor shall comply with and shall ensure that all its sub-vendors shall also comply with all applicable laws and all orders, rules, and regulations issued by the respective state from time-to-time.
5. Acceptance of Agreement by the vendor shall be a deemed certification that the vendor is in agreement with and shall always comply with all the requirements imposed by law, from time-to-time.
6. The vendor to further represent, warrant, certify and covenant that the products will be produced and provided in compliance with the requirements of the applicable labour and employment regulations and that none of the products shall be produced or supplied (by the vendor or its sub-vendors) utilizing forced or child labour or utilizing the labour of persons in violation of the minimum working age law in India or in violation of any other law of India pertaining to environment, health and safety.
7. In addition, if any separate instructions are communicated by e-mail or circulars by the procurement/quality leads of the Company to the vendor in relation to quality, safety, and compliance at the manufacturing site and/or pertaining to the product, such instructions shall be read as an extension of the aforesaid Agreement.

Compliance With Mandatory/ Non- Mandatory Requirements

Your Company has complied with all the mandatory requirements of the SEBI Listing Regulations relating to Corporate Governance as specified in Regulation 17 to 27 and clauses (b) to (i) of Regulation 46(2) of the SEBI Listing Regulations and obtained a certificate from Parikh & Associates, Secretarial Auditors regarding compliance of conditions of Corporate Governance, which is annexed to this Integrated Annual Report.

Compliance Management Tools

The Company has in place an online legal compliance management tool, which has been devised to monitor and manage compliance with all applicable laws that impact the Company's business. The tool is intended to provide an assurance to the Board on legal compliances as ensured by the Company. The application of the tool has been extended to cover all plant locations, warehouses, innovation centre, sales and corporate offices.

The Company also has in place the tool for managing all its ESOP's, maintenance of database of all the designated employees and tracking of trades by them or their relatives and Company has also adopted a digital platform for creation, maintenance and circulation of notices, agenda papers for all the Board & Committee meetings.

The Company utilises a web-based tool, which is ISO 9001 and ISMS 27001 certified, to track statutory compliances closely to their due dates. Any deviations are promptly highlighted for corrective action, with functional owners are responsible for ensuring compliance fulfilment.

This web-based compliance management system not only helps adhering to the regulatory requirements but also develops a culture of self-regulation and accountability within the organisation. In the present times when governance is looked upon as a critical aspect of sustainability, our compliance management system plays a significant role in ensuring good corporate governance.

Corporate Legal Department issues compliance report on monthly as well as on quarterly basis as part of monitoring the compliances and enhance the culture within the organisation. They also regularly publish dashboards to the respective task owners and approvers about the pending compliance status. They provide training to the new task owners and approvers from time to time.

The Company is conducting system as well as physical audit regularly to check various parameters including but not limited to checking the correctness of uploaded documents and providing inputs/suggestions wherever required.

The Corporate Legal Department conducts regular corroborative research and studies based on various parameters, including monitoring updates in legislations and legal provisions. This information is then promptly updated in the web-based tool to mitigate any potential non-compliance resulting from changes in legal provisions.

The Company also conducts annual audit of its compliances by external agencies to ensure all necessary statutory compliances.

Prevention of Insider Trading

Pursuant to the SEBI (Prohibition of Insider Trading) Regulations, 2015 **("PIT Regulations")**, the Company has formulated the "Code of Conduct to Regulate, Monitor and Report Trading by Designated Persons" and the "Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information" ("hereinafter collectively referred to as **Code**") which allows the formulation of a trading plan subject to certain conditions and requires pre-clearance for dealing in Company's shares, it also prohibits dealings in the Company's shares by Directors, Designated Persons, Connected Persons and their immediate relatives, while in possession of unpublished price sensitive information in relation to the Company and during the period(s) when the Trading Window to deal in the Company's share is closed. The Code has been revised in line with the amendments to the PIT Regulations from time to time.

The Company has put in place adequate and effective system of internal controls to ensure compliance with the requirements of the PIT Regulations.

A structured digital database of all the designated employees is being digitally maintained by the Company on its internal server. These contains the names and other particulars as prescribed of the persons covered under the Code drawn up pursuant to the PIT Regulations.

The Company Secretary has been appointed as the Compliance Officer to ensure the implementation of the Code for fair disclosure and conduct. Further as per Insider Trading Code of the Company, in case of temporary absence of Compliance Officer, the Chief Financial Officer ('CFO') shall act as the Compliance Officer, or the Board may appoint such other senior officer as the it may deem fit.

The Company has in place adequate and effective system of internal controls to ensure compliance with the requirements of the PIT Regulations. E-learning modules that form part of induction have been developed to keep employees informed on the Code of Conduct on Prevention of Insider Trading.

All the new joiners/employees on an annual basis are compulsorily required to complete training on SEBI PIT Regulations. This training helps to ensure that all the employees of the Company are aware of as to what constitutes insider trading, price-sensitive information or trading in securities and are well-versed with the SEBI PIT Regulations.

Further, the queries of employees are also timely addressed, in order to avoid unintentional violations and to uphold the integrity of the securities market.

The Company has mapped Frequently Asked Questions (FAQs) to ensure that employees are aware of their legal obligations, reducing the risk of inadvertent non-compliance.

The Board of Directors, Designated Persons, and other Connected Persons have affirmed compliance with the Code. The Code is available on the website of the Company and can be accessed at: QVY7HjIK7R_Code-of-Conduct-to-Regulate-Monitor-and-Report-Trading-by-Designated-Persons-1.pdf

Secretarial Compliance Report

SEBI vide its Circular No. CIR/CFD/CMD1/27/2019 dated February 8, 2019 read with Regulation 24A of the SEBI Listing Regulations, directed listed entities to conduct Annual Secretarial Compliance Audit from a Practicing Company Secretary of all applicable SEBI Regulations and circulars/guidelines issued thereunder.

The said Secretarial Compliance Report is in addition to the Secretarial Audit Report by Practising Company Secretary under Form No. MR-3 and is required to be submitted to the Stock Exchanges within 60 days from the end of the financial year.

The Company has engaged the services of Parikh & Associates, Practising Company Secretaries and Secretarial Auditor of the Company, for providing this certification.

Certificate from Practising Company Secretary

Certificate, as required under Part C of Schedule V of the SEBI Listing Regulations, received from Parikh & Associates, Practising Company Secretaries, confirming that none of the Directors on the Board of the Company have been debarred or disqualified for the Financial Year ended at March 31, 2026, from being appointed or continuing as Directors of the Company by the SEBI/ Ministry of Corporate Affairs or any such statutory authority was placed before the Board of Directors at their meeting held on May 13, 2026, and is enclosed with this Integrated Annual Report.

Cyber Security Incidents or Breaches and Loss of Data/Documents

Crompton acknowledges the significance of cybersecurity in today's dynamic digital environment. Responding to ever-escalating cyber threats, the Company has prioritised strategic investments in state-of the-art tools and technologies.

The Company continued to strengthen its cybersecurity posture during the year through strategic initiatives focused on enhancing resilience against evolving cyber threats. Key measures included technology upgrades, deployment of advanced endpoint detection and response solutions, enhancement of email security, and implementation of capabilities such as dark and deep web monitoring and attack surface management. The Company also reinforced its third-party risk management practices to ensure robust security across its extended ecosystem. Additionally, cloud security was strengthened through the implementation of a Web Application and API protection Firewall to protect business-critical and IoT applications from external threats. These initiatives reflect the Company's commitment to safeguarding digital assets and maintaining compliance in a dynamic threat landscape.

The Company has established a comprehensive Information Security and Data Privacy framework, supported by defined policies, standards, and a structured governance model. This framework ensures effective oversight and alignment with regulatory and business requirements.

Cybersecurity awareness continues to be a key focus area, with regular initiatives including employee awareness campaigns, phishing simulation exercises, and training programs to promote a strong security culture across the organization.

Periodic risk assessments, vulnerability management, maturity assessment activities are conducted to proactively identify and mitigate risks. To proactively assess and strengthen its security readiness, Company undertook a comprehensive red teaming activity. This simulated real-world cyberattack scenario helped identify potential vulnerabilities and provided actionable insights for strengthening defences. The findings were used to further mature the organization's incident response and threat mitigation strategies. The Company follows a defence-in-depth approach, ensuring multiple layers of security controls across its IT environment.

During the year under review, there were no incidents, breaches, or loss of data or documents.

Management Discussion and Analysis Report

This is given as a separate Chapter which forms part of this Integrated Annual Report.

Means of Communication

Website, News & Events

i) Publication of financial results:

Your Company announces its financial results in a timely manner and sends it to the Stock Exchanges. The Company also hosts the results on its website together with a detailed information update and media release discussing the results. The results are normally published in "Financial Express" (English Daily) and "Loksatta" (Marathi Daily) within Forty Right (48) hours of the conclusion of the meeting of the Board in which they are approved. The results are displayed on the Company's website and can be accessed at https://www.crompton.co.in/investors/newspaper-publications/

Once quarterly results are announced, the Company organizes post-earning calls with the analyst community explaining to them the results and performance of the Company, while also responding to their queries every quarter. The transcripts along with audio/video recordings of these calls are intimated to stock exchanges and also posted on the Company's website. Your Company is a regular participant and organizer of analyst and investor conference calls, one-on-one meetings and investor conferences where analysts and fund managers get regular opportunities to understand medium and long-term strategy from the Senior Management. A detailed investor presentation is additionally sent to Stock Exchanges and also uploaded on the Company's website every quarter. Through these meetings, presentations and information updates, the Company shares its broad strategy and business outlook with the investor community. The Company promptly discloses details of the conference calls, investor meetings and event based road shows to the Stock Exchanges and also updates the same on the website simultaneously.

Furthermore, the Company had during the year under review initiated dissemination of the quarterly results and details of earning call/ investor analyst meet through an e-mail to all the shareholders of the Company.

Additionally, the Company also disseminates the details of joining the earning calls to Stock Exchanges along with audio recording and transcript of such calls as per the statutory timelines. The same is also uploaded on the website of the Company at https://www.crompton.co.in/investors/stock-exchange-filings/.

ii. Website

In compliance with Regulation 46 and Regulation 62 of theSEBI Listing Regulations a separate dedicated section under "Investors" at https://www.crompton.co.in/investors/corporate-governance/gives information on applicable policies.

Quarterly Compliance Reports on Corporate Governance and other relevant information of interest to the Investors are also placed under the Investors Section on the Company's website.

iii. Press Release:

The Company issues news releases to communicate important updates, such as significant business developments and corporate governance changes. The Company disseminates information regarding its financial results and significant events through press releases. Such information is also submitted to the Stock Exchanges and are hosted on the Company's website at https://www.crompton.co.in/pages/investors-relations#PressRelease

iv. Communication related to unclaimed Dividends and updating of records:

In cases where dividends remain unclaimed by shareholders, the Company sends out reminder letters to shareholders to encourage them to claim their dividends. This is a proactive measure taken by the Company to ensure that its shareholders receive the benefits of their investments and do not miss out on any financial gains. Additionally, the Company also sends reminders to its shareholders to update critical information required by law, such as their Permanent Account Number (PAN), bank account details, signature, or other important details that may affect their shareholding. These updates are sent out periodically to ensure that shareholders' records are accurate and up-to-date, and that their investments are secure.

100 Days Campaign – Saksham Niveshak

The Company actively participated in the '100 Days Campaign – Saksham Niveshak', an initiative launched by the IEPF Authority.

Demonstrating a pro-active approach, the Company engaged with its Shareholders to facilitate KYC updates, dematerialisation of shares, and reclaiming of unpaid dividends. As part of the campaign, the Company issued newspaper notifications, communicated about the dedicated hotline via the Registrar and Transfer Agent (RTA) specifically for

senior citizens, and actively participated in investor outreach programmes

SEBI processes investor complaints in a centralised web- based complaints redressal system, i.e. SCORES. Through this system a shareholder can lodge a complaint against the Company for redressal of his grievance. The Company uploads the action taken report on the complaint which can be viewed by the shareholder. The Company and shareholder can seek and provide clarifications online through SEBI.

Shareholders can access the SCORES portal at https://scores.sebi.gov.in Further, SEBI introduced the common ODR portal to further streamline the complaint/dispute resolution mechanism, under the aegis of stock exchanges and Depositories (collectively referred to as market infrastructure) by establishing an online conciliation and arbitration process. Disputes between investors and listed companies (including their RTAs) can be referred for resolution through the ODR portal, provided such complaint/dispute is not pending before any arbitral process, court, tribunal or consumer forum. It may be noted that in case the investor files a dispute on the ODR portal while the complaint is pending on SCORES, the complaint shall automatically be treated as disposed on SCORES. Shareholders can access the ODR portal at https://smartodr.in./login

Your Company continues to use a digital platform for sharing the information with the Directors and maintains a seamless and safe flow of information between the Management and the Board. While being secure and user friendly, it is also a quick and efficient means for sharing updates with the Board in an environment friendly manner.

v. Social Media:

The Company utilizes social media platforms to engage with its stakeholders and provide updates on its activities.

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 Company as a good governance practice shares the Board minutes of the listed subsidiary i.e. Butterfly Gandhimathi Appliances Limited with the Directors along with the agenda of the Board meeting.

General Shareholder Information

12th Annual General Meeting

Date & Day: Friday, August 7, 2026, Time: 03.30 P.M.

Mode: Through video conferencing/other audio- visual means [Deemed venue for meeting: Registered Office of the Company]

Date and time	Mode	Participation	Date and time
Friday, August 07, 2026 03.30 P.M. IST	Video conference and other audio-visual means	Participation through Video conferencing/ other audio-visual means	E-voting dates August 03, 2026 from 9:00 A.M. to August 06, 2026 till 5:00 P. M.

Financial Year

The Financial Year of the Company is from April 1 to March 31 of every year.

Financial Calendar

First Quarter	Second Quarter	Third Quarter	Last Quarter
Results End July/First fortnight of August	**Results** End October/First fortnight of November	**Results** End January/First fortnight of February	**Results and Annual Audited Results** April/May

Jun 30, 2025	Sep 30, 2025	Dec 31, 2025	Mar 31, 2026	Quarter ending
May 15, 2025	Aug 07, 2025	Nov 06, 2025	Feb 06, 2026	Board meetings and earnings release date
Jul 1, 2025 to Aug 11, 2025	Oct 1, 2025 to Nov 10, 2025	Jan 1, 2025 to Feb 10, 2026	April 01, 2026 to May 15, 2026	Trading window closure

Dates of Book Closure and Dividend Payment Date

Record date shall be July 24, 2026 and the Dividend would be paid/dispatched within a period of Thirty (30) days from the date of the AGM.

Investor Conferences/Events Held in Financial Year 2025-26

Your Company holds press meet and investor/analyst calls after every quarterly results announcement, which is accessible to all the shareholders and general public. The Company also holds its Annual General Meeting, which is accessible to all the shareholders. The details of these are sent to the stock exchanges and updated on the website. The Company also participates in various sell-side/broker arranged investor conferences where the Management interacts with investors in one-on-one or group meetings. The details of such participation are sent to the exchanges and updated on the website.

Registrar and Transfer Agent and Address for Correspondence

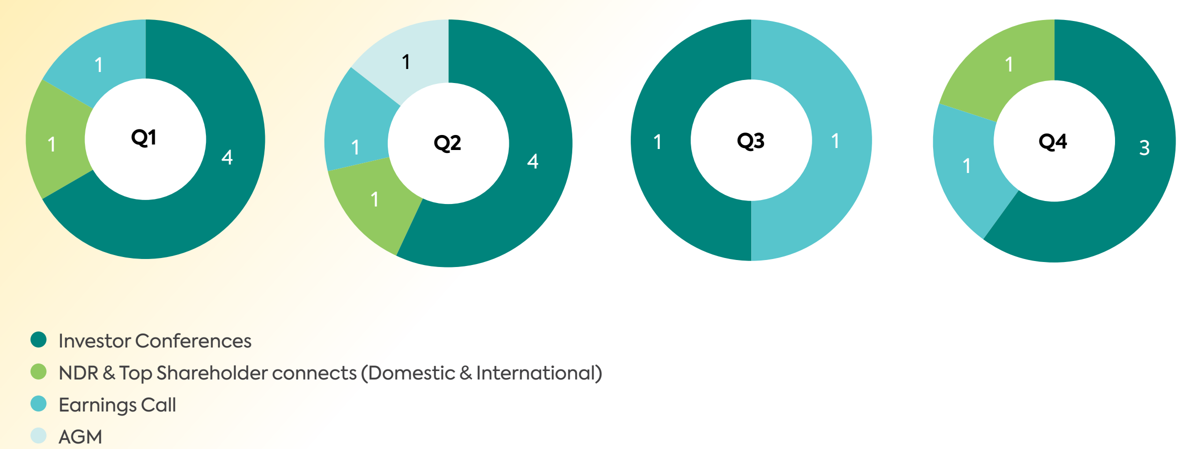
For any queries relating to the securities of the Company, correspondence may please be addressed to its RTA: KFin Technologies Limited at Selenium Tower B, Plot No. 31 & 32, Gachibowli, Financial District, Nanakramguda, Serilingampally, Hyderabad - 500032

Telephone	:	1800 309 4001
E-mail	:	einward.ris@kfintech.com
Website	:	www.kfintech.com
Contact Person	:	Mr. Anandan K
Designation	:	Senior Manager, Corporate Registry
SEBI Registration	:	INR000000221

For the benefit of members, documents will continue to be accepted at the Registered and Corporate Office of the Company at:.

Address	:	05GBD, Godrej Business District, Pirojshanagar, Vikhroli, Mumbai – 400 079
Telephone	:	+91 7304587021
E-mail	:	crompton.investorrelations@crompton.co.in
Website	:	www.crompton.co.in

Members are requested to quote their Folio No./DP ID & Client ID, e-mail address, if any, telephone number and full address while corresponding with the Company and its RTA.



Investor Servicing and Grievance Redressal

Your Company has adopted Investor FAQs Handbook to effectively redress the investor grievances and improve the services provided to the investors. The Investor FAQs Handbook serves as ready reference material to shareholders holding/dealing in shares. It is designed to assist shareholders on matters such as transmission of shares, dematerialisation of shares, dividend, IEPF, etc. The FAQs are uploaded on the Company's website at https://www.crompton.co.in/investors/share-related-info/under Investors section at share related information.

Share Transfer System

In terms of Regulation 40(1) of the SEBI Listing Regulations, as amended, securities can be transferred only in dematerialised form, w.e.f. April 1, 2019, including in case of transmission or transposition of securities, w.e.f. January 25, 2022. All share transfers and other share-related issues are processed by the RTA. Share transfer is normally affected within the maximum period of Fifteen (15) days from the date of receipt, if all the required documentation is submitted. During the F.Y. 2025-26, no shares were transferred in physical form.

Dematerialisation of Shares

As on March 31, 2026, 99.77% of the total shares of your Company representing 64,24,34,155 shares were in dematerialized form, compared with 99.74 % as on March 31, 2025.

Market Information

Stock Code	:	BSE Ltd.. - 539876 Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001. National Stock Exchange of India Ltd. – CROMPTON Exchange Plaza, C-1, Block G, Bandra-Kurla Complex, Bandra (East), Mumbai – 400 051.
ISIN - NSDL & CDSL	:	INE299U01018
Corporate Identification Number (CIN)	:	L31900MH2015PLC262254

Listing Fees

Your Company has paid the Listing fees for Equity Shares to both the Stock Exchanges for the Financial Year 2026- 27 and 2025-26 and Listing fees for NCDs to the NSE for Financial Year 2025-26.

Payment of Depository Fees:

Annual Custody/Issuer fees for the financial year 2025-26 has been paid by the Company to National Securities Depository Limited ("**NSDL**") and Central Depository Services (India) Limited ("**CDSL**").

Distribution of Shareholding as on March 31, 2026

Sr. No.	Category (Shares)	Number of Shareholders	Number of Shares held	% of Shareholding
1	1 - 5000	3,10,282	4,99,67,126	7.76
2	5001 - 10000	1,150	82,77,110	1.29
3	10001 - 20000	479	66,14,876	1.03
4	20001 - 30000	131	32,08,777	0.50
5	30001 - 40000	57	20,05,338	0.30
6	40001 - 50000	35	15,85,374	0.25
7	50001 - 100000	87	61,19,697	0.95
8	100001 and above	196	56,61,36,577	87.92
	TOTAL:	**3,12,417**	**64,39,14,875**	**100.00**

Categories of Shareholders as on March 31, 2026

Sr. No.	Category	No. of Shares of ₹2 each	% of Sharehold ing
1	ALTERNATIVE INVESTMENT FUND	90,79,786	1.41
2	BANKS	1,390	0.00
3	CLEARING MEMBERS	9,107	0.00
4	DIRECTORS	11,86,779	0.18
5	EMPLOYEES	2,71,417	0.04
6	FOREIGN BANKS	18,375	0.00
7	FOREIGN INSTITUTIONAL INVESTOR	58,174	0.01
8	FOREIGN NATIONALS	808	0.00
9	FOREIGN PORTFOLIO - CORP	13,18,74,394	20.48
10	FOREIGN PORTFOLIO INVESTORS	120	0.00
11	H U F	18,05,019	0.28
12	I E P F	20,21,919	0.31
13	INDEPENDENT DIRECTORS	397	0.00
14	KEY MANAGEMENT PERSONNEL	3,272	0.00
15	BODIES CORPORATES	48,87,923	0.76
16	MUTUAL FUNDS	35,08,98,652	54.49
17	NBFC	14,015	0.00
18	NATIONALISED BANK	85,783	0.01
19	NON-RESIDENT INDIANS	17,57,130	0.27
20	NRI NON-REPATRIATION	23,08,848	0.36
21	OTHER BANKS	57	0.00
22	RESIDENT INDIVIDUALS	7,18,22,306	11.15
23	QUALIFIED INSTITUTIONAL BUYER	6,57,06,661	10.20
24	TRUSTS	1,02,543	0.02
	TOTAL	**64,39,14,875**	**100.00**

Statement Showing Shareholding of more than 1% of the Capital as on March 31, 2026

Sr. No.	Name of the shareholders (PAN CONSOLIDATED)	Number of shares	% Of share capital
1	HDFC MUTUAL FUND - HDFC BUSINESS CYCLE FUND	6,32,28,040	9.82
2	MIRAE ASSET NIFTY INDIA MANUFACTURING ETF	5,86,64,648	9.11
3	NIPPON LIFE INDIA TRUSTEE Ltd.-A/C NIPPON INDIA RET IREMENT FUND - INCOME GENERATION SCHEME	5,76,05,199	8.95
4	GOVERNMENT PENSION FUND GLOBAL	2,65,55,950	4.12
5	UTI AGGRESSIVE HYBRID FUND	2,40,85,987	3.74
6	FRANKLIN INDIA ARBITRAGE FUND	2,05,61,842	3.19
7	HDFC LIFE INSURANCE COMPANY LIMITED	1,83,08,778	2.84
8	BANDHAN LARGE & MID CAP FUND	1,67,49,518	2.60
9	ADITYA BIRLA SUN LIFE TRUSTEE PRIVATE LIMITED A/C	1,49,91,130	2.33
10	CANARA ROBECO MUTUAL FUND A/C CANARA ROBECO MULTI	1,49,34,267	2.32
11	KOTAK SMALL CAP FUND	1,28,01,318	1.99
12	DSP ARBITRAGE FUND	1,13,67,522	1.77
13	ICICI PRUDENTIAL HOUSING OPPORTUNITIES FUND	1,07,99,647	1.68
14	LICI HEALTH PROTECTION PLUS FUND	95,99,305	1.49
15	VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	93,04,520	1.44
16	VANGUARD EMERGING MARKETS STOCK INDEX FUND, A SERI	89,30,057	1.39
17	AXIS MUTUAL FUND TRUSTEE LIMITED A/C AXIS MUTUAL F	88,82,960	1.38
18	BAJAJ LIFE INSURANCE LIMITED	76,94,282	1.19
19	ISHARES CORE MSCI EMERGING MARKETS ETF	73,47,590	1.14
20	ICICI PRUDENTIAL LIFE INSURANCE COMPANY LIMITED	73,37,561	1.14
21	ABU DHABI INVESTMENT AUTHORITY - MONSOON	72,72,146	1.13
22	BNP PARIBAS FINANCIAL MARKETS - ODI	67,27,678	1.04
23	TATA AIA LIFE INSURANCE COMPANY Ltd. - NON UNIT LIN	65,18,061	1.01

Break-Up of Shares in Physical and Demat form as on March 31, 2026

Description	No. of Shareholders	Shares	% to Equity
Physical	2,481	14,80,720	0.23
NSDL	1,06,566	58,12,77,911	90.27
CDSL	2,10,058	6,11,56,244	9.50
TOTAL	**3,19,105**	**64,39,14,875**	**100.00**

Outstanding Gdrs/Adrs/Warrants/Convertible Instruments as on March 31, 2026

Nil

Commodity Price Risk or Foreign Exchange Risk and Hedging Activities

Your Company actively monitors the foreign exchange movements and takes forward/options covers as appropriate to reduce the risks associated with transactions in foreign currencies.

Utilization of Funds Raised through Preferential Allotment or Qualified Institutions Placement

During the Financial Year, the Company did not raise any funds through preferential allotment or qualified institutions placement.

Information on General Body Meetings

The details of the AGMs and Extra Ordinary General Meeting(s) **("EGM")** held during the last three years are as follows:

Information on General Body Meetings

Event	Financial year	Deemed Venue	Mode	Day, Date, Time (IST)	Special Resolution(s) passed
11th AGM	2025-26	05GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai – 400 079.	Through Video Conferencing **("VC")**/Other Audio Visual Means **("OAVM")**	Friday, August 8, 2025, at 11:00 A.M.	No Special Resolution was passed
10th AGM	2024-25	Tower 3, 1st Floor, East Wing, Equinox Business Park, LBS Marg, Kurla (West), Mumbai – 400070	Through VC/OAVM	Friday, July 26, 2024, at 11:00 A.M.	No Special Resolution was passed
9th AGM	2023-24	Tower 3, 1st Floor, East Wing, Equinox Business Park, LBS Marg, Kurla (West), Mumbai – 400070	Through VC/OAVM	Saturday, July 22, 2023, at 11:00 A.M.	1) Re-appointment of Ms. Smita Anand (DIN: 00059228) as an Independent Director for a Second term; 2) Approval for amendment in Crompton Employee Stock Op-tion Plan, 2019 **("ESOP 2019")**

Postal Ballot

During the Financial Year under review, the following 3 (three) resolutions were passed through postal ballot through e-Voting which was passed with requisite majority:

Date of postal ballot notice	Resolution(s) passed	Date of Approval	Scrutinizer	Link for postal ballot notice and results
August 7, 2025	Alteration of Object Clause of the Memorandum of Association of the Company (Special)	September 12, 2025	Ms. Alifya Sapatwala (ACS 24091), Partner, M/s. Mehta & Mehta, Practicing Company Secretaries	https:/www.crompton.co.in/pages/investors-relations#PostalBallots
September 15, 2025	Appointment of Mr. Sundaram Damodaran-nair (DIN: 00016304) as Non-Executive Non-Independent Director of the Company (Ordinary)	October 19, 2025	Ms. Alifya Sapatwala (ACS 24091), Partner, M/s. Mehta & Mehta, Practicing Company Secretaries	https:/www.crompton.co.in/pages/investors-relations#PostalBallots
February 6, 2026	Re-appointment of Mr. P R Ramesh (DIN: 01915274) as Non-Executive Independent Director of the Company (Special)	March 14, 2026	Ms. Alifya Sapatwala (ACS 24091), Partner, M/s. Mehta & Mehta, Practicing Company Secretaries	https:/www.crompton.co.in/pages/investors-relations#PostalBallots

Procedure for postal ballot

In compliance with Regulation 44 of the Listing Regulations, Sections 108, 110 and other applicable provisions of the Act read with the Rules issued thereunder and the General Circulars issued in this regard by the Ministry of Corporate Affairs **("MCA")**, the Company provided electronic voting facility to all its members.

The Company engaged the services of National Securities Depository Limited ("**NSDL**") for the purpose of providing electronic voting facility to all its members. The Postal Ballot Notice was sent to the members in electronic form at their email addresses registered with the depositories/Company's Registrar and Share Transfer Agent.

The Company also published notice in the newspapers declaring the details of completion of dispatch, e-voting details and other requirements in terms of the Act read with the Rules issued thereunder and the Secretarial Standards issued by the Institute of Company Secretaries of India. Voting rights were reckoned on the paid-up value of shares of the Company registered in the names of the shareholders as on the cut-off date.

The Scrutinizer submitted her report to the Company Secretary of the Company, after the completion of scrutiny and the consolidated results of the voting by postal ballot were then announced by the Company Secretary as authorised by the Board of Directors of the Company.

The results were displayed at the registered office of the Company and on the Company's website at https://www.crompton.co.in/pages/investors-relations#PostalBallots and were available on the website of the Stock Exchanges and NSDL. The results were also on voluntary basis intimated through Press Release in newspapers.

No Special Resolution is proposed to be passed through Postal Ballot as on the date of this Integrated Annual Report.

Details of special resolution(s) proposed to be transacted through postal ballot

None of the businesses proposed to be transacted at the ensuing AGM requires passing of a special resolution through postal ballot.

Extraordinary General Meeting

No extraordinary general meeting of the members was held during the financial year 2025-26.

Details of Capital Market Non-Compliance, if any

In everything we do, we comply with the law of the land. All disclosures and policies to this effect, including details of non- compliance, regulatory orders, certifications and complaints, are made available in this corporate governance report.

No penalties/strictures were imposed on your Company by the stock exchanges or SEBI or any statutory authority in any matters related to the capital markets since incorporation.

Plant Locations

Himachal Pradesh

Baddi

- (Unit I) Plot No. 81, HPSIDC, Industrial Area Baddi, District Solan, Himachal Pradesh - 173 205, India
- (Unit II) Plot No. 148,149,150,157, 158 and 159, HPSIDC, Industrial Area, Baddi, District Solan, Himachal Pradesh- 173 205, India
- (Unit III) Village Thana, Tehsil Baddi, District

Gujarat

Vadodara

- Padra Jambusar Highway. Village Kural, Taluka Padra, District Vadodara, Gujarat - 391 430, India

Maharashtra

Ahilyanagar

- C-19, MIDC, Ahmednagar, Maharashtra - 414 111. India

Goa

Kundaim

- Plot No. 214-A, Kundaim Industrial Estate, Kundaim, Goa - 403 115, India

Bethora

- Plot No. 1, Goa IDC Industrial Estate, Bethora, Panda, Goa - 403 409, India

Tamil Nadu

Chennai

- Butterfly 143, Pudupakkam Village, Kelambakkam, Chengalpattu District – 603103

Note: Map not to scale and for representation purpose only.

Credit Ratings

The Company's borrowing programmes have received the credit ratings from CRISIL Ratings Limited ("CRISIL"), and India Ratings and Research Private Limited during F.Y. 2025-26. The ratings given by these agencies are as follows:

Instrument(s)	Rating Agency	Rating	Outlook
Short Term	India Ratings and Research	IndRa A1+	Stable
Long Term	India Ratings and Research	IndRa AA+	Stable
Short Term	CRISIL Ratings	CRISIL A1+	Stable
Long Term	CRISIL Ratings	CRISIL AA+	Stable

Dividend

Payment of dividend through Automated Clearing House ("ACH")

The Company provides the facility for direct credit of the dividend to the Members' Bank Account. The SEBI Listing Regulations also mandate companies to credit the dividend to the members electronically. Members are therefore urged to avail themselves of this facility to ensure safe and speedy credit of their dividend into their bank account through the banks' ACH mode.

Members who hold shares in demat mode should inform their depository participant, whereas members holding shares in physical form should inform the Company of the core banking account details allotted to them by their bankers. In cases where the core banking account details are not available, the Company will issue the demand drafts mentioning the existing bank details available with the Company.

Unclaimed Dividends

In accordance with the provisions of Sections 124 and 125 of the Act and Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016 (IEPF Rules), dividends not encashed/claimed within seven years from the date of declaration are to be transferred to the Investor Education and Protection Fund (IEPF).

The IEPF Rules mandate companies to transfer shares of Members whose dividends remain unpaid/unclaimed for a period of seven consecutive years or more to the demat account of IEPF established by the Central Government. The Members, whose dividends/shares are transferred to the IEPF, can claim their shares/dividends from the IEPF Authority. In accordance with the said IEPF Rules, as amended, the Company had sent notices to all the Members whose shares were due to be transferred to IEPF requesting them to comply with the requirements to claim back the Dividends and avoid transfer of shares and had simultaneously published newspaper advertisement for the same

Accordingly, the inaugural dividend of ₹1.50 per Equity Share aggregating to ₹42.22 lakhs pertaining to F.Y. 2016-17 which remained unpaid or unclaimed was transferred to the IEPF Authority during F.Y. 2024-25.

As per Section 124(6) of the Act read with the IEPF Rules, all shares in respect of which dividend has not been paid or claimed for seven consecutive years or more shall be transferred in the name of IEPF. Accordingly, during F.Y. 2025-26 the Company has transferred 1,37,586 (One Lakh Thirty-Seven Thousand Five Hundred and Eighty-Six) corresponding equity shares in aggregate to the demat account of the IEPF Authority on which dividend remained unclaimed for seven consecutive years from the dividend declared on July 25, 2018.

The Members/Claimants, whose unclaimed dividends /shares have been transferred to IEPF, may contact the Company or Kfin (RTA) and submit the required documents for issue of Entitlement Letter. The Members/Claimants can attach the Entitlement Letter and other documents mentioned thereon and file IEPF-5 form for claiming the dividend/shares available on https://www.iepf.gov.in. No claims shall lie against the Company in respect of the dividends/shares so transferred.

The last date for claiming unclaimed and unpaid dividends declared by the Company for the Financial Year ended March 31, 2019, and thereafter is provided as under, details of these shares are also available on the Company's website at the following link https://www.crompton.co.in/pages/investors-relations#ShareholderResources.

Financial Year	Date of declaration of dividend	Last date for claiming unpaid/ unclaimed dividend
2018-19	July 24, 2019	August 29, 2026
2019-20 (Interim)	October 22, 2020	November 27, 2027
2020-21	July 23, 2021	August 28, 2028
2021-22	July 22, 2022	August 27, 2029
2022-23	July 22, 2023	August 27, 2030
2023-24	July 26, 2024	August 31, 2031
2024-25	August 08, 2025	September 13, 2032

The Company has uploaded the information in respect of unclaimed dividends, as on the date of last AGM i.e. August 08, 2025 on the website of the Company at https://www.crompton.co.in/pages/investors-relations#UnclaimedDividend.

Further in accordance with the provisions contained in Rule 7(2A) of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, (IEPF Rules) the Company Secretary has been appointed as the Nodal Officer. Contact information of the Nodal Officer for the purpose of co-ordination with the IEPF Authority are available on the website of the Company at https://www.crompton.co.in/pages/investors-relations#ConInvestors

Unclaimed Shares

9,55,925 equity shares were lying in the unclaimed suspense account of CG Power and Industrial Solutions Limited (erstwhile Crompton Greaves Limited) at the time of demerger. Pursuant to the Scheme of demerger, equivalent number of equity shares were allotted on March 22, 2016.

There were 82011 equity shares lying in Unclaimed Suspense Account as unclaimed shares as on March 31, 2026.

Disclosure in Respect of Equity Shares Transferred in the "Crompton Greaves Consumer Electricals Limited – Unclaimed Suspense Account" is as under:

Particulars	Number of Shareholders	Number of Equity Shares
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on April 1, 2025	352	84,552
Number of shareholders who approached the Company for trans-fer of shares from suspense account during the year	5	2,541
Number of shareholders to whom shares were transferred from suspense account during the year	5	2,541
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on March 31, 2026	347	82,011

The voting rights on these shares in the suspense account shall remain frozen till the rightful owner of such shares claims the shares.

Disclosure of Certain Types of Agreements Binding Listed Entities

There are no agreements that require disclosure under clause 5A of paragraph A of Part A of Schedule III of the SEBI Listing Regulations.

Special Contingency Insurance Policy

The Company had during the year under review obtained Special Contingency Insurance Policy from National Insurance Company Limited as required under SEBI circular SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/70 dated May 25, 2022.

Report on Corporate Governance

This Chapter read together with the "Annexure to Corporate Governance" constitutes the Compliance Report on Corporate Governance for the F.Y. 2025-26.

For and on behalf of the Board of Directors

D Sundaram
Chairman
DIN: 00016304

Place: Mumbai
Date: May 13, 2026

Certificate - for Non-Disqualification of Directors

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

To,
Crompton Greaves Consumer Electricals Limited
05GBD, Godrej Business District,
Pirojshanagar, Vikhroli (West),
Mumbai - 400 079

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Crompton Greaves Consumer Electricals Limited** having CIN L31900MH2015PLC262254 and having registered office at 05GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai 400079 (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 Sub 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 www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 2026 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Sr. No.	Particulars	DIN	Date of Appointment in Company
1.	Mr. Sundaram Damodarannair	00016304	26/08/2015
2.	Mr. Promeet Promode Ghosh	05307658	16/08/2016
3.	Ms. Smita Anand	00059228	10/12/2018
4.	Mr. Prathivadibhayankara Rajagopalan Ramesh	01915274	21/05/2021
5.	Ms. Hiroo Mirchandani	06992518	28/01/2022
6.	Mr. Sanjiv Kakkar	00591027	17/10/2023
7.	Mr. Anil Chaudhry	03213517	17/10/2023

*the date of appointment is as per the MCA Portal

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 Parikh & Associates
Practising Company Secretaries

MITESH DHABLIWALA
FCS: 8331 CP: 9511
UDIN: F008331H000350486
PR: 7327/2025

Place: Mumbai
Date: May 13, 2026

Practising Company Secretaries' Certificate on Corporate Governance

To,
The Members of
Crompton Greaves Consumer Electricals Limited

We have examined the compliance of the conditions of Corporate Governance by **Crompton Greaves Consumer Electricals Limited ('the Company')** for the year ended on March 31, 2026, as stipulated under Regulations 17 to 27, clauses (b) to (i) and (t) of sub-regulation (2) of Regulation 46 and para C, D & E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 **("SEBI Listing Regulations").**

The compliance of the conditions of Corporate Governance is the responsibility of the management. Our examination was limited to the review of procedures and implementation thereof, as adopted by the Company for ensuring compliance with 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 given to us, and the representations made by the Directors and the management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India, we certify that the Company has generally complied with the conditions of Corporate Governance as stipulated in the SEBI Listing Regulations for the year ended on March 31, 2026.

We further state that such compliance 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 Parikh & Associates
Practising Company Secretaries

MITESH DHABLIWALA
FCS: 8331 CP: 9511
UDIN: F008331H000350442
PR: 7327/2025

Place: Mumbai
Date: May 13, 2026

Compliance Certificate by the MD & CEO and Chief Financial Officer

To,
The Members,
Crompton Greaves Consumer Electricals Limited

Dear Sir/Madam,

Sub: Compliance Certificate for the year ended March 31, 2026 – Regulation 17(8) & Part B of Schedule II of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended)

In compliance with Regulation 17(8) & Part B of Schedule II of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, (as amended), it is certified that –

A. We have reviewed financial statements and the cash flow statement for the year and that to the best of our knowledge and belief:

   1. these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
   2. these statements together present a true and fair view of the Company's affairs and comply 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 is 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 we 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:

   1. that significant changes in internal control over financial reporting during the year;
   2. that there were no significant changes in accounting policies during the year; and
   3. that 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,

Promeet Ghosh
MD & CEO
DIN: 05307658

Kaleeswaran Arunachalam
Chief Financial Officer

Place: Mumbai
Date: May 13, 2026

Declaration of Compliance with Code of Conduct under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

In accordance with the provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, I hereby confirm that all the Directors and Senior Management personnel of the Company have affirmed compliance with the Code of Conduct, as applicable to them, for the Financial Year ended March 31, 2026.

Promeet Ghosh
MD & CEO
DIN:05307658

Place: Mumbai
Date: May 13, 2026

Business Responsibility & Sustainability Report

Leadership message

Building a future-ready, responsible and resilient Crompton

At Crompton, sustainability is closely linked to the way we build products, serve consumers and create long-term value. As regulatory expectations evolve and consumers increasingly seek safer, more efficient and more responsible products, we see sustainability not only as a compliance priority, but as a driver of innovation, differentiation and business resilience.

Our approach is anchored in the belief that performance, safety, energy efficiency and environmental responsibility must move forward together. Through our product portfolio, manufacturing practices, supply chain engagement and data-backed ESG systems, we are working to build a low-carbon, future-ready consumer durables business that creates value for consumers, shareholders, communities and the planet.

Mr. D. Sundaram
Chairman and Non-Independent Director

"As we aim to create sustainable value for all our stakeholders, we are cognisant of the evolving regulatory landscape, including stricter energy efficiency and safety standards. We view these regulations as an opportunity to lead by example, innovate continuously and leverage our infrastructure and technical capabilities to contribute meaningfully to a more energy-efficient future."

Mr. Promeet Ghosh
Managing Director & Chief Executive Officer

"At Crompton, we are leading transformation through #TechWithHeart: a philosophy that places consumers at the core of innovation. Our products both impact and are impacted by the environment. As climate change alters demand patterns and consumer behaviour, we remain committed to delivering products that anticipate sustainability-driven preferences and contribute to a greener future."

Our sustainability roadmap

Crompton's sustainability roadmap integrates the full value chain, from factories and supply chain to product design and product use. During the year, the Company announced its 2035 sustainability goals, supported by comprehensive Scope 1, 2 and 3 GHG assessments and carbon footprint assessments across key product categories.

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1.	Corporate Identity Number (CIN) of the Listed Entity	L31900MH2015PLC262254
2.	Name of the Listed Entity	Crompton Greaves Consumer Electricals Limited
3.	Year of incorporation	2015
4.	Registered office address	05GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai 400079
5.	Corporate address	05GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai 400079
6.	E-mail	crompton.investorrelations@crompton.co.in
7.	Telephone	+91 7304575254
8.	Website	www.crompton.co.in
9.	Financial year for which reporting is being done	FY 2025-26
10.	Name of the Stock Exchange(s) where shares are listed	1. National Stock Exchange of India Ltd. 2. BSE Ltd.
11.	Paid-up Capital	₹ 128.78 Crore
12.	Name and contact details (telephone, e-mail address) of the person who may be contacted in case of any queries on the BRSR report	Name: Mr. Promeet Ghosh Designation: Managing Director & Chief Executive Officer (MD&CEO) Contact No: +91 7304575254 E-mail Id: secretarial@crompton.co.in
13.	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together)	Standalone *(The Company has also reported details of its material subsidiary i.e., Butterfly Gandhimathi Appliances Limited only for Principle 6)*
14.	Name of assurance provider	M/s. TUV India Private Limited
15.	Type of assurance obtained	For core indicators – Reasonable For non-core indicators - Limited

II. Products/services

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

S. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1.	Electrical Consumer Durables and Lighting Products	Manufacturing/Trading	100

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

S. No.	Product/Service	NIC Code	% of total Turnover contributed
1.	Electrical Consumer Durables	27501, 27502, 27503, 28132	84.95
2.	Lighting Products	27400	15.05

III. Operations

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

Location	Number of plants	Number of offices	Total
National	8*	46#	54
International	0	0	0

*Comprising 7 Crompton plants and 1 Butterfly plant.

#Comprising 23 Crompton offices (all considered for Principle 6) and 23 Butterfly offices, of which one corporate office of Butterfly has been considered for Principle 6 data.

19. Markets served by the entity:

a. Number of locations

PAN India | 37 Countries

b. What is the contribution of exports as a percentage of the total turnover of the entity? 1.5%

c. A brief on types of customers –

The Company serves a diversified customer base spanning individual homeowners, commercial establishments, corporates, architects, interior designers, real-estate developers, government institutions, wholesalers, and distributors. Its market reach extends across both national and international geographies. The Company's go-to-market model is supported by a balanced mix of distributors, retailers, institutional buyers, large-format stores and e-commerce platforms, enabling broad market penetration and strong channel presence.

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
EMPLOYEES						
1.	Permanent (D)	1,948	1,767	90.71	181	9.29
2.	Other than Permanent (E)	1,069	897	83.91	172	16.09
3.	**Total employees (D + E)**	**3,017**	**2,664**	**88.30**	**353**	**11.70**
WORKERS						
4.	Permanent (F)	263	219	83.27	44	16.73
5.	Other than Permanent (G)	2,615	1,751	66.96	864	33.04
6.	**Total workers (F + G)**	**2,878**	**1,970**	**68.45**	**908**	**31.55**

SAKSHAM – Empowering Women at the Workplace

75 Women Trained

50 Hours

Structured Upskilling

b. Differently abled Employees and workers:

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent (D)	NIL	NIL	NIL	NIL	NIL
2.	Other than Permanent (E)	NIL	NIL	NIL	NIL	NIL
3.	**Total differently abled employees (D + E)**	**NIL**	**NIL**	**NIL**	**NIL**	**NIL**
DIFFERENTLY ABLED WORKERS						
4.	Permanent (F)	1	1	100	NIL	NIL
5.	Other than permanent (G)	1	1	100	NIL	NIL
6.	**Total differently abled workers (F + G)**	**2**	**2**	**100**	**NIL**	**NIL**

21. Participation/Inclusion/Representation of women

Particulars	Total (A)	No. and % of Females	
		No. (B)	% (B/A)
Board of Directors	7	2	28.57
Key Managerial Personnel	3*	1*	33.33

*Key Managerial Personnel includes Ms. Rashmi Khandelwal, Company Secretary & Compliance Officer who resigned from the Company with effect from close of business hours of April 23, 2026.

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

(In %)

Particulars	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	29.20	22.20	28.60	27.19	16.89	26.36	24.40	22.90	24.30
Permanent Workers*	55.92*	14.43	50.21	3.04	11.01	4.00	7.20	13.01	7.95

*In September 2025, 163 workers opted for Voluntary Retirement scheme, resulting in higher attrition rate for FY 2025-26

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

23. (a) Names of holding/subsidiary/associate companies/joint ventures

S. 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 at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1.	Nexustar Lighting Project Private Limited	Wholly-owned subsidiary	100	No
2.	Pinnacles Lighting Project Private Limited	Wholly-owned subsidiary	100	No
3.	Crompton CSR Foundation	Wholly-owned subsidiary	The Company is limited by guarantee and does not have share capital.	No
4.	Butterfly Gandhimathi Appliances Ltd. ("Butterfly")	Subsidiary	75	No

VI. CSR Details

24. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No) - **Yes**

(ii) Turnover (in ₹) **71,93,21,68,013**

(iii) Net worth (in ₹) **31,78,07,09,342**

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)	FY 2025-26			FY 2024-25		
		Number of complaints filed during the year	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[1]	YES https://www.crompton.co.in/pages/contact	NIL	NIL	-	NIL	NIL	-
Investors (other than shareholders)[2]	YES https://www.crompton.co.in/pages/corporate-governance#CorporateGovernance	NIL	NIL	-	NIL	NIL	-

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2025-26			FY 2024-25		
		Number of complaints filed during the year	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
Shareholders[2]	YES https://www.crompton.co.in/pages/corporate-governance#Corporate Governance	17	0	-	4	0	-
Employees and workers[3]	YES https://reports.crompton.co.in/shopify/public/files/JXVgUhnnht_Vigil%20Mechanism%20and%20Whistleblower%20Policy.pdf	NIL	NIL	Minor complaints are resolved by the respective SPOC, location wise	NIL	NIL	Minor complaints are resolved by the respective SPOC, location wise
Customers[4]	YES https://www.crompton.co.in/pages/contact	34,73,251	22,714	-	33,23,954	6,716	-
Value Chain Partners[5]	YES Dealer Portal: https://dp.crompton.co.in/ Vendor Portal: https://flpnwc-i9x62sohge.dispatcher.ap1.hana.ondemand.com/sites/supplierportal#Shell-home	NIL	NIL	-	NIL	NIL	-
Other (please specify)	NIL	NIL	NIL	-	NIL	NIL	-

The Company is committed to encourage openness, promote transparency and reporting improvements without fear of rebuttal. The organisation is committed to creating a culture that encourages high standards of ethics and upholds decent and safe working conditions for the entire workforces.

[1] Communities while interacting during the community engagement programmes, can report their grievances.

[2] Investors and stakeholders can correspond with the Company by sending an e-mail to crompton.investorrelations@crompton.co.in or by calling on 022 61678499

[3] Employees and workers can report any grievance by sending an e-mail to wbcrompton@crompton.co.in or a letter in a physical form in a sealed envelope.

[4] Customers can raise grievances by emailing consumer.support@crompton.co.in, contacting customer care at 9228880505, or using the WhatsApp bot on 74287 13838.

The new CRM platform was launched in mid-March 2025, which temporarily impacted the daily inflow of call registrations. Additionally, March 2026 witnessed a 51% increase in average daily call registrations compared to the previous period. This surge in call inflow has led to a corresponding increase in the number of open calls.

The service team remains fully aligned with defined service targets and continues to ensure that no complaint exceeds its stipulated resolution timeline.

[5] Value chain partners can reach us through the Partner Connect tab on the website.

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

Please indicate material responsible 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

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Regulatory & legal compliance		Complex and evolving regulatory environment across product, labour, environmental and corporate laws makes compliance critical for business continuity	Continuous monitoring of regulatory changes, internal audits, compliance training and strengthening governance frameworks	Negative impact due to penalties, litigation and operational disruption in case of non-compliance
2	Business ethics & anti-corruption		Unethical business practices can lead to reputational damage, legal consequences and loss of stakeholder trust	Strong code of conduct, whistle-blower mechanism, employee awareness and periodic internal reviews	Negative impact due to loss of stakeholder confidence and potential legal costs
3	IT security, data protection & cybersecurity		Increased digitalisation exposes the company to cyber threats, data breaches and misuse of confidential information	Robust IT security systems, access controls, cybersecurity audits, employee awareness and incident response plans	Negative impact due to business disruption, data loss and remediation costs
4	Brand reputation, customer trust & service quality		Brand perception and customer trust are influenced by product quality, service experience, digital feedback and counterfeit risks	Strengthening product quality and service standards, customer grievance redressal, brand monitoring and anti-counterfeit measures	Negative impact through loss of sales and brand value if unmanaged; positive impact through customer loyalty and revenue growth
5	Product quality, safety & sustainable product innovation		Compliance with product standards and growing demand for safe, innovative and sustainable products directly impact competitiveness	Strict quality controls, product testing, certifications, R&D investment in sustainable designs	Negative impact from recalls or penalties; positive impact through increased market share and differentiation
6	Energy-efficient products & premiumisation		Consumer preference is shifting towards energy-efficient, premium and technologically advanced products	Continued innovation, premium product launches and enhanced customer experience	Positive impact through higher margins, revenue growth and stronger brand positioning
7	Government initiatives & policy-led growth opportunities		Government infrastructure and welfare schemes increase demand for housing, water, lighting and energy-efficient solutions	Product alignment with government schemes, expansion into relevant markets and channels	Positive impact through growth in sales volumes and market expansion
8	Supply chain resilience & sustainability		Dependence on suppliers and ESG non-compliance may disrupt production and damage reputation	Supplier diversification, ESG due diligence, audits and supply chain risk management	Negative impact due to supply disruptions, cost escalation and reputational harm

Risk   Opportunity

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
9	Raw material price volatility	Risk	Dependence on commodities such as copper, aluminium and steel exposes the company to price fluctuations	Strategic sourcing, long-term contracts, cost optimisation and selective price revisions	Negative impact on operating margins due to increased input costs
10	Energy consumption & operational efficiency	Risk, Opportunity	High energy consumption in manufacturing leads to higher operating costs, while efficiency improvements offer savings	Energy audits, efficiency initiatives, adoption of renewable energy	Negative impact from rising power costs; positive impact through efficiency-driven cost reduction
11	Waste management, circularity & EPR compliance	Risk, Opportunity	Regulatory requirements for waste reduction, recycling and EPR compliance affect operations	Engagement with authorised recyclers/PROs, waste reduction initiatives, use of recyclable materials	Negative impact due to compliance costs; positive impact through reduced regulatory risk
12	Climate change & GHG emissions	Risk, Opportunity	Growing expectations from regulators, investors and customers to reduce emissions and manage climate risks	Emission reduction initiatives, renewable energy adoption and climate risk assessment	Short-term costs (negative); long-term savings and reputational benefits (positive)
13	Employee health & safety	Risk	Manufacturing and warehouse operations involve occupational health and safety risks	Safety training, PPE usage, safety audits and continuous monitoring	Negative impact due to accident-related costs and productivity loss
14	Talent attraction, retention & succession planning	Risk, Opportunity	Availability and retention of skilled talent are critical for innovation and leadership continuity	Learning and development programs, succession planning and employee engagement initiatives	Negative impact due to attrition and hiring costs; positive impact through productivity and stability
15	Implementation of New Labour Codes (including revised wage definition)	Risk, Opportunity	Revised labour regulations may increase statutory wage-linked payouts and compliance requirements	Review and restructuring of wage components, system updates and employee communication	Negative impact due to higher employee benefit costs; potential positive impact through workforce transparency and stability
16	Increased use of Artificial Intelligence (AI) and digital technologies	Risk, Opportunity	AI adoption improves efficiency and decision-making but introduces data privacy and reliability risks	Data governance frameworks, cybersecurity controls, implementation of robust change management framework, ethical AI practices and monitoring	Positive impact through efficiency and cost optimisation; negative impact due to implementation costs
17	Community engagement & CSR impact	Risk, Opportunity	Building community trust and supporting inclusive growth strengthen social licence to operate	Focused CSR programs, stakeholder engagement and community development initiatives	Positive long-term impact through enhanced reputation and stakeholder goodwill

Risk Opportunity

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)*	Y	Y	Y	Y	Y	Y	Y	Y	Y
b. Has the policy been approved by the Board? (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
c. Web-link of the Policies, if available	www.crompton.co.in/investors/corporate-governance/ and some internal policies applicable to employees are available on our intranet								
2. Whether the entity has translated the policy into procedures. (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes, To emphasise the values of transparency, ethical behaviour, empowerment, and accountability, the Company has formalised a 'Code of Conduct' for its Directors and employees. The Code lays down the principles and standards that govern the actions and decision-making of employees in the conduct of the Company's business. Further, the Company has established a Business Partner Code of Conduct, which sets out the expected standards of ethical behaviour and compliance for all parties engaged with the Company. This Code governs all dealings with vendors, consumers, and other business partners who provide, sell, or seek to sell any goods or services to Crompton, ensuring alignment with the Company's values and commitment to responsible business practices. In addition, the Company has implemented a Whistle Blower Policy to promote a culture of openness and accountability. This mechanism enables employees as well as value chain partners to report concerns regarding unethical behaviour, misconduct, or violations of the Company's policies, in a secure and confidential manner, without fear of retaliation.								
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) adopted by your entity and mapped to each principle.	All the Company's manufacturing units are certified for ISO 14001, ISO 45001 & ISO 9001. Further, the Corporate Secretarial Department of the Company has obtained certification under ISO 9001:2015 during FY 2025-26. These certificates are available on the Company's website at: https://www.crompton.co.in/pages/iso-certificates								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	Please refer to the Chairman's Message, Management Discussion and Analysis Report ("**MDA**") and Integrated Annual Report ("**IAR**") for our management approach and commitments.								
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Please refer to the Chairman's Message, MDA and Environment Section of the IAR for management approach and commitments.								

*List of policies

Principle	Details
P1	The Company's Business Partner Code of Conduct is aligned with principles of ethical governance and integrity.
P2	Manufacturing facilities are certified under ISO 9001 (Quality Management Systems), supporting product quality and sustainability practices.
P3	Manufacturing units are certified under ISO 45001 (Occupational Health & Safety Management Systems), ensuring employee safety and well-being.
P4	Stakeholder engagement is guided through internal governance frameworks and policies embedded within the Company's operational processes.
P5	The Company's Human Rights policy, Code of Conduct and all other policies reflect commitment to human rights principles.
P6	Manufacturing units are certified under ISO 14001 (Environmental Management Systems), demonstrating commitment to environmental sustainability.
P7	The Company ensures compliance with applicable regulatory requirements and corporate governance norms. Secretarial Function of the Company has been certified under ISO 9001:2015 by Bureau Veritas - UKAS Management Systems.
P8	CSR initiatives are undertaken in accordance with Section 135 of the Companies Act, 2013 and the Company's CSR Policy, thereby contributing to inclusive growth and community development.
P9	The Company adopts appropriate IT governance and cybersecurity practices in line with industry standards, supported by its Data Privacy Policy to ensure protection of consumer and stakeholder data.

Sustainability goals

50% GHG[1] Scope 1 & 2 Emission Reduction by 2035

(Baseline Year-2022)

60% Emission Intensity Reduction Per Unit Sales by 2035

(Max. Sales Product Ceiling Fan, Baseline Year-2022)

Ecolabel Certification for Representative Product by 2030

(Selected Representative Product Across All PL)

Design for Sustainability (DFS) Program Drive

Integrate Design Process with LCA2 Based Sustainability Tool

[1] GHG: Greenhouse Gases | [2] LCA: Lifecycle assessment

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 (*listed entity has flexibility regarding the placement of this disclosure*)

   The Company remains committed to integrating sustainability into its core business strategy and has established clear, measurable targets as part of its ESG roadmap, with defined timelines for achievement. During the year, the Company has continued to strengthen its approach towards addressing key environmental challenges while progressing towards its long-term sustainability objectives.

   As part of its climate strategy, the Company has committed to achieving a 50% reduction in Scope 1 and Scope 2 greenhouse gas emissions by 2035, using FY 2022 as the baseline year. Additionally, the Company aims to reduce emission intensity per unit of sales by 60% by 2035, with FY 2022 serving as the baseline for key product categories such as ceiling fans. These targets reflect the Company's focused efforts towards enhancing operational efficiency and reducing its environmental footprint.

   In line with its product stewardship and lifecycle approach, the Company has also set a target to obtain Ecolabel certification for selected representative products across its portfolio by 2030, thereby improving environmental performance across the product lifecycle. Further, the Company is progressively embedding Design for Sustainability (DfS) principles into its innovation and product development processes through the integration of Life Cycle Assessment (LCA)-based tools.

   While the Company has made steady progress in advancing its ESG agenda, it continues to navigate evolving regulatory requirements, changing stakeholder expectations, and the need for scalable sustainable solutions. The Company remains committed to continuous improvement, strengthening governance mechanisms, and enhancing transparency in disclosures, while creating long-term sustainable value for all stakeholders.

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).

   Name: Mr. Promeet Ghosh
   Designation: MD & CEO
   DIN: 05307658
   E-mail Id: secretarial@crompton.co.in
   Contact No: +91 7304575254

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 Company's ESG Committee monitors the Company's ongoing commitment to environment, health and safety, social responsibility, governance, sustainability concerns, and other public policy matters. It has 3 (Three) Members.

Name	Designation	DIN
Ms. Hiroo Mirchandani	Chairperson	06992518
Mr. P R Ramesh*	Member	01915274
Mr. Promeet Ghosh	Member	05307658
Mr. P M Murty#	Member	00011179

*Appointed as Member w.e.f July 25, 2025.

#Ceased as Member w.e.f July 24, 2025

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 policies of the Company are reviewed periodically or on a need-based basis by the Board of Directors, department heads, and business heads. During this assessment, the efficacy of the policies is reviewed, and necessary changes to the policies and procedures are implemented.	Annually
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	A Compliance report across all statutory requirements is submitted to the Audit Committee on a quarterly basis. In addition to this, the Compliance tool is also used to track and ensure timely compliance.	Quarterly

		P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
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.	Internal and external auditors, where needed, assess these policies during their audits and reviews. However, no formal evaluation by any internal or external agency has been conducted								

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

Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
The entity does not consider the Principles material to its business (Yes/No)	NA as all principles are covered.								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

List of Policies:

- Code of Conduct
- Vigil Mechanism and Whistle Blower Policy
- Code of Conduct to Regulate, Monitor and Report trading by Designated Persons
- Prevention of Sexual Harassment Policy
- Environment, Health and Safety Policy
- Corporate Social Responsibility Policy
- Sustainability Policy
- Maternity Leave Policy*
- Product Service Policy#

*The policy is available on the Company's employee's portal.

#The policy is available internally in the Company and has been made available to the product service centers.

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.
Page - 380

PRINCIPLE 2
Businesses should provide goods and services in a manner that is sustainable and safe
Page - 390

PRINCIPLE 3
Businesses should respect and promote the well-being of all employees,including those in their value chains
Page - 394

PRINCIPLE 4
Businesses should respect the interests of and be responsive to all its stakeholders
Page - 402

PRINCIPLE 5
Businesses should respect and promote human rights
Page - 405

PRINCIPLE 6
Businesses should respect and make efforts to protect and restore the environment
Page - 409

PRINCIPLE 7
Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent
Page - 426

PRINCIPLE 8
Businesses should promote inclusive growth and equitable development
Page - 427

PRINCIPLE 9
Businesses should engage with and provide value to their consumers in a responsible manner
Page - 429

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as "Essential" and "Leadership". While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally, and ethically responsible.

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	36	Including but not limited to: 1. Strategy and Annual Budget of the Company; 2. Internal Financial Control Systems; 3. CSR Strategy Framework; 4. Environment, Health and Safety; 5. ESG framework; and 6. Risk Management, 7. Capex Plan	100
Employees other than Board and KMPs	326	• 5S Awareness; • 7 Quality Control Tools; • Advance Boost Your Excel Skills; • Basic Excel Training; • Boost Your Excel Skills; • Advanced Performance Marketing; • AI for Productivity; • Associate Induction - Campus2Corporate; • Auto Goods Received Note and Manual Goods Received Note Block; • Awareness about Advance Excel; • Awareness about Code of Conduct and POSH; • Awareness about Cost & Poor Quality ; • Awareness about Drive Installation Programme; • Awareness about Fire Fighting; • Awareness about Fire Fighting & Use of Fire Cylinder; • Awareness about Histogram; • Awareness about PARETO Chart; • Awareness about Penumatic & Hydrolic System; • Awareness about Poka & Yoka; • Awareness about Sensor Type & Selection; • Awareness about Thermo Couple and RTD Setting; • Awareness about Timmer & Counter Uses; • Awareness of proportional Integral -derivatives;	96

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
		• Awareness about Cause & Effect analysis or Fixed bone Diagram. • Awareness about Inventory Control; • Awareness about Relay Logic and Electrical Circuit Design; • B2B - SAP Training; • B2C - Field assist Training; • Lighting B2C - Product Training; • Beat the Heat; • Bureau of Energy Efficiency 2.0 Transition; • Business Leadership Team Offsite; • Business Acumen Series; • Corrective Action Plan Analysis, • Process Failure Mode and Effective Analysis, • Career Craft; • Advanced Negotiation Skills (External Program); • Crompton Leadership Development Program; • Closing & Merchandising; • Code of Conduct ; • Communication & Presentation Skills; • Compass@Navigate • Crompton_IT_Induction; • Data to Narrative; • Data-based storytelling for Finance; • Dealer Portal; • Design Failure mode & effective analysis; • Effective ASM-TSM Conversation; • Effective Performance Conversation; • Effective Sales Call Process; • Effective Sales Presentation; • Efficiency & Production & Inventory Management; • Electric shock, Cardiopulmonary Resuscitation, Choking; • Electrical Design ; • Electrical Safety Training; • Enrich New Joiners Induction; • Environmental Awareness; • Exponential Growth Masterclass; • Field Assist & Parivar App Training; • Field Assist and Dealer Management System; • Finance for Non-Finance; • Financial Awareness Program; • Fire Drill; • Fire Due to Storage of Paint and Thinner; • Fire Evacuation Mock Drill;	

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
		• First Aid; • Future Leadership Development Program; • Food Poisoning Mock Drill; • Forklift Operation; • Freepay Training Session; • Geometric Dimensioning & Tolerancing; • General workplace safety training; • Generative AI for Finance; • Grow with Crompton; • Go To Market; • Hand & Finger Protection Safety; • Height work safety training for lifeline testing; • Hazardous Identification and Risk Assessment Training; • How to Submit Investment Proof for Tax Declaration ; • HR Strategy & HR Tech Masterclass; • Importance of Barcode and FG Order; • Integrated Management System Internal Auditor; • Integrated Management System Lead Auditor; • Insider Trading; • Interviewing Skills; • IT Privacy Policy at Crompton Greaves Consumer Electricals Limited.; • IT_Policy_24_25; • Know Your Customer; • LDA Product Training; • Lead with Impact; • Lean Management; • Leave and Gifts Policy Updates; • Lighting B2B Product Training; • Lighting B2C Product Training; • Lighting Business Overview; • Mandatory Training; • Masterclass on Consumer Centricity; • Mediclaim Refresher; • MIS Report Entry; • Mock Drill; • MS Projects Workshops; • Measurement System Analysis; • MyCompass; • No Tobacco Day- Vyasanmukti Training; • Objection Handling; • P&L understanding for HR; • Paramount Insurance Training; • Parivaar App Training; • Permit To work System -New Standard;	

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
		• PMS Employee Cascade; • PMS Mid Year People Manager Connect; • Production part approval process & Advance Product Quality Planning; • Practical Operation of Fire Extinguisher & Theory; • Prevention of Sexual Harassment Training; • Probing & Understanding; • Process Failure Mode & Effects (PFME); • Product Training - Fans; Product Training - Lighting Solar ; • Programming of AOI; Product Training - Pumps; • Quality Circle Story Training; • QUALITY CIRCLE; • Quarterly Crompton Incentive Bonanza Workshop; • Retail Parivar Application; • Road Safety Training; • Safety at workplace; • Safety induction training; • Safety Precaution On Riveting Machine; • Sale Fundamentals- Return On Investment; • Sales Acumen; • Sales Call Process; • Sales Communication; • Sales Excellence Workshop; • Sales fundamentals-Return On Investment; • Sales Process; • SAP – Production Planning /Material Management/ Quality Management; • SAP training; • Product Training - SDA; • Secrets of Healthy and Successful Life; • Service Blue Belt - Process Training; • Service X - WOW Experience in Customer Service; • Session on Return On Investments; • Severe Electrical Shock Mock Drill; • SIP Refresher; • Six Sigma Green Belt; • Six Thinking Hats; • Smart Manufacturing - Industry 4.0; • Solidworks; • Supplier Quality Process • Statistical Process Control • Vendor Quality Process Auditor; • Stress Management; • Supervisor Development Program;	

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
		• Team Building; Testing Instrument data entry report; • Tips to improve secondary sales; • Train the Trainer - (Fans & Pumps); • Train the Trainer B2C; • Train the Trainer- Lighting B2C; • Train the Trainer- Pumps; • Train the Trainer- Small Domestic Appliances; • Training On Plant Performance; • Training on road safety by traffic cell; • Training on Yatra app; • Train The Trainer - Product Training; • Value Café; • Varnish Plant Safety & Emergency; • Ways of Working Code of conduct; • World Hearing Day (Breast & Cervical Cancer awareness & Menopause; • Yatra Training Session; • Yoga & Wellbeing	
Workers	233	• 5S awareness; • Process and productivity Improvement; • Soldering Techniques; • 7 Quality Control Tools; • Automated Test Equipment production as per target; • Auto Loader operation; • Automatic Printer; • Machine Operations; • Rainy season Precautions; • Awareness about- Assembly Process; • Awareness about Code of Conduct and POSH; • Awareness about Cost & Poor Quality; • Awareness about Critical To Safety; • Awareness about Drive Installation Programme; • Awareness about Grinding Machine; • Awareness about Histogram; • Awareness about Loading & Unloading; • Awareness about Machine SOP's; • Awareness about Material Checking; • Awareness about Open Circuit defects; • Awareness about on site Emergency Plan; • Awareness about PARETO Chart; • Awareness about Pneumatic & Hydraulic System; • Awareness about Poka & Yoka; • Awareness about Sensor Type & Selection;	93

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
		• Awareness about Thermo Couple and Resistance temperature Detector Setting; • Awareness about Timmer & Counter Uses; • Awareness about touch Analysis; • Awareness about water & Electricity Consumption; • Awareness about work permit System; • Awareness of Normal Run Chart; • Awareness of proportional Integral -derivatives; • Awareness of Water & Electricity Consumption; • Awareness Training of ISO 9001; • Awareness Training of Thermal testing; • Awareness about Cause & Effect analysis or Fixed bone Diagram; • Awareness about Inventory Control; • Awareness about Personal Protective Equipement Matrix for Assembly Line; • Awareness about Relay Logic and Electrical Circuit Design; • Awareness about Salt Spray Testing; • Awareness on Relay Control & Type of Sensor; • Awareness Regarding Assembly Process; • Basics of Pumps : Surface Pumps; • Bill of material Awareness training; • Corrective action preventive plan; • Chemical handling safety training; • Chimney testing/Drop test/finger test; • Communication And Teamwork; • Company Values and Shop floor Safety Awareness Training; • Cardiopulmonary Resuscitation • Defect Identification/Segregation; • Defects Analysis of Schedule of Technical Requirements Station; • Digitalization ELITIO chimney model assembly training; • Driver Aging Process; • Driver Detect & Driver potting printing; • Daily works management Training For Blue Collars; • Electric shock, Cardiopulmonary Resuscitation, Choking; • Electrical Safety Training; • Electrostatic Discharge; • Electrostatic discharge awareness; • Environmental Awareness; • Excel; • Eye and Workplace Safety; • First in First out;	

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
		• Fire Safety & Equipment Handling; • First Aid Training; • Food Poisoning Mock Drill; • Forklift Operation; • General workplace safety training; • General work safety Training; • Hand & Finger Protection Safety; • Hazardous waste handling safety training; • Height & Hot work safety training; • Hoist Safety Training; • Hypertension; • Importance & Uses of Person Protective Equipment; • Importance of 5S; • Importance of Barcode in Finished Goods Order; • Importance of work permit training; • In Case of Emergency; • Inventory count; • Invoicing; • ISO Awareness; • Lean Manufacturing & Multiple Operational; • Lense Fitment Process; • Live fire fighting safety training; • Manpower on barcode remark; • Material handling; • Measurement Operation; • MIS Report Entry; • Mock Drill; • No Tobacco Day- Vyasanmukti Training; • Operation of Automated Test Equipment Machine; • Operating Practical of fire extinguisher & theory; • Operation of Functional Circuit Testing Machine; • Operation of Zero LED Functional Circuit Testing Fixture; • Operations of Wave Soldering machine; • Predelivery inspection & Process inspection; • Predelivery inspection implementation in system; • Poka Yoka/Kazen; • POSH TRAINING; • Practical of fire hydrant & theory; • Prevention of Sexual Harassment Training; • Problem solving techniques; • Process and identification; • Process and Quality; • Productivity And Efficiency (Level1 to Level3); • Quality Awareness and Right First Time (RFT); • QUALITY CIRCLE;	

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
		• Quality Tools; • Road safety awareness training; • Routine testing; • Safety induction training; • SAP 311- movement- material issues posting; • SAP Plant operation awareness; • SAP Training on MM Module & Inventory Control; • SAP Transaction; • Safe Behaviour Observations Training; • Secrets of Healthy and Successful Life; • Self- contained breathing apparatus training; • Severe Electrical Shock Mock Drill; • Smart Chimney Assembly • Surface Mount Technology; • Soldering operation & Set temperature; • SOP for assembly Process; • Shoulder pace inspection Machine Operation; • Sewage Treatment Plant plant operation awareness training; • Street Light driver lead quitting; • Strengthening 5S Culture; • Stress Management; • Target us Achieve; • Testing Instrument data entry report; • To be Trained Manpower on Visual And Touch up; • To start & Shut down of router Brushless Direct Current Line; • Training on Electrical parameter; • Training on Electro static discharge; • Video Training program; • Visual and component insertion; • Visual Defects; Visual process; • Visual soldering defects; • Water & Electricity Consumption; • Welding, cutting safety; • Women's health importance; • Work at height awareness safety training; • Work permit system awareness; • Working of new gas detector at varnishing; • World Hearing Day (Breast & Cervical Cancer)	

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 Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred?(Yes/No)
Penalty/Fines	NIL				
Settlement					
Compounding Fee					

Non-Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case	Has an appeal been preferred?(Yes/No)
Imprisonment	NIL			
Punishment				

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

Case Details	Name of the regulatory/enforcement agencies/judicial institutions
NIL	

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 anti-corruption and anti-bribery policies are included in the Company's Code of Conduct Policy. All new hires are required to undergo training on the COC. The Company believes in maintaining high ethical and legal standards. It is committed to imbibing the appropriate regulatory framework to govern its business performance. The link to access policy is https://reports.crompton.co.in/shopify/public/files/JQyKgNOWmA_Code-of-Conduct_19May2023_updated.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:**

	FY 2025-26	FY 2024-25
Directors	NIL	NIL
KMPs	NIL	NIL
Employees	NIL	NIL
Workers	NIL	NIL

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

	FY 2025-26		FY 2024-25	
	Number	Remarks	Number	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:**

	FY 2025-26	FY 2024-25
Number of days of accounts payables	130	103

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	FY 2025-26	FY 2024-25
Concentration of Purchases	a) Purchases from trading houses as % of total purchases	0.01	0.01
	b) Number of trading houses where purchases are made from	16	7
	c) Purchases from top 10 trading houses as % of total purchases from trading houses	96.35	100
Concentration of Sales	a) Sales to dealers/distributors as % of total sales	79.08	82.41
	b) Number of dealers/distributors to whom sales are made	6,343	6,142
	c) Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	6.27	6.24
Share of RPTs in	a) Purchases (Purchases with related parties/Total Purchases)	0.56	0.65
	b) Sales (Sales to related parties/Total Sales)	0.20	0.00
	c) Loans & advances (Loans & advances given to related parties/Total loans & advances)	NIL	NIL
	d) Investments (Investments in related parties/Total Investments made)	NIL	NIL

Leadership Indicators

1. **Awareness programmes conducted for value chain partners on any of the Principles during the financial year:**

The Company conducts awareness programmes for its value chain partners to reinforce ethical standards and responsible business practices. These initiatives include vendor and supplier meets, as well as periodic engagements aimed at sensitising partners to the Company's policies, including the Business Partner Code of Conduct, compliance requirements, and sustainability principles, thereby fostering alignment and strengthening long-term, responsible relationships.

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

Yes, we have adopted the 'Code of Conduct' for the Board of Directors, which sets clear guidelines for avoiding and disclosing actual or potential conflicts of interest with the Company. We receive an annual declaration and changes, if any, from time to time from our Board of Directors and Senior Management on the Code of Conduct. The Policy is available on our website and can be viewed at https://reports.crompton.co.in/shopify/public/files/JQyKgNOWmA_Code-of-Conduct_19May2023_updated.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.

During FY 2025–26, the Company continued to strengthen its commitment towards sustainable innovation and responsible business practices by directing a significant proportion of its R&D and capital expenditure towards technologies that enhance environmental and social outcomes.

Advancement in R&D Infrastructure for Driving Next-Generation Innovation

a) Noise, Vibration, and Harshness Laboratory:

Established state of the Art Noise, Vibration, and Harshness (NVH) Laboratory represents a strategic investment in product excellence and customer-centric innovation.

This world-class facility underscores our commitment to delivering superior, quieter, and more refined products.

b) RoHS Testing Facility:

To reinforce our commitment to responsible manufacturing and sustainable product stewardship, we have established an in-house Restriction of Hazardous Substances (RoHS) Testing Facility. This dedicated setup enhances our ability to ensure that all materials and components used in our products comply with global environmental regulations.

c) Strengthening Packaging Quality Through Advanced Testing Capabilities:

We enhanced our packaging quality assurance capabilities with the deployment of a Scuff Tester, used to evaluate the rub resistance of printed content on mono-cartons and corrugated cartons.

The equipment enables testing as per IS and ASTM standards, ensuring print durability and compliance with customer and regulatory requirements.

d) EMI & EMC Lab:

Crompton's state-of-the-art EMI (Electromagnetic Interference) and EMC (Electromagnetic Compatibility) Lab plays a critical role in delivering products that meet the highest global standards of reliability, safety, and performance.

Particulars	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
Capex	29.02	28.63	**Strategic focus for FY 2025–26** Improve energy efficiency and introduce smart/intelligent products that positively contribute to the ecosystem. **Key outcomes** • **Ceiling fan energy efficiency** 5-Star IM fans: 56% reduction in energy and GHG-emission intensity vs non-star fans. BLDC fans: 63% reduction in energy and GHG-emission intensity vs non-star fans. • **IntelliAgri (app-based pump controller)** Remote monitoring and control, comprehensive protections, reduced downtime, and optimized water and energy use. • **INTELLISENSE (intelligent water management)** Automated tank control for overhead/underground systems with real-time monitoring and protections (voltage, overload, dry-run). • **Sylvaire AQNova** India's first AirIQ chimney with class-leading suction, whisper-quiet AQSync BLDC motor, Smart ON activation, and Intelli Auto Clean. • **Intelligent energy-optimizing control (patented)** A patented system designed to optimize energy efficiency while enhancing occupant comfort.
R&D	70.98	71.37	

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes, at Crompton, we have robust procedures to ensure sustainable sourcing - integrating social, ethical, legal, and environmental considerations during vendor/ value chain partners selection and performance management. With an emphasis on ethical sourcing and rigorous selection standards, we make sure our suppliers share our commitment to a sustainable future and to promoting ethical, eco-conscious, and socially beneficial practices across the value chain. Key elements of Crompton's sustainable sourcing approach:

Supplier Code of Conduct: Signed with every vendor and supplier as a mandatory requirement.

Pre-onboarding diligence: Due diligence to review legal, ethical, environmental, health and safety, and compliance readiness before onboarding.

Periodic supplier assessments and audits: Regular evaluations across sustainability parameters (environmental practices, human rights, labour standards, health and safety, and business integrity).

Legal and statutory compliance checks: Verification during audits for no child or forced labour, fire and water safety, pollution control and emissions compliance, and other applicable EHS and labour regulations.

Third-party collaboration: We engage external partners/auditors to help strengthen supplier procedures, build capabilities, close gaps, and ensure compliance with industry standards.

Corrective action and continuous improvement: Time-bound remediation plans, follow-ups, and supplier capability-building where gaps are observed.

Governance and recognition: Crompton ranked 4th globally in the Household Durables sector in the 2024 Dow Jones Sustainability Indices (DJSI) and was featured in the S&P Global Sustainability Yearbook 2025-reflecting our strong ESG and responsible sourcing practices.

In FY 25-26, Crompton sourced 36.40% of its inputs sustainably. This is based on our supplier evaluation framework covering environmental, social and human rights practices, ethical conduct, health and safety, and legal/statutory compliance-validated through periodic assessments and audits.

b. **If yes, what percentage of inputs were sourced sustainably?** 36.40%

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.**

The Company has developed strong partnerships with CPCB-authorized recyclers to enhance its management of E-waste, Plastic waste and Battery waste. Comprehensive Memorandums of Understanding (MoUs) have been established with certified treatment and recycling partners across the waste management value chain, covering e-waste, plastic streams and battery waste. The company ensures that all end-of-life electrical and electronic products, including obsolete or defective spare parts, are channelled to authorized recyclers for environmentally sound recycling and disposal, in compliance with CPCB guidelines. All recycling and processing partners engaged by Crompton operate with the required statutory approvals from relevant regulatory authorities. These initiatives reflect Crompton's commitment to minimizing environmental risks associated with hazardous waste and advancing circular economy practices.

In the financial year 2025–26, Crompton reclaimed 29,997 MT of e-waste, and 1,682 MT of plastic packaging waste through its authorized recycling network.

All manufacturing facilities of Crompton are Zero Waste to Landfill (ZWL), demonstrating the company's commitment to sustainable operations and reduced environmental impact. Hazardous waste generated at these facilities is securely handled and disposed of through SPCB-authorized hazardous waste management agencies. Additionally, non-hazardous solid waste and biomedical waste are managed through authorized recyclers and disposal agencies, ensuring safe handling and minimizing any adverse impact on the environment.

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, in accordance with the Plastic Waste Management Rules, 2016, E-Waste (Management) Rules, 2022, and Battery Waste Management Rules, 2022, along with their subsequent amendments, Extended Producer Responsibility (EPR) is applicable to Crompton and its relevant legal entities, based on the requirements specified under these regulations.

As per the applicable framework, EPR obligations for plastic waste and e-waste extend to all relevant entities within Crompton, requiring compliance with prescribed guidelines to ensure environmentally sound management, recycling, and disposal of such waste streams.

Crompton ensures compliance with its EPR obligations by channelling plastic waste, e-waste, battery waste, and other applicable materials through CPCB-registered and authorized recyclers, strictly in line with approved EPR plans. The company has established mechanisms to ensure that all obligated materials are responsibly processed and recycled through authorized partners, in accordance with CPCB/SPCB guidelines.

To ensure ongoing adherence, **Crompton** continuously tracks regulatory developments and evaluates their applicability across its operations. This proactive approach enables the organization to remain aligned with evolving regulatory requirements and ensures timely fulfilment of all EPR commitments through authorized recycling channels.

Leadership Indicators

1. **Has the entity conducted Life Cycle Perspective/To Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

NIC Code	Name of Product/Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide the web-link.
27503	Ceiling Fan (2 Variants)	30			
27339	LED Lighting (2 Variants)	3			
28110	Residential Pumps	5	Cradle to Grave	Yes	No
27502	Storage Water Heater	4			
27501	Mixer Grinder	3			

2. **If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products/services, as identified in the Life Cycle Perspective/ Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

Name of Product/Service	Description of the risk/concern	Action Taken
	Not applicable	

3. **Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-26	FY 2024-25
	No recycled or reused input material is being used	No recycled or reused input material is being used.

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

	FY 2025-26			FY 2024-25		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics including packaging)	NA	1,682 MT (EPR)	NA	NA	1,026 MT	NA
E-waste	NA	29,997.21 MT	NA	NA	26,051.204 MT	NA
Hazardous waste	NA	NA	NA	NA	NA	NA
Other waste	NA	NA	NA	NA	NA	NA

5. **Reclaimed products and their packaging materials (as percentage of products sold) for each product category.**

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
No products reclaimed	

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	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities**	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	1,767	1,767	100	1,767	100	NA	NA	1,767*	100	Yes	Yes
Female	181	181	100	181	100	181	100	NA	NA	Yes	Yes
Total	**1,948**	**1,948**	**100**	**1,948**	**100**	**181**	**9.29**	**1,767**	**90.71**	**-**	**-**
Other than Permanent employees											
Male	897	0	0	897	100	NA	NA	897	100	Yes	Yes
Female	172	0	0	172	100	172	100	NA	NA	Yes	Yes
Total	**1,069**	**0**	**0**	**1,069**	**100**	**172**	**16.09**	**897**	**83.91**	**-**	**-**

*Employees can avail leave from their leave pool.

**Available at applicable locations.

b. Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities**	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent workers											
Male	219	219	100	219	100	NA	NA	219*	100	0	0
Female	44	44	100	44	100	44	100	NA	NA	0	0
Total	**263**	**263**	**100**	**263**	**100**	**44**	**16.73**	**219**	**83.27**	**0**	**0**
Other than Permanent workers											
Male	1,751	1,751	100	1,751	100	NA	NA	1,751	100	0	0
Female	864	864	100	864	100	864	100	NA	NA	0	0
Total	**2,615**	**2,615#**	**100**	**2,615**	**100**	**864**	**33.04**	**1,751**	**66.96**	**0**	**0**

*Employees can avail leave from their leave pool.

**Available at applicable locations.

#Health Insurance is covered under Government Social Security Scheme (ESIC).

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

	FY 2025-26	FY 2024-25
Cost incurred on well- being measures as a % of total revenue of the Company*	0.44%	0.47%

*Note: Well-being expenditure comprises staff welfare expenses within employee benefits, which majorly include health insurance, meal & canteen expenses and training.

2. Details of retirement benefits, for Current Financial Year and Previous Financial Year.

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100	100	Yes	100	100	Yes
Gratuity	100	100	Yes	100	100	Yes
ESI	Eligibility as per ESIC Act			Eligibility as per ESIC Act		
Others – please specify -Employee compensation						

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.

Yes, the Company has provided various facilities at its manufacturing locations to ensure accessibility for differently abled employees, including a ramp at the stores entrance for easy access (wherever required), a washroom and drinking water station at the ground floor near the shopfloor, accessible restrooms and changing rooms, handrails and clear pathways, proper lighting within the plant, wheelchair access where required, clearly marked evacuation routes suitable for all, and on-site medical support. Further, the Company ensures accessibility and inclusivity at its Head Office (HO) by providing essential infrastructure for persons with disabilities. The facilities available include barrier-free access through ramps, a specially abled–friendly washroom, and elevator access within the premises. These measures are in line with the Company's commitment to fostering an inclusive and accessible workplace 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.

Yes, the Company is committed to creating a culture of fairness, openness, and transparency for all employees, including potential candidates. The selection process is based solely on merit—qualification, performance, and capability. The Company actively works to prevent discrimination in employment, promotion, transfer, training and working conditions. The Company is also committed in ensuring that the wages, work hours, and social benefits adhere to local laws, regulations, and market standards. The Company has Human Rights policy in place which includes equal opportunity as one of the key principles. The link to the policy is Human_Rights_Policy.pdf

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

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate*
Male	100	100	NA	NA
Female	100	100	100*	100

*The Company extends maternity benefits to all female permanent workers in accordance with Maternity Benefit Act and Crompton Leave Policy. For male permanent workers, there is no separate provision for paternity leave. However, they are covered under the Long-Term Settlement, which provides for various categories of leave that employees may avail of as per eligibility.

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

	Yes/No *(If Yes, then give details of the mechanism in brief)*
Permanent Workers Other than Permanent Workers Permanent Employees Other than Permanent Employees	Yes, the Company encourages transparency at all levels. Employees are urged to discuss their concerns with their managers, and employees who are engaged on a contractual basis are urged to discuss their issues with their managers. Workers are encouraged to share their issues with the worker representative, the respective primary manager, or the HR SPOC available in different locations. Workers who are engaged on a contractual basis can share their concerns with the contractor representative or the Company HR SPOC, such as supervisors and contractors. Appropriate actions are taken against any employee or workers whose actions are proved to be violating the COC. The Company has formulated a Whistle Blower (WB) Policy which provides adequate safeguards against victimization of Director(s)/ employee(s) and also provides for direct access to the Chairman of the Audit Committee. It also assures them of the process that will be observed to address the reported violation. The Policy also lays down the procedures to be followed for tracking complaints, giving feedback, conducting investigations and taking disciplinary actions. It also provides assurances and guidelines on confidentiality of the reporting process and protection from reprisal to complainants. The Audit Committee oversees the functioning of this policy, and no personnel have been denied access to the Audit Committee. Protected disclosures can be made by a whistle-blower through several channels to report actual or suspected frauds and violation of the Company's Code of Conduct. The Policy also provides a mechanism to encourage and protect genuine whistleblowing amongst the Vendors. Any incident that is reported is investigated and suitable action is taken in line with the WB Policy. The WB Policy is available on the website of the Company and can be accessed at https://reports.crompton.co.in/shopify/public/files/JXVgUhnnht_Vigil%20Mechanism%20and%20Whistleblower%20Policy.pdf

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

Category	FY 2025-26			FY 2024-25		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who are part of association(s) or Union (D)	% (D/C)
Total Permanent Employees	**1,948**	**0**	**0**	**1,893**	**0**	**0**
– Male	1,767	0	0	1,722	0	0
– Female	181	0	0	171	0	0
Total Permanent Workers	**263**	**213**	**81**	**440**	**391**	**88.86**
– Male	219	169	77	389	340	87.40
– Female	44	44	100	51	51	100

8. Details of training given to employees and workers:

Category	FY 2025-26					FY 2024-25				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	1,767	1,700	96.21	1,606	90.89	1,722	1,020	59.23	1,398	81.18
Female	181	178	98.34	155	85.64	171	171	100	49	28.65
Total	**1,948**	**1,878**	**96.41**	**1,761**	**90.40**	**1,893**	**1,191**	**62.92**	**1,447**	**76.44**
Workers										
Male	219	205	93.61	148	67.58	391	391	100	278	71.10
Female	44	42	95.45	40	90.91	52	52	100	0	0
Total	**263**	**247**	**93.92**	**188**	**71.48**	**443**	**443**	**100**	**278**	**62.75**

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

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	1,767	1,767	100	1,722	1,722	100
Female	181	181	100	171	171	100
Total	**1,948**	**1,948**	**100**	**1,893**	**1,893**	**100**
Workers						
Male	Salary revision happens as per the LTS terms			Salary revision happens as per the LTS terms		
Female						
Total						

10. Health and safety management system:

(a) Whether an occupational health and safety management system has been implemented by the entity? (Yes/No). If yes, the coverage such system?

Yes, Crompton has implemented a comprehensive Occupational Health and Safety Management System (OHSMS) aligned with the requirements of ISO 45001:2018 across all its manufacturing locations and HO. The system covers:

- All employees, contract workforce, and onsite service partners working within company premises.
- All manufacturing units, R&D centres, and administrative offices, ensuring organization wide standardization of safety practices.
- Critical operational processes, including hazard identification, risk assessment, incident reporting, emergency preparedness, workplace inspections, and competency training.
- Occupational health services, including annual medical check ups, medical surveillance, and access to Occupational Health Centers staffed with trained medical professionals.
- High risk activities managed through permit to work systems, job safety analysis, machine safety protocols, and contractor safety management.

The OHSMS is continually reviewed through internal audits, external ISO surveillance audits, safety governance meetings, and leadership evaluations to ensure sustained compliance, continual improvement, and a Zero Harm workplace.

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

Structured and comprehensive framework if followed for identifying work related hazards and assessing risks across all operations. These processes apply to both routine and non routine activities and form an integral part of our Occupational Health & Safety Management System. The key processes include:

- **Hazard Identification & Risk Assessment (HIRA)** – A formal HIRA process is conducted across all departments to identify physical, chemical, mechanical, ergonomic, electrical, and environmental hazards. Risk ratings are assigned using a standardized matrix based on severity, likelihood, and exposure, and appropriate controls are implemented. HIRAs are reviewed periodically or whenever there is a change in process, equipment, material, or layout.
- **Job Safety Analysis (JSA)/Job Hazard Analysis (JHA)** – For routine tasks, supervisors and EHS teams perform JSAs to break down each task into steps, identify hazards, and define safe operating methods.
- **Permit to Work (PTW) System for Non Routine & High Risk Activities** – Non routine, infrequent, or high risk jobs (e.g., working at height, confined space entry, hot work, heavy lifting, electrical isolation) are governed through a Permit to Work system.
- **Safety Inspections & Walk throughs** – Routine daily, weekly, and monthly inspections are carried out by supervisors, EHS teams, and cross functional members.
- **Behaviour-Based Safety (BBS) Observations** – Unsafe behaviors and conditions in the workplace are captured.

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

Yes, there is well defined systems that allow all employees and contract workers to report work related hazards through multiple channels, hazard reporting cards, safety walks, toolbox talks, and near miss reporting mechanisms. Workers are also empowered with the Right to Refuse Unsafe Work, enabling them to stop work and remove themselves from any situation they believe poses an immediate threat to their health or safety, without fear of retaliation.

(d) Do the employees/worker of the entity have access to non-occupational medical and healthcare services? (Yes/No)

Yes, the Company places the health and well-being of its workforce at the forefront of its priorities, ensuring 100% of employees and workers have access to non-occupational medical and healthcare services. The Company provides comprehensive Group Medical Insurance (GMC) coverage to all white-collar and blue-collar on-roll employees, extending benefits to their dependents and parents/parent-in-laws through a co-pay facility. The GMC coverage can be further enhanced through voluntary top-up options and a corporate buffer, ensuring robust support during high-value or prolonged medical treatments. The GMC policy covers hospitalization and critical illnesses with zero waiting period, providing employees with immediate and uninterrupted access to quality healthcare. Employees are additionally protected through Group Accidental Insurance and Group Term Life Insurance coverage. In partnership with leading healthcare insurance providers and their extensive hospital network, the Company ensures that employees and their families across India can seamlessly avail GMC benefits. The Company conducts annual health check-ups for all white-collar employees, while blue-collar workers receive regular health check-ups in accordance with applicable factory compliance norms. The GMC policy benefits are benchmarked in line with industry standards, reflecting the Company's unwavering commitment to fostering a supportive, healthy, and thriving workplace.

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

Safety Incident/Number	Category*	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0	0.07
	Workers	0	0.0
Total recordable work-related injuries	Employees	0	1
	Workers	0	0.0
No. of fatalities	Employees	0	0
	Workers	0	0.0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	1
	Workers	0	0.0

*Including in the contract workforce

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

The Company follows ISO 45001 framework to ensure safe and healthy workplace. Leadership commitment is demonstrated through EHS policy endorsed by the senior management, with clear objectives, roles, and accountability at every level. Compliance with ISO 45001 and alignment to applicable legal requirements and corporate standards are ensured.

Hazard Identification & Risk Management program covers routine and non-routine task, risk rating and control measures. Permit-to-work system is rigorously followed for all non-routine activities. 10 Safety Cardinal Rules deployed as non negotiable life saving behaviors. Standard Operating procedures are made and periodic training is imparted on same.

As part of capability building, role-based training and other specialized training like defensive driving, Behavior-Based Safety training are provided. Families are also involved in reinforcing safety mindset beyond the workplace. Multi channel hazard/near miss/incident reporting with a "Right to Refuse Unsafe Work" is ensured. Structured root cause investigations (5 Why, Fishbone, barrier analysis) are done and Corrective & Preventive measures are horizontally deployed with verification of effectiveness.

Safety alerts, toolbox talks, and SOP updated to share learnings.

Annual medical health checkups are done for all employees and Occupational Health Centres/Medical Rooms with trained staff are provided at manufacturing sites. Site specific Emergency Response Plans are made, and preparedness is checked by regular mock drills. Fire protection systems are upgraded and maintained.

Upgraded fire protection systems, Fire NOC compliance, and scheduled mock drills across locations.

Regular inspections of fire/explosion risks, spill control, and hazardous material readiness.

Internal inspections, cross functional safety walks, and third party audits are conducted; actions tracked to closure. Compliance to legal and other requirements is ensured through Company's compliance tool with timely evidence and closures.

Promotional activities like safety week/month campaigns, suggestion schemes, and recognition programs are done for exemplary safety performance.

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

	FY 2025-26			FY 2024-25		
	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	No complaints have been received			No complaints have been received		
Health Safety						

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 (TUV NORD conducted assessment for ISO 45001)
Working Conditions	

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

The Company addresses safety related incidents risks through systematic incident investigation, root cause analysis and timely implementation of corrective and preventive actions. Regular risk assessments identify gaps in equipment, processes and behaviours, leading to upgrades in engineering controls, fire and electrical safety systems and workplace ergonomics. Cross functional safety committees monitor closure of actions, while enhanced training, behaviour based safety interactions and leadership safety walks strengthen a proactive, zero harm culture across all locations.

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, the Company demonstrates its unwavering commitment to the financial security and well-being of its employees and workers and their families through comprehensive insurance coverage, effective from Day 1 of joining, without any waiting period. The Company has instituted two robust Group Insurance Policies that collectively provide meaningful financial protection to the families and nominees of all covered individuals:

Group Term Life Insurance (GTL) Policy Under this policy, in the unfortunate event of the death of an employee or worker — whether due to natural causes or an accident — the designated nominee of the deceased receives the entire Sum Assured as a lump-sum benefit. This ensures that the family of the deceased is not left financially vulnerable during an already devastating time.

Group Personal Accident (GPA) Insurance Policy In the tragic event of an accidental death, the nominee of the deceased employee or worker becomes eligible for an additional Sum Assured under this policy, over and above the benefit received under the Group Term Life Insurance Policy. This dual-benefit structure ensures enhanced financial relief in cases of accidental fatalities.

2. **Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**

The Company has a compliance tool to track all the legal compliances with proper dates. Stakeholders are trained to ensure compliance. The Company obtains affirmations from the vendors at the time of signing of agreement(s) that the vendors shall ensure full compliance of all the statutory requirements of its manufacturing premises under the provisions of all the statutes including those relating to GST, ESI, PF, Minimum Wages etc.

3. **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 are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total no. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employees	Nil	Nil	Nil	Nil
Workers	Nil	Nil	Nil	Nil

4. **Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment (Yes/No)**

The entity provides transition assistance programmes only in cases of retirement, and that too is need-based.

5. **Details on assessment of value chain partners:**

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100
Working Conditions	100

6. **Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

The details of the corrective actions undertaken are as follows:

i) A vendor handbook encompassing EHS and sustainability check points has been issued as a pre-qualification procedure addressing required law compliance.

ii) The gap after assessment is communicated and an action plan for compliance is prepared and acted on.

iii) The Company also carries out assessment as per the internal EHS audit procedures and all the observations and non conformances are properly recorded and notified.

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 adopts a systematic approach to identify key stakeholder groups vital for its operations. Initially, the Company consults extensively with its management team, following these steps:

i) Compiling a comprehensive list of stakeholders.

ii) Categorising stakeholders into internal and external groups.

iii) Prioritising stakeholder groups based on their significance to the Company's operations and objectives.

These primary stakeholders encompass consumers (both B2B and B2C), employees, shareholders/investors, suppliers, the community, governments/regulators.

Moreover, the Company extends its stakeholder identification beyond primary groups through an in-depth analysis of its business environment, considering factors such as industry dynamics, market trends, and regulatory requirements. Through this process, the Company identifies other stakeholders closely linked to its operations, such as industry analysts, equity analysts, and the news media, serving as proxies for customers, shareholders, and society at large.

Additionally, the Company has established organisation-wide processes to facilitate open and constructive dialogue with stakeholders regularly. Engaging in such communication channels enhances the Company's understanding of relevant issues and helps recognise the unique attributes of stakeholders contributing value. The Company consistently aims to understand their needs, expectations, and interests to improve business outcomes.

Furthermore, the Company's stakeholder engagement strategy prioritises two-way communication, enabling the integration of diverse perspectives into business practices effectively. This approach ensures that stakeholders feel valued and heard, fostering mutual benefits and sustainable relationships.

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 (E-mail , 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	• Syncup (Internal portal) • E-mails • Website • Meetings/Town hall briefings • Employee engagement activities and surveys • Team building, workshops • Capability building and training • Performance management system • Employee newsletters • Rewards and recognitions • CSR through employee engagement	Continuous	Employees are the most important asset of the Company and are essential to its long-term success. They are critical to increasing the Company's competitiveness and confirming its market leadership.
Community	Yes	• CSR initiatives • Volunteering	Continuous	Empowering the community is critical to the Company's long-term business sustainability. Through numerous upliftment projects and activities, the Company continues to develop enduring relationships with the communities and transform their lives.
Suppliers	No	• One to-one meetings • Regular operational reviews	Continuous	The Company collaborates with the suppliers to maintain seamless business operations by ensuring effective and efficient procurement practices.
Consumers (B2B), (B2C)	No	• Customer engagement surveys	Continuous	Consumers' purchasing habits have an influence on the Company, so it is critical to have continual contact with them to understand their needs and desires. The company also conduct customer satisfaction survey to gather consumer experience and feedback on service delivery.
Investors/ Shareholders	No	• Annual General Meeting • Financial result declarations • Media releases • Investor calls and meets • One-on-one interactions & calls • Group meetings • Investor Conferences • Non-Deal Roadshows • Quarterly Results Declaration/ Earning calls	Ongoing	Investors are critical to our success and growth. The purpose of these engagements is to build mutual relationship with domestic & foreign 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. During the year, the company substantially increased its Investor engagement and interacted with ~300 institutional investors in India & abroad (excluding quarterly earnings calls and specific event related calls) and 40+ sell-side research analysts from various broker houses. **Strategic priorities include:** - High Return on investment - Capital allocation - Higher investments towards Brand building, R&D and People capabilities under Crompton 2.0 strategy - ESG impact - Transparent disclosure for investors to take informed investment decisions

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 considers stakeholder perspectives on economic, environmental, and social matters through ongoing interactions at various levels of the organisation. Inputs and key themes emerging from such engagements are shared with the senior management, and where relevant or material, are discussed with the Board and/or its Committees as part of regular business updates and deliberations. This enables the Board to remain apprised of significant ESG-related matters and provide appropriate guidance. The Company continues to evolve its approach towards formalising stakeholder engagement and strengthening governance practices in line with regulatory expectation

2. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes/No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

   Yes, after stakeholder consultation, the Company has identified significant environmental and social concerns. Material topics were shortlisted and prioritised according to their influence on stakeholders and businesses

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.**

   There are no reportable concerns of vulnerable marginalised groups. However, the Company undertakes various CSR activities in local areas that serve the vulnerable/marginalised stakeholder group

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, in the following format:**

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	2,211*	2,125	96%	The Company operates in an open, fair, and transparent manner and is dedicated to upholding the highest ethical standards and practices. To expose unethical conduct and encourage professionalism and ethical behavior among its staff, the whistle-blower and code of conduct policies are in place.		
Other than permanent	NIL	NIL	NIL			
Total Employees	**2,211**	**2,125**	**96%**			
Workers						
The Company operates in an open, fair, and transparent manner and is dedicated to upholding the highest ethical standards and practices. To expose unethical conduct and encourage professionalism and ethical behavior amongst its staff, the whistle-blower and code of conduct policies are in place.						

*This includes both on-roll blue-collar and white-collar headcount; therefore, the figure is higher than the headcount cited elsewhere in the report.

2. **Details of minimum wages paid to employees and workers, in the following format**

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	1,948	-	-	1,948	100	1,893	-	-	1,893	100
Male	1,767	-	-	1,767	100	1,722	-	-	1,722	100
Female	181	-	-	181	100	171	-	-	171	100
Other than Permanent	1,069	-	-	1,069	100	1,039	-	-	1,039	100
Male	897	-	-	897	100	873	-	-	873	100
Female	172	-	-	172	100	166	-	-	166	100
Workers										
Permanent	263	-	-	263	100	440	-	-	440	100
Male	219	-	-	219	100	389	-	-	389	100
Female	44	-	-	44	100	51	-	-	51	100
Other than Permanent	2,615	-	-	2,615	100	3,680	-	-	3,680	100
Male	1,751	-	-	1,751	100	2,744	-	-	2,744	100
Female	864	-	-	864	100	936	-	-	936	100

3. Details of remuneration/salary/wages

a. Median remuneration/wages:

Particulars	Male		Female	
	Number	Median remuneration/ salary/wages of respective category	Number	Median remuneration/ salary/wages of respective category
Board of Directors (BoD)@	7*	47,03,767	2	45,50,000
Key Managerial Personnel&	2	4,90,86,502	1#	83,79,992
Employees other than BoD and KMP%	1765	12,62,008	180	13,99,998
Workers	219	4,43,232	44	6,01,238

@Includes MD & CEO, Independent Directors and Non- Independent Director

&Includes MD & CEO, CFO and Company Secretary & Compliance Officer

*As on March 31, 2026, there were total 5 (Five) male directors. Mr. P M Murty and Mr. Shantanu Khosla ceased to be a director of the Company with effect from close of business hours of July 24, 2025 and December 31, 2025 respectively.

#Ms. Rashmi Khandelwal ceased to be the Company Secretary & Compliance Officer of the Company with effect from closure of business hours of April 23, 2026.

%Remuneration has been taken as annual compensation

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

Particulars	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	10.49	10.23

4. Do you have a focal point (Individual/Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, we recognize that human rights due diligence is a continuous process, and we have policies, processes, training, audit, and other monitoring systems in place. In furtherance of this commitment, at Crompton, employees are provided various mechanisms to raise concerns related to human rights.

Under the Speak Up initiative, employees can raise any queries or concerns directly with the CHRO through the Sync-up Portal, which is instantly accessible to all on-roll white-collar employees of the organization.

The Company has established multiple reporting channels to enable stakeholders to raise human rights–related concerns. In addition to internal mechanisms such as the Speak Up/Sync-up portal, concerns can also be reported through the Company's Integrity Line. Stakeholders may reach out via email at wbcrompton@crompton.co.in, or contact the designated helpline at 1800-102-6969. These channels are accessible, confidential, and designed to ensure timely redressal of concerns.

We are committed to investigating, addressing and responding to any concerns raised, taking appropriate corrective action when required, tracking our progress and communicating with stakeholders about human rights issues. The Human Rights Policy of the Company is available on the Company's website at : Human Rights Policy

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

The Company, through its Code of Conduct, encourages all its employees to respect, uphold, and adhere to human rights in all aspects of their work. Any potential or actual violation of human rights may be reported by sending an email to: wbcrompton@crompton.co.in, which is received directly by the Internal Audit Head of CGCEL, or by submitting a physical letter in a sealed envelope marked "Private and Confidential" addressed to the concerned person. Additionally, at manufacturing units, a Grievance Redressal Committee and an Internal Union Committee are in place to address employee grievances, human rights concerns, and general people-related issues through appropriate discussions and resolution mechanisms. The Company remains committed to investigating, addressing, and responding to all reported concerns, taking appropriate corrective action where necessary, tracking progress, and communicating with stakeholders on human rights matters.

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

Particulars	FY 2025-26			FY 2024-25		
	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	2	1	NIL	1	NIL	NIL
Discrimination at workplace	NIL	NIL	NIL	NIL	NIL	NIL
Child Labour	NIL	NIL	NIL	NIL	NIL	NIL
Forced Labour/Involuntary Labour	NIL	NIL	NIL	NIL	NIL	NIL
Wages	NIL	NIL	NIL	NIL	NIL	NIL
Other human rights related issues	NIL	NIL	NIL	NIL	NIL	NIL

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

Particulars	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	2	1
Complaints on POSH as a % of female employees/workers	0.15	0.09
Complaints on POSH upheld	1*	0

*Total No. of POSH Complaints received by ICC were 2 , out of which 1 was upheld and 1 is pending as on March 31, 2026.

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases, resolution as on March 31, 2026.

The Company's whistle-blower policy has clearly laid down the guidelines to prevent retaliation against a complainant. A complainant has the right to complete anonymity unless required by law enforcement agencies. The organisation prohibits retaliation against a complainant, such as threats of physical harm, loss of job, punitive work assignments, or impact on salary or wages. The Company has Vigil Mechanism and Human Rights policy in place which includes non-discrimination as one of the key principles. These policies are available on the Company's website at JXVgUhnnht_Vigil Mechanism and Whistleblower Policy.pdf and Human_Rights_Policy.pdf respectively. The Company ensures a fair and secure grievance redressal environment through its POSH framework, which emphasises confidentiality and protection of individuals raising concerns. These safeguards extend to all participants in the inquiry process. Further details are provided in the POSH Policy: Microsoft Word - PoSH at Workplace - 19May2023_updated

9. 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. Regular engagement activities are organized with suppliers and vendors.

10. Assessments for the year:

Particulars	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	Government officers from the respective locations come for inspection
Forced/involuntary labour	Government officers from the respective locations come for inspection
Sexual harassment	Government officers from the respective locations come for inspection
Discrimination at workplace	Government officers from the respective locations come for inspection
Wages	Government officers from the respective locations come for inspection
Others – please specify	NA

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

No complaints related to child labour, forced labour, involuntary labour, or discriminatory employment were received during the reporting year, and none are pending at the end of the reporting year.

Leadership Indicators

1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.

The Company regularly updates its employees about the Code of Conduct through various training programmes and employee inductions.

2. Details of the scope and coverage of any Human rights due-diligence conducted.

None.

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

Yes, the premises and offices are accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016.

4. Details on assessment of value chain partners:

Particulars	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	The Company expects its value chain partners to adhere to the same values, principles and business ethics upheld by the Company in all their dealings. No specific assessment with respect to value chain partners has been carried out.
Discrimination at workplace	
Child Labour	
Forced Labour/Involuntary Labour	
Wages	
Others – please specify	

5. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Question 4 above.

No corrective action pertaining to Question 4 was necessitated by the Company during the year under review.

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:

A] Total Energy Consumption & Energy Intensity (Crompton):

Parameter	FY 2025-26	FY 2024-25
From renewable sources		
Total electricity consumption (A)	37.15 GJ	33.90GJ
Total fuel consumption (B)	NA	NA
Energy consumption through other sources (C)	NA	NA
Total energy consumed from renewable sources (A+B+C)	37.15 GJ	33.90GJ
From non-renewable sources		
Total electricity consumption (D)	31,485.88 GJ	32,658.33 GJ
Total fuel consumption (E)	2,100.11 GJ	2,473.55 GJ
Energy consumption through other sources (F)	NA	NA
Total energy consumed from non-renewable sources (D+E+F)	**33,585.99 GJ**	**35,131.88 GJ**
Total energy consumed (A+B+C+D+E+F)	**33,623.14 GJ**	**35,165.78 GJ**
Energy intensity per rupee of turnover (GJ / INR Crs) (Total energy consumed / Revenue from operations)	4.67	5.00
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (GJ / Million USD) (Total energy consumed / Revenue from operations adjusted for PPP)	9.94**	10.34*
Energy intensity in terms of physical output	NA	NA
Energy intensity (optional) – the relevant metric may be selected by the entity	NA	NA

B] Total Energy Consumption & Energy Intensity (Butterfly, Crompton subsidiary):

Parameter	FY 2025-26	FY 2024-25
From renewable sources		
Total electricity consumption (A)	13,828.38 GJ	NA
Total fuel consumption (B)	NA	NA
Energy consumption through other sources (C)	NA	NA
Total energy consumed from renewable sources (A+B+C)	**13,828.38 GJ**	**NA**
From non-renewable sources		
Total electricity consumption (D)	10,822.11GJ	23,381.23 GJ
Total fuel consumption (E)	7,140.48 GJ	5,875 GJ
Energy consumption through other sources (F)	NA	NA
Total energy consumed from non-renewable sources (D+E+F)	**17,962.59 GJ**	**29,256.23 GJ**
Total energy consumed (A+B+C+D+E+F)	**31,790.97 GJ**	**29,256.23 GJ**

Parameter	FY 2025-26	FY 2024-25
Energy intensity per rupee of turnover (GJ / INR Crs) (Total energy consumed / Revenue from operations)	33.71	33.84
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (GJ / Million USD) (Total energy consumed / Revenue from operations adjusted for PPP)	63.09**	69.92*
Energy intensity in terms of physical output	NA	NA
Energy intensity (optional) – the relevant metric may be selected by the entity	NA	NA

C] Total Energy Consumption & Energy Intensity (Crompton + Butterfly):

Parameter	FY 2025-26	FY 2024-25
From renewable sources		
Total electricity consumption (A)	13,865.53 GJ	33.90GJ
Total fuel consumption (B)	NA	NA
Energy consumption through other sources (C)	NA	NA
Total energy consumed from renewable sources (A+B+C)	**13,865.53 GJ**	**33.90GJ**
From non-renewable sources		
Total electricity consumption (D)	42,307.99 GJ	56,039.56 GJ
Total fuel consumption (E)	9,240.59 GJ	8,348.55 GJ
Energy consumption through other sources (F)	NA	NA
Total energy consumed from non-renewable sources (D+E+F)	**51,548.58 GJ**	**64,388.11**
Total energy consumed (A+B+C+D+E+F)	**65,414.11 GJ**	**64,422.01**
Energy intensity per rupee of turnover (GJ / INR Crs) (Total energy consumed / Revenue from operations)	8.04	8.16
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (GJ / Million USD) (Total energy consumed / Revenue from operations adjusted for PPP)	16.10**	16.86*
Energy intensity in terms of physical output	NA	NA
Energy intensity (optional) – the relevant metric may be selected by the entity	NA	NA

*The revenue from operations has been adjusted for PPP based on the latest PPP conversion factor published by the IMF for India which was 20.66 for the year ended March 31, 2025.

**The revenue from operations has been adjusted for PPP based on the latest PPP conversion factor published by the IMF for India which was 20.34 for the year ended March 31, 2026.

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, TUV India 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.

Not applicable to the Company as it does not fall under the PAT scheme of the Government of India.

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

A] Total Water Withdrawal (Crompton):

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kiloliter's)		
(i) Surface water	NA	NA
(ii) Groundwater	28,677.05	34,915.16
(iii) Third party water	55,318.58	49,211.34
(iv) Seawater / desalinated water	NA	NA
(v) Others	0	0
Total volume of water withdrawal (in kiloliter's) (i + ii + iii + iv + v)	**83,995.63**	**84,126.5**
Total volume of water consumption (in kiloliter's)	**83,360.03**	**81,400.7**
Water intensity per rupee of turnover (KL/INR Crs) (Total water consumption / Revenue from operations)	11.59	11.58
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (KL / Million USD) (Total water consumption / Revenue from operations adjusted for PPP)	23.02**	23.93*
Water intensity in terms of physical output	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	NA	NA

B] Total Water Withdrawal (Butterfly - Crompton Subsidiary):

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kiloliter's)		
(i) Surface water	NA	NA
(ii) Groundwater	55,040.42	55,593.23
(iii) Third party water	3,179.96	3,149.20
(iv) Seawater / desalinated water	NA	NA
(v) Others	NA	NA
Total volume of water withdrawal (in kiloliter's) (i + ii + iii + iv + v)	**58,220.38**	**58,742.43**
Total volume of water consumption (in kiloliter's)	**58,220.38**	**58,742.43**
Water intensity per rupee of turnover (KL/INR Crs) (Total water consumption / Revenue from operations)	61.73	67.95
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (KL / Million USD) (Total water consumption / Revenue from operations adjusted for PPP)	126.68**	140.38*
Water intensity in terms of physical output	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	**NA**	**NA**

C] Total Water Withdrawal (Crompton + Butterfly):

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kiloliter's)		
(i) Surface water	NA	NA
(ii) Groundwater	83,717.47	90,508.39
(iii) Third party water	58,498.54	52,360.55
(iv) Seawater / desalinated water	NA	NA
(v) Others	NA	NA
Total volume of water withdrawal (in kiloliter's) (i + ii + iii + iv + v)	**1,42,216.01**	**1,42,868.94**
Total volume of water consumption (in kiloliter's)	**1,41,530.71**	**1,40,143.14**
Water intensity per rupee of turnover (KL/INR Crs) (Total water consumption / Revenue from operations)	8.04	8.16
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (KL / Million USD) (Total water consumption / Revenue from operations adjusted for PPP)	16.10**	16.86*
Water intensity in terms of physical output	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	NA	NA

*The revenue from operations has been adjusted for PPP based on the latest PPP conversion factor published by the IMF for India which was 20.66 for the year ended March 31, 2025.

**The revenue from operations has been adjusted for PPP based on the latest PPP conversion factor published by the IMF for India which was 20.34 for the year ended March 31, 2026.

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, TUV India Private Limited**

4. Provide the following details related to water discharged:

A] Total Water Discharged (Crompton):

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(ii) To Groundwater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iii) To Seawater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iv) Sent to third-parties		
- No treatment	685.30 KL to CETP	2725.80 KL to CETP
- With treatment – please specify level of treatment	NA	NA
(v) Others		
- No treatment	NA	NA
- With treatment – please specify level of treatment	31,635.03 KL (To Gardening & Toilet Flush)	26854.14 KL (To Gardening & Toilet Flush)
Total water discharged (in kiloliter's)	**32,320.33**	**29,579.94**

B] Total Water Discharged (Butterfly, Crompton subsidiary):

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kiloliter's)		
(i) To Surface water		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(ii) To Groundwater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iii) To Seawater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iv) Sent to third-parties		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(v) Others		
- No treatment	NA	NA
- With treatment – please specify level of treatment	24,116.17 KL (To Gardening & Toilet Flush)	22,638.36 KL (To Gardening & Toilet Flush)
Total water discharged (in kiloliter's)	**24,116.17**	**22,638.36**

C] Total Water Discharged (Crompton + Butterfly):

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kiloliter's)		
(i) To Surface water		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(ii) To Groundwater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iii) To Seawater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iv) Sent to third-parties		
- No treatment	685.30 KL to CETP	2,725.80 KL to CETP
- With treatment – please specify level of treatment	NA	NA
(v) Others		
- No treatment	NA	NA
- With treatment – please specify level of treatment	55,751.20 KL (To Gardening & Toilet Flush)	49,492.50 KL (To Gardening & Toilet Flush)
Total water discharged (in kiloliter's)	**56,436.50**	**52,218.30**

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, TUV India Private Limited**

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

At present, the Company does not have a zero-liquid discharge mechanism. However, all its facilities use 100% of the treated water from STP and ETP within the premises for horticulture and toilet use. The Company follows all the necessary applicable guidelines and directions on maintaining the standards of STP and ETP, as required by CPCB and SPCBs. Company is also working on reduction of water consumption at the facility by using the waterless urinal, identification of water leakage etc.

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

A] Total air emissions for Crompton (other than GHG emissions):

Parameter	Please specify unit	FY 2025-26	FY 2024-25
NOx	KG	10.83	7.70
Sox	KG	23.68	49.32
Particulate matter (PM)	KG	5.28	15.32
Persistent organic pollutants (POP)		NA	NA
Volatile organic compounds (VOC)		NA	NA
Hazardous air pollutants (HAP)		NA	NA
Others – please specify		NA	NA

B] Total air emissions for Butterfly, Crompton subsidiary (other than GHG emissions):

Parameter	Please specify unit	FY 2025-26	FY 2024-25
NOx	KG	333.96	132.21
Sox	KG	0.42	21.06
Particulate matter (PM)	KG	20.00	53.31
Persistent organic pollutants (POP)		NA	NA
Volatile organic compounds (VOC)		NA	NA
Hazardous air pollutants (HAP)		NA	NA
Others – please specify		NA	NA

C] Total air emissions for Crompton + Butterfly (other than GHG emissions):

Parameter	Please specify unit	FY 2025-26	FY 2024-25
NOx	KG	344.79	139.91
Sox	KG	24.10	70.38
Particulate matter (PM)	KG	25.28	68.63
Persistent organic pollutants (POP)		NA	NA
Volatile organic compounds (VOC)		NA	NA
Hazardous air pollutants (HAP)		NA	NA
Others – please specify		NA	NA

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, TUV India Private Limited**

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

A] Total greenhouse gas emissions for Crompton (Scope 1 and Scope 2 emissions):

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	755.46	767.69
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	6,209.72	6,595.17
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tonnes of CO_2 equivalent/ Crore INR	0.97	1.05
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)		2.08**	2.16*
Total Scope 1 and Scope 2 emission intensity in terms of physical output	Metric tonnes of CO_2 equivalent/ product	NA	NA
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	NA	NA	NA

B] Total greenhouse gas emissions for Butterfly, Crompton subsidiary (Scope 1 and Scope 2 emissions):

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	453.01	370.57
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	2,134.36	4,721.71
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tonnes of CO_2 equivalent/ Crore INR	2.74	5.89
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)		10.98**	12.17*
Total Scope 1 and Scope 2 emission intensity in terms of physical output	Metric tonnes of CO_2 equivalent/ product	NA	NA
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	NA	NA	NA

C] **Total greenhouse gas emissions for Crompton + Butterfly (Scope 1 and Scope 2 emissions):**

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	1,208.47	1,138.27
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	8,344.08	11,316.88
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tonnes of CO_2 equivalent/ Crore INR	1.17	1.58
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)		3.11**	3.26*
Total Scope 1 and Scope 2 emission intensity in terms of physical output	Metric tonnes of CO_2 equivalent/ product	-	-
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	NA	NA	NA

*The revenue from operations has been adjusted for PPP based on the latest PPP conversion factor published by the IMF for India which was 20.66 for the year ended March 31, 2025.

**The revenue from operations has been adjusted for PPP based on the latest PPP conversion factor published by the IMF for India which was 20.34 for the year ended March 31, 2026.

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, TUV India Private Limited**

Note:

Emission Factor Reference:

1) CO2 Baseline Database for the Indian Power Sector Version 21.0 November 2025

2) DEFRA -UK Government GHG Conversion Factors for Company Reporting (2025)

8. Does the entity have any project related to reducing Green House Gas emission? If yes, then provide details.

- 2.3MWp Solar Power System (Open Access Solar) Implemented at Butterfly- Pudupakkam Plant (Crompton subsidiary) System Functional from June 2025.
- 250 KVA Rooftop Solar System Implemented at Ahilyanagar Manufacturing Facility in FY-26, Will Contribute Average. 75% Energy Demand from Renewable, GHG Emission Reduction Realization Expected in FY-27.

9. Provide details related to waste management by the entity, in the following format:

A] **Waste Management Details for Crompton:**

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste **(A)**	148.33	111.43
E-waste **(B)**	56.15	18.99
Bio-medical waste **(C)**	0.01	0.0171
Construction and demolition waste **(D)**	0	0
Battery waste **(E)**	1.29	0
Radioactive waste **(F)**	NA	NA
Other Hazardous waste. Please specify, if any. **(G)**	316.14	262.213
Other Non-hazardous waste generated **(H)**. Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	2,174.14	1,553.11
Total (A+B + C + D + E + F + G + H)	**2,696.06**	**1,945.75**
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	0.37	0.28
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	0.55**	0.57*
Waste intensity in terms of physical output	NA	NA
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		
(i) Recycled	2,380.69	1,683.53
(ii) Re-used	NA	NA
(iii) Other recovery operations	NA	NA
Total	**2,380.69**	**1,683.53**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	0.01	0.0171
(ii) Landfilling	NA	NA
(iii) Other disposal operations	326.91***	245.54***
Total	**326.92**	**245.56**

B] **Waste Management Details for Butterfly, Crompton subsidiary:**

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste **(A)**	368.42	316.92
E-waste **(B)**	2.25	2.58
Bio-medical waste **(C)**	0	0.02
Construction and demolition waste **(D)**	0	0
Battery waste **(E)**	0	0
Radioactive waste **(F)**	NA	NA
Other Hazardous waste. Please specify, if any. **(G)**	161.3	104.78

Parameter	FY 2025-26	FY 2024-25
Other Non-hazardous waste generated **(H)**. Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	1,781.09	1,542.13
Total (A+B + C + D + E + F + G + H)	**2,313.06**	**1,966.43**
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	2.45	4.24
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	4.24**	4.70*
Waste intensity in terms of physical output	NA	NA
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		
(i) Recycled	2,139.32	1,848.98
(ii) Re-used	12.44	12.65
(iii) Other recovery operations	NA	NA
Total	**2,151.76**	**1,861.63**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	0	0.02
(ii) Landfilling	NA	NA
(iii) Other disposal operations	151.26***	131.77***
Total	**151.26**	**131.79**

C] Waste Management Details for Crompton + Butterfly:

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste **(A)**	516.75	428.34
E-waste **(B)**	58.4	21.57
Bio-medical waste **(C)**	0.01	0.03
Construction and demolition waste **(D)**	0	0
Battery waste **(E)**	1.29	0
Radioactive waste **(F)**	NA	NA
Other Hazardous waste. Please specify, if any. **(G)**	477.45	367
Other Non-hazardous waste generated **(H)**. Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	3,955.23	3,095.24
Total (A+B + C + D + E + F + G + H)	**5,009.12**	**3,912.18**
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	4.70	0.50
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	0.98**	1.02*
Waste intensity in terms of physical output	NA	NA
Waste intensity (optional) – the relevant metric may be selected by the entity	NA	NA

Parameter	FY 2025-26	FY 2024-25
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	4,520.01	3,532.5
(ii) Re-used	12.44	12.65
(iii) Other recovery operations	NA	NA
Total	**4,532.45**	**3,545.15**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	0.01	0.03
(ii) Landfilling	NA	NA
(iii) Other disposal operations	478.17***	377.3***
Total	**478.18**	**377.33**

*The revenue from operations has been adjusted for PPP based on the latest PPP conversion factor published by the IMF for India which was 20.66 for the year ended March 31, 2025.

**The revenue from operations has been adjusted for PPP based on the latest PPP conversion factor published by the IMF for India which was 20.34 for the year ended March 31, 2026.

***Other disposal operation: Disposal through secondary disposal operations /other co-processing.

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, TUV India Private Limited**

"Crompton" to be referred as Crompton Greaves Consumer Electricals Limited.

"Butterfly" to be referred as Butterfly Gandhimathi Appliances Limited.

Considering Operational Control Approach. Butterfly Gandhimathi Appliances Limited. Environmental Performance (Energy, Water, Waste, GHG Emission & Air Emission) accounted & reported.

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 wastes.

Company remains firmly committed to strengthening resource efficiency, advancing sustainable packaging solutions, and enhancing waste recycling practices. It has undertaken several structured and strategically planned initiatives to improve its waste management framework. Company maintains robust mechanisms to monitor and control the use of hazardous substances. Responsible resource stewardship is regarded as a key strategic priority, as it supports environmental protection, drives cost efficiencies, and ensures sustained consumer trust and acceptance.

The Company's operational units are responsible for ensuring that all hazardous materials are delivered to a State Pollution Control Board-approved authorised disposal operator. The Company ensures responsible waste management practices involving 100% recycling of plastic waste as per EPR PWM. The disposal of e-waste is overseen by a licensed recycler who has been approved by the CPCB and awarded green certificates for the same. Moreover, the waste generated within the plant gets segregated at the source through colour-coded waste collection bins, awareness on waste management, disposal according to the law of the land, etc.

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: No, the Company does not have any offices or plants located around ecologically sensitive areas.

S. No.	Location of operations/ offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
No, The Company does not have any offices or plants located around ecologically sensitive areas.			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year: Not Applicable

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
Not Applicable					

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non- compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
Yes, The Company complies with all the applicable environmental laws. No material fines were paid in F.Y. 2025-26.				

Leadership Indicators

1. Water withdrawal, consumption, and discharge in areas of water stress (in kiloliter's):

For each facility / plant located in areas of water stress, provide the following information:

(i) Name of the area : NA

(ii) Nature of operations : NA

(iii) Water withdrawal, consumption, and discharge in the following format:

A] Waste Management Details in areas of water stress for Crompton:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kiloliter's)		
(i) Surface water	NA	NA
(ii) Groundwater	NA	NA
(iii) Third party water	NA	NA
(iv) Seawater / desalinated water	NA	NA
(v) Others	NA	NA
Total volume of water withdrawal (in kiloliter's)	**NA**	**NA**
Total volume of water consumption (in kiloliter's)	**NA**	**NA**
Water intensity per rupee of turnover (Water consumed / turnover)	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	NA	NA
Water discharge by destination and level of treatment (in kiloliter's)		
(i) Into Surface water		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(ii) Into Groundwater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iii) Into Seawater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iv) Sent to third-parties		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(v) Others		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
Total water discharged (in kiloliter's)	NA	NA

B] Waste Management Details in areas of water stress for Butterfly, Crompton subsidiary:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kiloliter's)		
(i) Surface water	NA	NA
(ii) Groundwater	NA	NA
(iii) Third party water	NA	NA
(iv) Seawater / desalinated water	NA	NA
(v) Others	NA	NA
Total volume of water withdrawal (in kiloliter's)	**NA**	**NA**
Total volume of water consumption (in kiloliter's)	**NA**	**NA**
Water intensity per rupee of turnover (Water consumed / turnover)	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	NA	NA
Water discharge by destination and level of treatment (in kiloliter's)		
(i) Into Surface water		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(ii) Into Groundwater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iii) Into Seawater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iv) Sent to third-parties		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(v) Others		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
Total water discharged (in kiloliter's)	**NA**	**NA**

C] Waste Management Details in areas of water stress for Crompton + Butterfly:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kiloliter's)		
(i) Surface water	NA	NA
(ii) Groundwater	NA	NA
(iii) Third party water	NA	NA
(iv) Seawater / desalinated water	NA	NA
(v) Others	NA	NA
Total volume of water withdrawal (in kiloliter's)	**NA**	**NA**
Total volume of water consumption (in kiloliter's)	**NA**	**NA**
Water intensity per rupee of turnover (Water consumed / turnover)	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	NA	NA
Water discharge by destination and level of treatment (in kiloliter's)		
(i) Into Surface water		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(ii) Into Groundwater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iii) Into Seawater		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(iv) Sent to third-parties		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
(v) Others		
- No treatment	NA	NA
- With treatment – please specify level of treatment	NA	NA
Total water discharged (in kiloliter's)	**NA**	**NA**

2. Please provide details of total Scope 3 emissions & its intensity, in the following format

A] Total Scope-3 Emission for Crompton:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	-	-
Total Scope 3 emissions per rupee of turnover		-	-
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

B] Total Scope-3 Emission for Butterfly, Crompton subsidiary:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	-	-
Total Scope 3 emissions per rupee of turnover		-	-
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

C] Total Scope-3 Emission for Crompton + Butterfly:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	-	-
Total Scope 3 emissions per rupee of turnover		-	-
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

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

3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

- Not Applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
	-	-	-

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

The Disaster Management Plan includes description of the institutional arrangements and discussions on various aspects of disaster management such as prevention, mitigation, preparedness, mainstreaming, capacity development and response. The company and all its manufacturing units have established a comprehensive set of actions and recommendations aimed at disaster risk reduction and ensuring effective response. Onsite & offsite emergency plan discloses any significant adverse impact to the environment, arising from the entity and mitigation or adaptation measures have been taken into consideration.

The Company and all its manufacturing sites are well equipped with on-site emergency plan which deals with measures to prevent and control emergencies within the factory and not affecting outside public or environment. As per applicability of manufacturing site the off-site emergency plan is made available which deals with measures to prevent and control emergencies affecting public and the environment outside the premises. Disaster recovery mechanisms are in place for critical business systems and periodic Evacuation and Fire Drills are carried out to simulate such events and ensure that processes and systems work as desired.

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

There is no significant adverse impact on the environment arising from the value chain of the entity.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

The Company has started ESG assessments for value chain partners under QA VPQ audits.

8. How many Green Credits have been generated or procured.

i. By the listed entity - **NIL**

ii. By the top ten (in terms of value of purchases and sales, respectively) value chain partners- **NIL**

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. Number of affiliations with trade and industry chambers/associations.

The Company is well represented in several business and industry chambers and associations. The Company is affiliated with 12 (Twelve) trade and industry chambers and associations

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

S. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/ associations (State/National)
1.	Consumer Electronics and Appliances Manufacturers Association	National
2.	Indian Pumps manufacturers association (IPMA)	National
3.	Bureau of Indian Standards (BIS)	National
4.	Bureau of Energy Efficiency (BEE)	National
5.	Confederation of Indian Industry (CII)	National
6.	Federation of Indian Chambers of Commerce & Industry (FICCI)	National
7.	The Advertising Standards Council of India	National
8.	Indian Society of Advertisers	National
9.	Indian Society of Lighting Engineers	National
10.	Electric lamps and components manufacturers of India (ELCOMA)	National
11.	Indian Fan Manufacturers Association (IFMA)	National
12.	Alliance for on Energy Efficient Economy (AEEE)	National

2. Provide details of corrective action taken or underway on any issues related to anticompetitive conduct by the entity, based on adverse orders from regulatory authorities.

Name of authority	Brief of the case	Corrective action taken
For the Financial Year under review, the Company has not received any adverse order from regulatory bodies; hence, no corrective actions were required.		

Leadership Indicators

1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of Review by Board (Annually/Half yearly/Quarterly/ Others – please specify)	Web-link, if available
The Company proactively engages with various stakeholders including industry chambers, associations, government and regulatory bodies like BIS, BEE etc. and provides its inputs on various areas such as IS standards for Pumps.					

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 details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No)	Relevant Web-link
NA					

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by 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 ₹)
NA						

3. Describe the mechanisms to receive and redress grievances of the community.

The Company engages with local communities to understand and address their concerns through targeted CSR programmes and initiatives. It maintains ongoing dialogue with communities near its operational sites to support sustainable development.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/small producers	20.00	21.49
Directly from within India	99.30	99.28

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent/on contract basis) in the following locations, as % of total wage cost*

Location	FY 2025-26	FY 2024-25
Rural	NA	NA
Semi-urban	22.68	37.76
Urban	NA	NA
Metropolitan	77.32	62.24

(Place to be categorized as per RBI Classification System – rural/semi-urban/urban/metropolitan)

*Only permanent employees are considered.

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
NA	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

S. No.	State	Aspirational District	Amount spent (In ₹)
1	Rajasthan	Sirohi	69,50,532

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized/vulnerable groups? (Yes/No) **No**

(b) From which marginalized/vulnerable groups do you procure? **NA**

(c) What percentage of total procurement (by value) does it constitute? **NA**

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

S. No.	Intellectual Property based on traditional knowledge	Owned/Acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating benefit share
NA				

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the Case	Corrective action taken
NA		

6. Details of beneficiaries of CSR Projects:

Focus Area	Number of persons benefitted from CSR projects	% of beneficiaries from vulnerable and marginalized groups
Water conservation	68,667	100
Skill and Entrepreneurship Development	6,638	100
Community Care	1,301	100
Total	**76,606**	

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.

Consumers are of utmost importance to the Company. The Company has established multiple channels for receiving and responding to customer complaints. The Company is using a customer relationship management system to ensure that all feedback is captured and assigned to the appropriate service associates for resolution. WhatsApp bots and the company website provide 24/7 access for registering service requests, while the technician mobile application accelerates and tracks complaint resolution. Additionally, a toll-free number is provided on the website and also on the product labels. The details are available on the Company's website under Customer Care tab which can be accessed at https://www.crompton.co.in/pages/customer-care

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	NA
Safe and responsible usage	NA
Recycling and/or safe disposal	Plastic waste is 100% collected against CPCB targets.

3. Number of consumer complaints in respect of the following:

	FY 2025-26		Remarks	FY 2024-25		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	NIL	NIL	NA	NIL	NIL	NA
Advertising	NIL	NIL		NIL	NIL	
Cyber-security	NIL	NIL		NIL	NIL	
Delivery of essential services	NIL	NIL		NIL	NIL	
Restrictive Trade Practices	NIL	NIL		NIL	NIL	
Unfair Trade Practices	NIL	NIL		NIL	NIL	
Other*	34,73,251	22,714		33,23,954	6,716	

*The new CRM platform was launched in mid-March 2025, which temporarily impacted the daily inflow of call registrations. Additionally, March 2026 witnessed a 51% increase in average daily call registrations compared to the previous period. This surge in call inflow has led to a corresponding increase in the number of open calls.

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	NA	NA
Forced recalls	NA	NA

There were no product recalls because of safety issues. The Company has a well-defined system of registering the complaints through toll-free number & online portal for logging complaints for all Crompton products. The Complaints are escalated to Authorised service centers and resolved within the time bound period depending on nature of complaint.

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.

Yes, the Company has a privacy policy in place that offers various security strategies to ensure the data security of users and devices.

The policy is present on the Company's website and can be accessed using this link: https://www.crompton.co.in/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: **NIL**

b. Percentage of data breaches involving personally identifiable information of customers: **NIL**

c. Impact, if any, of the data breaches: **NIL**

Leadership Indicators

1. Channels/platforms where information on products and services of the entity can be accessed (provide web-link, if available).

Company website **YouTube**

Social media handles

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

This information is provided in the Instructions/Installation Manual which is supplied with all products. Installation manual given along with the product covers SOP to install & safely operate the product. Updating the information on the Product Communication in the form of User Manual, Catalogue etc., Official website, Marketing Communication, Sales Training, Customer Education through Installation services personnel etc.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

There is a mechanism in place to release market circular to inform channel partners about Launch of New Products, Discontinuation of old Stock Keeping Units, Change in Authorised Listing Price etc.

2. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)

Yes, the Company ensures that the information required to be displayed in the product is mentioned on its labels or manuals.

All the Company's products that need installation are sold with instruction manuals that contain detailed explanations on the safe installation and use of the products. It contains dos and don'ts to ensure the best usage. The Company also suggests optimum product ratings to be used in the case of fixtures that are sold without light sources. Also, mandatory information and information related to product usage are provided on the Company's website and through various documents (like catalogues, brochures, etc.). In B2B, due to the nature of working, which depends on the projects, the products display information required as per BIS and the Legal Metrology Act.

The mandated product information is displayed on rating plate fixed on product. The instructions about how to operate the product safely are mentioned on the product.

The additional information/safety instructions mentioned on the product is as below:

1. Direction of rotation of motor.
2. Do not run the pump unless filled with water.
3. Pour clean & dust free water through water filling plug.
4. Check for 1mm lift after coupling the pump set.
5. Fitted with Thermal overload protector.
6. Run the pump for 30sec minimum daily.
7. Do not install the pump without strainer.
8. Do not use float ball cock valve in delivery pipe.

The Company carries out the consumer immersion programs to understand the pain points of consumer & what improvement needs to be made in product which will add value to consumer.

To the Members of

Crompton Greaves Consumer Electricals Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying Standalone Financial Statements of Crompton Greaves Consumer Electricals Limited ("the Company"), which comprise the Balance Sheet as at March 31, 2026, and the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, and notes to the Standalone Financial Statements, including material accounting policy information and other explanatory information (hereinafter referred to as the "Standalone Financial Statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Standalone Financial Statements give the information required by the Companies Act, 2013 ("the Act') in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with Companies (Indian Accounting Standards) Rules, 2015, as amended ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, and its loss (including other comprehensive income), changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit of the Standalone Financial Statements in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the Standalone Financial Statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Standalone Financial Statements of the current period. These matters were addressed in the context of our audit of the Standalone Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No.	Key Audit Matters	How the Key Audit Matters were addressed in our audit
1.	**Impairment of investments in Butterfly Gandhimathi Appliances Ltd. and associated trademarks** (Refer Notes 2E and 3A to the Standalone Financial Statements) During the year, as part of the annual impairment testing over the carrying value of investment in subsidiary Butterfly Gandhimathi Appliances Ltd ("BGMAL") and associated trademark balances, management identified certain internal and external indicators. Consequently, basis an independent valuation exercise, an impairment loss aggregating to ₹ 716.04 crores was recognised by management. The impairment charge encompasses an impairment of the carrying value of investment in BGMAL amounting to ₹ 683.13 crores and further an impairment of the associated trademarks amounting to ₹ 32.91 crores. An impairment exercise involves a comparison of the expected recoverable values with the underlying carrying values of the assets. In accordance with Ind AS 36, recoverable amount of investment was based on value in use (ViU) determined based on a discounted cash flows with exit multiple. Determination of ViU involves significant estimates, assumptions and judgements as regards reasonableness of assumptions involved in developing projections of entity's financial performance, exit multiples, and discount rates to be considered. Considering the complexity of a valuation exercise which involves uncertainties with respect to forecasting future cash flows and significant judgements over key assumptions, we considered this to be a significant risk requiring auditor judgement and specialist involvement, and hence a key audit matter.	Our audit procedures with respect to this matter included, but were not limited to, the following: a) Obtained an understanding of the Company's policies and procedures in respect of identification of impairment indicators, performing the impairment testing and recording and disclosing impairment charge along with key controls over this area. b) Evaluated the design, implementation and operating effectiveness of internal controls over the Company's review of the impairment testing exercise. c) Assessed reasonableness of management's forecasting accuracy by comparing the estimated revenue and margin projections, with the actuals achieved. d) Assessed the competence, capability, independence and objectivity of valuation expert engaged by management. e) Involved our valuation experts to assist in examining and challenging the reasonableness of the Company's valuation model and reviewing the underlying basis for key assumptions, including exit multiplier and discount rate. f) Performed sensitivity analysis of changes to key assumptions and its impact on the recoverable amount. g) Verified the future operating cash flow forecasts with the business plan and budgets approved by the Board and tested the mathematical accuracy of management's calculations. h) Assessed the adequacy and appropriateness of the disclosures made in the Standalone Financial Statements.
2.	**Impairment of goodwill recognised on account of demerger of the Consumer Business from Crompton Greaves Limited (now CG Power and Industrial Solutions Limited) and Crompton Greaves Consumer Electricals Limited in FY 2015** (Refer Notes 2D and 34 to the Standalone Financial Statements) The goodwill balance as of March 31, 2026 of ₹ 779.41 crores pertains to demerger of the Consumer Business from Crompton Greaves Limited (now CG Power and Industrial Solutions Limited) and Crompton Greaves Consumer Electricals Limited in FY 2015.	Our audit procedures with respect to this matter included, but were not limited to, the following: a) Obtained an understanding of the process of impairment assessment and evaluated the design, implementation and operating effectiveness of internal controls over the accounting and impairment for goodwill arising out of business reconstruction transaction. b) Assessed reasonableness of the future revenue and margin projections and the historical accuracy of the estimates. c) Involved our valuation experts to assist in examining and challenging the reasonableness of the Company's valuation model and reviewing the underlying basis for key assumptions, including terminal growth rates and discount rates.

Sr. No.	Key Audit Matters	How the Key Audit Matters were addressed in our audit
	Carrying value of goodwill is material as at March 31, 2026 and inherent uncertainty is involved in forecasting and discounting future cash flows, determination of discount and terminal growth rates for computing the value and the assessment of its recoverability. This audit area is considered a key audit matter. The Company has carried out an impairment assessment using the value-in-use (ViU) calculations which is based on Discounted Cash Flow with Exit Multiple Method. Determination of ViU involves significant estimates, assumptions and judgements as regards reasonableness of assumptions involved in developing projections of entity's financial performance, exit multiples, and discount rates to be considered.	d) Evaluated the competence of management's experts who assisted in the valuation. e) Performed sensitivity analysis and evaluated whether any reasonably possible changes in assumptions could lead to impairment. f) Compared the reasonableness of future operating cash flow forecasts with the business plan and budgets approved by the Board and tested the mathematical accuracy of management's calculations. g) Assessed the adequacy and appropriateness of the disclosures made in the Standalone Financial Statements.
3.	**Provision for warranties** (Refer Note 13 to Standalone Financial Statements) The Company's business involves the sale of products under warranty. The Company also has back-to-back contractual arrangements with its vendors for reimbursement of costs relating to products supplied by the vendors. Warranty provisions, which are inherently judgmental in nature, are provided by the Company to record an appropriate estimate of the costs of repairing and replacing products and spares within the warranty period. The Company estimates and provides for liability for product warranties in the year in which the products are sold. Further, the timing of outflows will vary based on the actual warranty claims made during the warranty period in the future. The above estimations of warranty provision require significant judgement considering the nature and timing of the cash outflows. Also, there is estimation uncertainty as regards to the timing and the amount of the actual warranty claims that may devolve over the warranty period. Accordingly, provision for warranties has been determined by us to be a key audit matter.	Our audit procedures with respect to this matter included, but were not limited to, the following: a) Obtained an understanding of the warranty claims process and evaluated the design, implementation and operating effectiveness of internal controls over the provision for warranties. b) Reviewed the historical data of warranty costs incurred in regard to the product sales, the trend of claims over the warranty period and the comparison between provisions previously recognised and actual expenses. Also reviewed the historical data of recoveries from vendors against warranty claims and defective returns. c) Reviewed reconciliations of sales made during the year with sales register to determine completeness on which warranty obligation is determined. d) Performed enquiry procedures and reviewed relevant documents in evaluating the accuracy of historical information prepared by the management (including cost of repairs and returns). e) Reviewed the recognition and appropriateness of provisions by verifying the computation of defect rates, vendors recovery and mathematical accuracy of management calculations and obtaining management statements, evidence and supporting documents. f) Assessed the adequacy and appropriateness of the relevant disclosures made in the Standalone Financial Statements.

Information Other than the Standalone Financial Statements and Auditor's Report Thereon

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis and Director's report, but does not include the Standalone Financial Statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report.

Our opinion on the Standalone Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Standalone Financial Statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the Standalone Financial Statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Standalone Financial statements that give a true and fair view of the financial position, financial performance, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards specified under section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Standalone Financial Statement that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the Standalone Financial Statements, the Management and Board of Directors of the Company are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Management and Board of Directors are also responsible for overseeing the Company's financial reporting process.

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

Our objectives are to obtain reasonable assurance about whether the Standalone Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Standalone Financial Statements.

We give in "Annexure A" a detailed description of Auditor's responsibilities for Audit of the Standalone Financial Statements.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, we give in "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2. As required by Section 143(3) of the Act, we report that:

   (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid Standalone Financial Statements.

   (b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid Standalone Financial Statements have been kept by the Company so far as it appears from our examination of those books.

   (c) The Balance Sheet, the Statement of Profit and Loss (including other comprehensive income), the Statement of Changes in Equity and the Statement of Cash Flows dealt with by this Report are in agreement with the books of account maintained for the purpose of preparation of the Standalone Financial Statements.

(d) In our opinion, the aforesaid Standalone Financial Statements comply with the Ind AS specified under Section 133 of the Act.

(e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors are disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.

(f) With respect to the adequacy of the internal financial controls with reference to Standalone Financial Statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure C".

(g) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

i. The Company has disclosed the impact of pending litigations on its financial position in its Standalone Financial Statements – Refer Note 27 to the Standalone Financial Statements.

ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

iii. There has been no delay in transferring amounts, to the Investor Education and Protection Fund by the Company during the year ended March 31, 2026.

iv. a. To the best of our knowledge and belief, as disclosed in the note 45 to the Standalone Financial Statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

b. To the best of our knowledge and belief, as disclosed in the note 45 to the Standalone Financial Statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

c. Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e) contain any material mis-statement.

v. The final dividend paid by the Company during the year in respect of the same declared for the previous year is in accordance with section 123 of the Companies Act 2013 to the extent it applies to payment of dividend.

The Board of Directors of the Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend. (Refer Note 10(h) to the Standalone Financial Statements)

vi. Based on our examination, which included test checks, the Company has used certain accounting softwares for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with. Additionally, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

3. In our opinion, according to information, explanations given to us, the remuneration paid or provided by the Company to its directors is within the limits laid prescribed under Section 197 read with Schedule V of the Act.

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
ICAI Firm Registration No.: 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No.: 118247
UDIN: 26118247WFIIHA3301

Place: Mumbai
Date: May 13, 2026

Annexure A

To the Independent Auditor's Report of even date on the Standalone Financial Statements of Crompton Greaves Consumer Electricals Limited

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

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Standalone Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to Standalone Financial Statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management and Board of Directors.
- Conclude on the appropriateness of Management and Board of Director's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Standalone Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Standalone Financial Statements, including the disclosures, and whether the Standalone Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Standalone Financial Statements of current period and are therefore, the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
ICAI Firm Registration No.: 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No.: 118247
UDIN: 26118247WFIIHA3301

Place: Mumbai
Date: May 13, 2026

Annexure B

to Independent Auditor's Report of even date on the Standalone Financial Statements of Crompton Greaves Consumer Electricals for the year ended March 31, 2026

[Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' in the Independent Auditor's Report]

i. (a) A. The Company has maintained proper records showing full particulars including quantitative details and situation of property, plant and equipment and relevant details of right of use assets.

B. The Company has maintained proper records showing full particulars of intangible assets.

(b) Property, plant and equipment and right of use assets were physically verified by the management according to a phased programme designed to cover all items over a period of 3 years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. Pursuant to the programme, a portion of property, plant and equipment and right of use assets have been physically verified by Management during the year. No material discrepancies were noticed on such verification.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) as disclosed in the Standalone Financial Statements, are held in the name of the Company.

(d) According to the information and explanations given to us, the Company has not revalued its property, plant and equipment including right of use assets and intangible assets during the year. Accordingly, the provisions stated under clause 3(i)(d) of the Order are not applicable to the Company.

(e) According to the information and explanations given to us, no proceeding has been initiated or pending against the Company for holding benami property under the Benami Transactions (Prohibition) Act, 1988, as amended and rules made thereunder. Accordingly, the provisions stated under clause 3(i)(e) of the Order are not applicable to the Company.

ii. (a) The inventory (excluding stocks with third parties) has been physically verified by the management during the year. In respect of inventory lying with third parties, these have substantially been confirmed by them. No discrepancies were noticed for each class of inventory, in respect of such confirmations. In our opinion, the frequency, coverage and procedure of such verification is reasonable. The discrepancies noticed on physical verification of inventory as compared to book records were not 10% or more in aggregate for each class of inventory.

(b) During any point of time of the year, the Company has been sanctioned working capital limits in excess of ₹ 5 crores, in aggregate from Banks, on the basis of security of current assets. Based on the records examined by us in the normal course of audit of the Standalone Financial Statements, quarterly returns/statements filed with such Banks/ financial institutions are in agreement with the books of accounts of the Company.

iii. According to the information and explanations provided to us, the Company has not made any investments in, or provided any guarantee or security, or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the provisions stated under clause 3(iii) of the Order are not applicable to the Company.

iv. According to the information and explanations given to us, there are no loans, guarantees, and security in respect of which provisions of sections 185 and 186 of the Act is applicable and accordingly, the provisions stated under clause 3(iv) of the Order to that extent are not applicable to the Company. In respect of the investments made by the Company, in our opinion the provisions of Section 185 and 186 of the Act have been complied with.

v. According to the information and explanations given to us, the Company has neither accepted any deposits from the public nor any amounts which are deemed to be deposits, within the meaning of the provisions of Sections 73 to 76 of the Act and the rules framed there under. Accordingly, the requirement to report under clause 3(v) of the Order is not applicable to the Company.

vi. Pursuant to the rules made by the Central Government of India, the Company is required to maintain cost records as specified under Section 148(1) of the Act in respect of its products. We have broadly reviewed the same, and are of the opinion that, prima facie, the prescribed accounts and records have been made and maintained. We have not, however, made a detailed examination of the records with a view to determine whether they are accurate or complete.

vii. (a) According to the information and explanations given to us and the records examined by us, in our opinion, undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, duty of customs, cess and other statutory dues have been regularly deposited by the Company with appropriate authorities in all cases during the year.

There are no undisputed amounts payable in respect of goods and services tax, provident fund, employees' state insurance, income-tax, duty of customs, cess and other material statutory dues in arrears as at March 31, 2026, outstanding for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and the records examined by us, dues relating to income tax, goods and services tax and provident fund etc. which have not been deposited as on March 31, 2026, on account of any dispute, are as follows:

Name of the statute	Nature of dues	Amount Demanded ₹ in crores	Amount Paid under protest ₹ in crores	Period to which the amount relates	Forum where dispute is pending
The Income Tax Act, 1961	Tax	143.87	23.28	FY 2010-11, 11-12, 13-14, 14-15, 15-16, 16-17, 17-18, 19-20, 20-21, 21-22, 22-23, 23-24	Income Tax Appellate Tribunal (Appeals), Commissioner of Income Tax (Appeals)
The Central Excise Act, 1944	Tax, Penalty	1.37	-	FY 2000-01	Deputy Commissioner, Central Excise
The Central Excise Act, 1944	Tax	5.23	-	FY 2016-17 and 2017-18	Commissioner of Central GST
Central Goods and Service Tax Act 2016	Tax, Interest and penalty	68.34	3.08	FY 2017-18, 18-19, 19-20, 20-21, 21-22, 22-23	Commissioner Appeals
Central Goods and Service Tax Act 2016	Tax, Interest and penalty	29.27	1.27	FY 2017-18, 18-19, 19-20	GST Appellate Tribunal
Central Goods and Service Tax Act 2016	Tax, Interest and penalty	0.23	0.15	FY 2018-19, 19-20	Commissioner Appeals
The Customs Act, 1962	Duty and Surcharge	10.13	4.02	FY 2017-18 to 2022-23	Commissioner Appeals
The Central Sales Tax Act, 1956, Local Sales Tax Act, Works Contract Tax, Value Added Tax Acts and Local Body Tax Act	Tax and Penalty	138.39	18.08	FY 1998-99 to 1999-00, 2001-02, 2003-04 to 2017-18	Commissionerate (Appeals)
	Tax	2.47		FY 1996-97, 2000-01, 2002-03 to 05, 2008-09, 2011-12, 2013-14	Tribunal
	Tax	12.45		FY 2013-14, 2014-15, 2015-16	High Court

viii. According to the information and explanations given to us, there are no transaction which are not recorded in the books of account which have been surrendered or disclosed as income during the year in Income-tax Assessment under the Income Tax Act, 1961. Accordingly, the requirement to report as stated under clause 3(viii) of the Order is not applicable to the Company.

ix. (a) In our opinion and according to the information and explanations given to us and the records of the Company examined by us, the Company has not defaulted in repayment of loans or borrowings or in payment of interest thereon to any lender.

(b) According to the information and explanations given to us and on the basis of our audit procedures, we report that the Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(c) In our opinion and according to the information and explanations provided to us, no money was raised by way of term loans. Accordingly, the requirement to report under clause 3(ix)(c) of the Order is not applicable to the Company.

(d) According to the information and explanations provided to us, there are no funds raised during the year. Accordingly, the requirement to report under clause 3(ix)(d) of the Order is not applicable to the Company.

(e) According to the information and explanations given to us and on an overall examination of the Standalone Financial Statements of the Company, we report that the Company has not taken any funds from an any entity or person on account of or to meet the obligations of its subsidiaries.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised any loans during the year. Accordingly, reporting under clause 3(ix)(f) of the order is not applicable to the Company.

x. (a) In our opinion and according to the information and explanations given to us, the Company did not raise any money by way of initial public offer or further public offer (including debt instruments) during the year. Accordingly, the reporting requirement under clause 3(x)(a) of the Order is not applicable to the Company.

(b) According to the information and explanations given to us and based on our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully, partly, or optionally convertible) during the year. Accordingly, the requirements to report under clause 3(x)(b) of the Order is not applicable to the Company.

xi. (a) Based on our examination of the books and records of the Company and according to the information and explanations given to us, we report that no fraud by the Company or no material fraud on the Company has been noticed or reported during the year in the course of our audit.

(b) During the year no report under Section 143(12) of the Act, has been filed by cost auditor/ secretarial auditor or by us in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing, and extent of audit procedures.

xii. The Company is not a Nidhi Company. Accordingly, the provisions stated under clause 3(xii)(a) to (c) of the Order are not applicable to the Company.

xiii. According to the information and explanations given to us and based on our examination of the records of the Company, transactions with the related parties are in compliance with Sections 177 and 188 of the Act, where applicable and details of such transactions have been disclosed in the Standalone Financial Statements as required by the applicable accounting standards.

xiv. (a) In our opinion and based on our examination, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till the date of our audit report, for the period under audit.

xv. According to the information and explanations given to us, and based on our examination of the records of the Company, in our opinion during the year the Company has not entered into any non-cash transactions with its directors or persons connected with its directors and accordingly, the requirement to report on clause 3(xv) of the Order is not applicable to the Company.

xvi. (a) The Company is not required to be registered under Section 45 IA of the Reserve Bank of India Act, 1934 (2 of 1934) and accordingly, the requirements to report under clause 3(xvi)(a) of the Order is not applicable to the Company.

(b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities during the year and accordingly, the provisions stated under clause 3 (xvi)(b) of the Order are not applicable to the Company.

(c) The Company is not a Core investment Company (CIC) as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report under clause 3 (xvi)(c) of the Order is not applicable to the Company.

(d) The Group (as defined in the Core Investment Companies (Reserve Bank) Directions, 2016) does not have any Core Investment Company (as part of its group. Accordingly, the requirement to report under clause 3(xvi)(d) of the Order is not applicable to the Company.

xvii. Based on the overall review of Standalone Financial Statements, the Company has not incurred cash losses in the current financial year and in the immediately preceding financial year. Accordingly, the requirement to report under clause 3(xvii) of the Order is not applicable to the Company.

xviii. There has been no resignation of the statutory auditors during the year. Accordingly, reporting under clause 3(xviii) of the Order is not applicable to the Company.

xix. According to the information and explanations given to us and on the basis of the financial ratios (as disclosed in note 38 to the Standalone Financial Statements), ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the Standalone Financial Statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

xx. According to the information and explanations given to us and based on our verification, the provisions of Section 135 of the Act, are applicable to the Company. The Company has made the required contributions during the year and there are no unspent amounts which are required to be transferred either to a Fund specified in schedule VII of the Companies Act, 2013 the Act or to a Special Account as per the provisions of Section 135 of the Companies Act, 2013 the Act read with schedule VII to the Act. Accordingly, reporting under clause 3(xx)(a) and 3(xx)(b) of the Order is not applicable to the Company.

xxi. The reporting under clause 3(xxi) of the Order is not applicable in respect of audit of Standalone Financial Statements. Accordingly, no comment in respect of the said Clause has been included in the report.

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
ICAI Firm Registration No.: 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No.: 118247
UDIN: 26118247WFIIHA3301

Place: Mumbai
Date: May 13, 2026

Annexure C

To the Independent Auditor's Report of even date on the Standalone Financial Statements of Crompton Greaves Consumer Electricals Limited

[Referred to in paragraph 2(f) under 'Report on Other Legal and Regulatory Requirements' in the Independent Auditor's Report of even date to the Members of Crompton Greaves Consumer Electricals Limited on the Standalone Financial Statements for the year ended March 31, 2026]

Report on the Internal Financial Controls with reference to Standalone Financial Statements under Clause (i) of sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

Opinion

We have audited the internal financial controls with reference to Standalone Financial Statements of Crompton Greaves Consumer Electricals Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the Standalone Financial Statements of the Company for the year ended on that date.

In our opinion, and to the best of our information and according to the explanations given to us, the Company has, in all material respects, an adequate internal financial controls with reference to Standalone Financial Statements and such internal financial controls with reference to Standalone Financial Statements were operating effectively as at March 31, 2026, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India ('ICAI').

Management's and Board of Director's Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to Standalone Financial Statements based on our audit. We conducted our audit in accordance with the Guidance Note issued by the ICAI and the Standards on Auditing prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to Standalone Financial Statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to Standalone Financial Statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to Standalone Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Standalone Financial Statements included obtaining an understanding of internal financial controls with reference to Standalone Financial Statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the Standalone Financial Statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to Standalone Financial Statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial control with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

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

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
ICAI Firm Registration No.: 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No.: 118247
UDIN: 26118247WFIIHA3301

Place: Mumbai
Date: May 13, 2026

Standalone Balance Sheet as at 31st March, 2026

₹ Crore

Particulars	Notes	As at 31-03-2026	As at 31-03-2025
I. ASSETS			
(1) Non-current assets			
(a) Property, plant and equipment	2 A	268.86	257.67
(b) Capital work-in-progress	2 B	6.64	6.30
(c) Right-of-use assets	2 C	172.11	150.92
(d) Goodwill	2 D	779.41	779.41
(e) Other intangible assets	2 E	42.32	81.95
(f) Intangible assets under development	2 F	20.19	16.77
(g) Financial assets			
(i) Investments	3 A	1,245.08	1,928.21
(ii) Trade receivables	7 A	1.08	10.55
(iii) Other financial assets	4 A	10.50	10.34
(h) Deferred tax assets (net)	17 D	73.14	64.24
(i) Non-current tax assets (net)	17 F	8.62	8.62
(j) Other non-current assets	5 A	85.65	86.56
Total non-current assets		**2,713.60**	**3,401.54**
(2) Current assets			
(a) Inventories	6	602.56	771.92
(b) Financial assets			
(i) Investments	3 B	827.43	617.98
(ii) Trade receivables	7 B	1,015.07	614.43
(iii) Cash and cash equivalents	8	140.07	193.80
(iv) Bank balances other than (iii) above	9	29.96	145.04
(v) Other financial assets	4 B	27.14	16.22
(c) Other current assets	5 B	286.28	190.81
Total current assets		**2,928.51**	**2,550.20**
TOTAL ASSETS		**5,642.11**	**5,951.74**

Standalone Balance Sheet as at 31st March, 2026

₹ Crore

Particulars	Notes	As at 31-03-2026	As at 31-03-2025
II. EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	10	128.78	128.76
(b) Other equity	11	3,049.29	3,475.29
Total equity		**3,178.07**	**3,604.05**
Liabilities			
(1) Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	12 A	-	-
(ii) Lease liabilities	30	148.69	132.33
(iii) Trade payables	14 A		
(a) Total outstanding dues of micro enterprises and small enterprises		-	-
(b) Total outstanding dues of creditors other than micro enterprises and small enterprises		20.62	15.94
(b) Provisions	13 A	143.05	176.52
Total non-current liabilities		**312.36**	**324.79**
(2) Current liabilities			
(a) Financial liabilities			
(i) Borrowings	12 B	-	299.81
(ii) Lease liabilities	30	42.83	34.22
(iii) Trade payables	14 B		
(a) Total outstanding dues of micro enterprises and small enterprises		374.69	235.90
(b) Total outstanding dues of creditors other than micro enterprises and small enterprises		1,378.83	1,089.36
(iv) Other financial liabilities	15	44.04	61.25
(b) Other current liabilities	16	155.12	142.81
(c) Provisions	13 B	97.74	112.20
(d) Current tax liabilities (net)	17 F	58.43	47.35
Total current liabilities		**2,151.68**	**2,022.90**
Total liabilities		**2,464.04**	**2,347.69**
TOTAL EQUITY AND LIABILITIES		**5,642.11**	**5,951.74**

The accompanying notes form an integral part of the standalone financial statements

As per our report of even date attached

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
Firm's Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No. 118247

Mumbai
13th May, 2026

For and on behalf of Board of Directors

D. Sundaram
Chairman
DIN: 00016304

Sanjiv Kakkar
Director
DIN: 00591027

Mumbai
13th May, 2026

Promeet Ghosh
Managing Director and
Chief Executive Officer
DIN: 05307658

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

Standalone Statement of Profit and Loss for the year ended 31st March, 2026

₹ crore

Particulars	Notes	2025-26	2024-25
Income			
I. Revenue from operations	18	7,193.23	7,028.29
II. Other income	19	62.36	64.23
III. Total Income (I+II)		**7,255.59**	**7,092.52**
IV. Expenses			
Cost of materials consumed	20	1,107.05	1,187.00
Purchase of stock-in-trade	21	3,722.32	3,644.79
Changes in inventories of finished goods, stock-in-trade and work-in-progress	22	147.19	(69.43)
Employee benefits expense	23	563.96	534.89
Finance costs	24	42.24	55.29
Depreciation and amortisation expense	2 G	102.34	84.21
Other expenses	25	906.57	900.18
Total Expenses (IV)		**6,591.67**	**6,336.93**
V. Profit before exceptional items and tax (III-IV)		**663.92**	**755.59**
Exceptional items	26	754.85	-
VI. Profit/(loss) before tax		**(90.93)**	**755.59**
VII. Tax expenses:	17 A		
Current tax		161.30	201.01
Deferred tax credit		(8.92)	(8.60)
Total Tax expenses (VII)		**152.38**	**192.41**
VIII. Profit/(loss) for the year (VI-VII)		**(243.31)**	**563.18**
IX. Other comprehensive income			
(a) Items that will not be reclassified to profit or loss Remeasurements gain/(loss) on defined benefit plans		0.08	(3.20)
(b) Income tax related to items that will not be reclassified to profit or loss	17 B	(0.02)	1.08
Other comprehensive income for the year (net of tax) (IX)		**0.06**	**(2.12)**
X. Total comprehensive income for the year (VIII + IX)		**(243.25)**	**561.06**
XI. Earnings per equity share (in ₹) of face value of ₹ 2 each	33		
1. Basic		(3.78)	8.75
2. Diluted		(3.78)	8.75

The accompanying notes form an integral part of the standalone financial statements

As per our report of even date attached

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
Firm's Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No. 118247

Mumbai
13th May, 2026

For and on behalf of Board of Directors

D. Sundaram
Chairman
DIN: 00016304

Sanjiv Kakkar
Director
DIN: 00591027

Mumbai
13th May, 2026

Promeet Ghosh
Managing Director and
Chief Executive Officer
DIN: 05307658

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

Standalone Statement of Changes in Equity for the year ended 31st March, 2026

(A) EQUITY SHARE CAPITAL

Particulars	Notes	As at 31-03-2026		As at 31-03-2025	
		No. of Shares	Amount ₹ crore	No. of Shares	Amount ₹ crore
Balance as at the beginning of the reporting year	10	64,38,09,163	128.76	64,31,06,979	128.62
Changes due to prior period errors		-	-	-	-
Restated balance as at the beginning of the reporting year		64,38,09,163	128.76	64,31,06,979	128.62
Changes in equity share capital during the year	10	1,05,712	0.02	7,02,184	0.14
Balance as at the end of the reporting year	10	**64,39,14,875**	**128.78**	**64,38,09,163**	**128.76**

(B) OTHER EQUITY

₹ crore

Particulars	Reserves and Surplus				Other comprehensive income	Total Other Equity
	Capital Reserve	Securities premium	Employee stock options outstanding account	Retained earnings	Remeasurement gain/(loss) on defined benefit plans	
Balance as at 01-04-2024	**0.05**	**361.48**	**74.24**	**2,638.62**	**2.47**	**3,076.86**
Profit for the year	-	-	-	563.18	-	563.18
Dividends paid	-	-	-	(192.97)	-	(192.97)
Securities premium received	-	20.23	-	-	-	20.23
Amount transferred to/(from) Securities premium	-	7.54	(7.54)	-	-	-
Amount transferred to/(from) Retained earnings	-	-	(1.87)	1.87	-	-
Movement in Other comprehensive income for the year	-	-	-	-	(2.12)	(2.12)
Employee compensation expense for the year (Refer Note 23)	-	-	10.11	-	-	10.11
Balance as at 31-03-2025	**0.05**	**389.25**	**74.94**	**3,010.70**	**0.35**	**3,475.29**
Loss for the year	-	-	-	(243.31)	-	(243.31)
Dividends paid	-	-	-	(193.16)	-	(193.16)
Securities premium received	-	2.34	-	-	-	2.34
Amount transferred to/(from) Securities premium	-	1.01	(1.01)	-	-	-
Amount transferred to/(from) Retained earnings	-	-	(8.07)	8.07	-	-
Movement in Other comprehensive income for the year	-	-	-	-	0.06	0.06
Employee compensation expense for the year (Refer Note 23)	-	-	8.07	-	-	8.07
Balance as at 31-03-2026	**0.05**	**392.60**	**73.93**	**2,582.30**	**0.41**	**3,049.29**

The accompanying notes form an integral part of the standalone financial statements

As per our report of even date attached

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
Firm's Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No. 118247

Mumbai
13th May, 2026

For and on behalf of Board of Directors

D. Sundaram
Chairman
DIN: 00016304

Sanjiv Kakkar
Director
DIN: 00591027

Mumbai
13th May, 2026

Promeet Ghosh
Managing Director and
Chief Executive Officer
DIN: 05307658

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

Standalone Statement of Cash Flows for the year ended 31st March, 2026

₹ Crore

Particulars		2025-26	2024-25
A CASH FLOWS FROM OPERATING ACTIVITIES			
Profit/(loss) before tax		**(90.93)**	**755.59**
Adjustments for:			
Depreciation and amortisation expense		102.34	84.21
Finance costs		42.24	42.79
Gain on termination of Right-of-use asset		(0.17)	(0.30)
Loss on sale of property, plant and equipment		0.92	1.03
Share-based payments to employees		8.07	10.11
Net gain on sale or fair valuation of investments (net)		(25.94)	(30.53)
Interest income		(29.67)	(29.40)
Dividend received from subsidiaries		(3.67)	-
Unrealised exchange loss (net)		0.59	0.16
Impairment of investment and Other intangible assets		716.04	-
		810.75	**78.07**
Cash Generated from operations before working capital changes		**719.82**	**833.66**
Adjustments for			
Increase in trade receivables		(391.17)	(21.81)
(Increase)/Decrease in inventories		169.36	(73.92)
Increase in other financial and non financial assets		(116.13)	(23.25)
Increase in trade payables		432.38	154.60
Increase in other financial and non financial liabilities		11.01	36.41
Decrease in provisions		(47.85)	(17.03)
		57.60	**55.00**
Cash generated from operations		**777.42**	**888.66**
Income tax paid (net of refunds)		(140.00)	(172.62)
Net cash generated from operating activities	**[A]**	**637.42**	**716.04**
B CASH FLOWS FROM INVESTING ACTIVITIES			
Add: Inflows from investing activities			
Interest received		32.73	25.19
Dividend received from subsidiaries		3.67	-
Proceeds from current investments (net)		-	40.69
Proceeds from sale of property, plant and equipment		3.03	4.54
Proceeds from redemption of term deposits		115.00	-
		154.43	**70.42**
Less: Outflows from investing activities			
Purchase of current investments (net)		183.51	-
Investment in term deposits		-	60.00
Purchase of property, plant and equipment and intangible assets (including assets under development & capital advances)		70.95	97.37
		254.46	**157.37**
Net cash used in investing activities	**[B]**	**(100.03)**	**(86.95)**

Standalone Statement of Cash Flows for the year ended 31st March, 2026

₹ Crore

Particulars		2025-26	2024-25
C CASH FLOWS FROM FINANCING ACTIVITIES			
Add: Inflows from financing activities			
Proceeds from exercise of employee stock options		2.37	20.38
Proceeds from short-term borrowings		-	0.01
		2.37	**20.39**
Less: Outflows from financing activities			
Payment of dividend to shareholders		193.16	192.97
Redemption of non-convertible debentures		300.00	300.00
Repayment of short term borrowings		0.01	-
Payment of lease liabilities		55.43	48.15
Interest paid		44.89	45.35
		593.49	**586.47**
Net cash used in financing activities	**[C]**	**(591.12)**	**(566.08)**
Net (decrease)/increase in cash and cash equivalents (A+B+C)		**(53.73)**	**63.01**
(a) Cash and cash equivalents at beginning of the year		**193.80**	**130.79**
(b) Cash and cash equivalents at end of the year		**140.07**	**193.80**
(c) Net (decrease)/increase in cash and cash equivalents (C = B-A)		**(53.73)**	**63.01**

Components of cash and cash equivalents as at the end of the year are:

₹ Crore

Particulars	As at 31-03-2026	As at 31-03-2025
Balance with banks:		
In current accounts	140.07	103.80
In deposit accounts with original maturity of 3 months or less	-	90.00
Cash on hand	-	-
Total cash and cash equivalents	**140.07**	**193.80**

Notes:

(i) The above Statement of Cash Flow from operating activities has been prepared under the 'Indirect Method' as set out in the Indian Accounting Standard (Ind AS) 7, Statement of Cash Flows as specified in the Companies (Indian Accounting Standards), Rules, 2015 (as amended).

(ii) Changes in liabilities arising from financial activities:

₹ Crore

Particulars	As at 01-04-2025	Cash flow changes		Non-cash flow changes		As at 31-03-2026
		Receipts	Payments	Unamortized expenses	Others	
Non-current borrowings (Refer Note 12A)	-	-	-	-	-	-
Current borrowings (Refer Note 12B)	299.81	-	(300.01)	0.20	-	-
TOTAL	**299.81**	**-**	**(300.01)**	**0.20**	**-**	**-**

Particulars	As at 01-04-2024	Cash flow changes		Non-cash flow changes		As at 31-03-2025
		Receipts	Payments	Unamortized expenses	Others	
Non-current borrowings (Refer Note 12A)	298.97	-	-	1.03	(300.00)	-
Current borrowings (Refer Note 12B)	300.00	0.01	(300.00)	(0.20)	300.00	299.81
TOTAL	**598.97**	**0.01**	**(300.00)**	**0.83**	**-**	**299.81**

The accompanying notes form an integral part of the standalone financial statements

As per our report of even date attached

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
Firm's Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No. 118247

Mumbai
13th May, 2026

For and on behalf of Board of Directors

D. Sundaram
Chairman
DIN: 00016304

Promeet Ghosh
Managing Director and
Chief Executive Officer
DIN: 05307658

Sanjiv Kakkar
Director
DIN: 00591027

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

Mumbai
13th May, 2026

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

CORPORATE INFORMATION

Crompton Greaves Consumer Electricals Limited (the 'Company' or 'Crompton') is a public limited company domiciled in India and incorporated on 25th February, 2015 under the provisions of the Companies Act, 2013 and is limited by shares, having its registered office at 05GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai - 400 079.

The Company is a brand dealing in consumer electrical goods, home appliances, electronic equipment, and instruments including fans, water heaters, kitchen appliances, lighting luminaires and pumps (domestic/agriculture/industrial).Its broad product range caters to residential, commercial, and industrial sectors, highlighting its versatility. With a focus on quality, innovation, and customer satisfaction, the Company maintains a strong reputation as a trusted industry leader.

The Company's operations are spread across strategic locations in India, encompassing Bethora and Kundaim in Goa, Baddi in Himachal Pradesh, Ahilyanagar in Maharashtra, and Vadodara in Gujarat. Complementing these manufacturing endeavors is the Company's cutting-edge research and development facility, known as the 'Innovation Centre,' situated in Mumbai, Maharashtra. This integrated network of manufacturing and research facilities underscores the Company's commitment to excellence and its relentless pursuit of advancement and growth.

The shares of the Company are listed on National Stock Exchange of India Limited and BSE Limited. The CIN of the Company is L31900MH2015PLC 262254

The standalone financial statements of the Company for the year ended 31st March, 2026 were approved for issue in accordance with the resolution of the Board of Directors on 13th May, 2026.

1. Basis of Preparation, Measurement, Key accounting estimates and judgements and Material accounting policy information

1.1 Basis of preparation

a) Statement of compliance

The Company's standalone financial statements have been prepared on going concern basis, in accordance with Indian Accounting Standards (Ind-AS) notified under Section 133 of the Companies Act, 2013 (the "Act") read with the Companies (Indian Accounting Standards) Rules, 2015, as amended and other relevant provisions of the Act.

The Company's standalone financial statements consistently apply uniform accounting policies across all periods.

b) Current and non-current classification

All assets and liabilities have been classified as current or non-current as per the Company's normal operating cycle, paragraph 66 and 69 of Ind-AS 1 and other criteria as set out in Division II of Schedule III to the Companies Act, 2013.

An asset is treated as current when it is:

- Expected to be realized or intended to be sold or consumed in normal operating cycle:
- Held primarily for the purpose of trading;
- Expected to be realized within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is treated as current when:

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

All other liabilities are classified as non-current.

Based on the nature of products and the time between acquisition of assets for processing

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and their realization in cash and cash equivalents, the Company has ascertained its operating cycle as 12 months for the purpose of current or non-current classification of assets and liabilities.

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

c) Presentation currency and rounding-off

All amounts disclosed in these standalone financial statements and notes are presented in ₹ (in crore), the functional currency of the Company. Items included in the standalone financial statements of the Company are recorded using the currency of the primary economic environment in which the Company operates (the 'functional currency').

All values are rounded off to two decimals as per the requirement of Division II of Schedule III to the Act, unless otherwise indicated.

d) Basis of presentation

The Balance sheet and the Statement of profit and loss are prepared and presented in the format prescribed in Division II of Schedule III to the Act. The Statement of Cash Flows has been prepared and presented as per the requirements of Ind-AS 7, Statement of Cash Flows. The disclosure requirements with respect to items in the Balance sheet and Statement of profit and loss, as prescribed in the Schedule III to the Act, are presented by way of notes forming part of the standalone financial statements along with the other notes required to be disclosed under the notified Accounting Standards.

1.2 Basis of measurement

The standalone financial statements have been prepared on an accrual basis and a historical cost convention, except for the following assets and liabilities which have been measured at fair value:

- Financial instruments measured at fair value through profit or loss;
- Net defined benefit(asset)/ liability - Fair value of plan assets less present value of defined benefit obligation; and
- Share based payment transactions

1.3 Summary of key accounting estimates, assumptions and judgments

The preparation of standalone financial statements requires the management to make judgments, use estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these judgements, assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods. Continuous evaluation is done on the estimation and judgments based on historical experience and other factors, including expectations of future events that are believed to be reasonable. Revisions to accounting estimates are recognized prospectively.

In particulars, information about material areas of estimates and judgments in applying accounting policies that have the most material effect on the amounts recognized in the standalone financial statements are described below:

i) Impairment of Goodwill

For testing of impairment of goodwill, if events or changes in circumstances indicate a potential impairment, as part of the review process, the carrying amount of the Cash Generating Units ('CGUs') (including allocated goodwill) is compared with its recoverable amount by the Company.

The recoverable amount is the higher of fair value less costs to sell and value in use, both of which are calculated by the Company using a discounted cash flow analysis. Calculating the future net cash flows expected to be generated to determine if impairment exists and to calculate the impairment involves material assumptions, estimation and judgment. The estimation and judgments involve, but are not limited to, industry trends

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including pricing, estimating long-term revenues growth rates, exit multiples and operating results. The estimated cash flows are developed using internal forecasts. The cash flows are discounted using a discount rate in order to compute present values. An impairment loss recognized for goodwill is not reversed in subsequent periods as per Ind-AS 36 – 'Impairment of assets'.

ii) Provision for warranty

Warranty provision is determined based on the historical percentage of warranty expense to sales for the same types of goods depending upon the warranty period offered. The percentage to the sales is applied to derive the warranty expense to be accrued. Actual warranty claims are settled against warranty provision. The warranty claims may not exactly match the historical warranty percentage, so such estimates are reviewed annually for any material changes in assumptions and likelihood of occurrence.

The closing warranty provision is bifurcated into current and non-current based on the past settlement trend with the non-current portion being discounted to derive the present value. The assumptions are consistent with prior years. (Refer Note 13)

Estimates are made of the expected reimbursement claim based upon historical levels of recoveries from supplier, applied to the volume of product under warranty as on Reporting date. Supplier reimbursements are recognized as separate asset as expected recoverable from vendors against warranty as recovery from the vendors is considered to be virtually certain.

Expected recoverable from vendors against warranty is bifurcated into current and non-current based on the past recovery trend with the non-current portion being discounted to derive the present value. The assumptions are consistent with prior years. (Refer Note 5)

iii) Estimates related to Share-based payments

Estimating fair value for share-based payment transactions requires determination of the most appropriate valuation model, which is dependent on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option, volatility and dividend yield and making assumptions about them. (Refer Note 35)

iv) Taxes

Uncertainties exist with respect to the interpretation of tax regulations, changes in tax laws, and the amount and timing of future taxable income. Given the wide range of business relationships, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The Company establishes provisions based on reasonable estimates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority. (Refer Note 17)

Recognition of deferred tax assets/liability – The extent to which deferred tax assets can be recognized is based on an assessment of the probability of the future taxable income against which the deferred tax assets can be utilized.

v) Measurement of Defined Benefit Obligations, key actuarial assumptions

The cost of the defined benefit plans such as gratuity and leave encashment are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each year end.

The principal assumptions are the discount and salary growth rate. The discount rate is based upon the market yields available on government bonds at the accounting date with a term that matches that of liabilities. The salary increase rate takes into account of inflation, seniority, promotion and other relevant factors on long term basis. (Refer Note 31)

Detailed information about each of these estimates and judgements is included in relevant notes together with information about the basis of calculation for each affected line item in the standalone financial statements.

vi) Expected Credit Loss (ECL)

The Company recognises loss allowance using expected credit loss model for financial assets which are not measured at Fair Value Through Profit or Loss. Expected credit losses are weighted average of credit losses with the respective risks of default occurring as the weights. Credit loss is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at original effective rate of interest.

For Trade receivables, the Company measures loss allowance at an amount equal to lifetime expected credit losses. The Company computes expected credit loss allowance based on a provision matrix which takes into account historical credit loss experience and is adjusted for forward-looking information. The expected credit loss allowance is based on ageing of receivables and the rates used in provision matrix. The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Company's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

vii) Useful lives of property, plant and equipment

The Company reviews the useful life of property, plant and equipment at the end of each reporting period. This reassessment may result in change in depreciation expense in current and future periods.

viii) Impairment of Investment

Investments in subsidiaries are carried at cost, less accumulated impairment losses, if any. Where an indication of impairment exists the carrying amount of the investment is assessed and written down immediately to its recoverable amount.

The recoverable amount is the higher of fair value less costs to sell and value in use, both of which are calculated by the Company using a discounted cash flow analysis. Calculating the future net cash flows expected to be generated to determine if impairment exists and to calculate the impairment involves material assumptions, estimation and judgment. The estimation and judgments involve, but are not limited to, industry trends including pricing, estimating long-term revenues growth rates, exit multiple and operating results. The estimated cash flows are developed using internal forecasts. The cash flows are discounted using a discount rate in order to compute present values.

ix) Contingent Liabilities

It is not practicable for the Company to estimate the timings of cash outflows, if any, in respect of the pending resolution of the respective proceedings as it is determinable only on receipt of judgements/decisions pending with various forums/authorities.

The Company does not expect any reimbursements in respect of the contingent liabilities. The Company's pending litigations comprise of proceedings pending with

various direct tax, indirect tax and other authorities. The Company has reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed as contingent liabilities where applicable, in its standalone financial statements. The Company does not expect the outcome of these proceedings to have a materially adverse effect on its standalone financial statements.

x) Lease Liabilities

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable.

xi) Intangible Assets Under Development

The Company capitalizes intangible asset under development for a project in accordance with the accounting policy. Initial capitalization of costs is based on management's judgement that technological and economic feasibility is confirmed. In determining the amounts to be capitalized, management makes assumptions regarding the expected future cash generation of the project and the expected period of benefits.

1.4 Material Accounting Policies

a) Property, plant and equipment ('PPE') and Capital Work-in-Progress

i) Recognition and initial measurement

Land

Freehold land is carried at historical cost. For freehold land, as no finite useful life can be determined, related carrying amounts are not amortized.

Leasehold land is carried at historical cost. For leasehold land, cost of land amortized over lease term as per lease agreement.

Other tangible assets

PPE other than land, is initially recognized at acquisition cost or construction cost.

The cost of an item of PPE comprises:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates.
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Where cost of a part of an asset (asset component) is material to total cost of the asset and useful life of that part is different from the useful life of the remaining asset, useful life of that material part is determined separately, and such asset component is depreciated over its separate useful life.

Income and expenses related to the incidental operations, not necessary to bring the item to the location and condition necessary for it to be capable of operating in the manner intended by management, are recognized in the Statement of profit and loss.

Capital Work-in-Progress

PPE which are not ready for intended use as on the date of Balance sheet are disclosed as Capital work-in-progress.

Advances paid towards the acquisition of property, plant and equipment outstanding at each reporting date is classified as capital advances under 'other non-current assets' and the cost of assets not put to use before such date are disclosed under 'Capital work-in-progress'.

ii) Subsequent expenditure

Subsequent costs are included in the carrying amount of asset or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and

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the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is de-recognized when replaced. All other repairs and maintenance are charged to Statement of Profit and Loss during the year in which they are incurred.

iii) Depreciation method, useful lives, residual value, and impairment

PPE are subsequently measured at cost less accumulated depreciation and impairment losses, if any.

A depreciable amount for assets is the cost of an asset or other amount substituted for cost less its estimated residual value. Depreciation on PPE (other than leasehold land) is provided based on useful life of the assets as estimated by the management on Straight Line Method. The useful lives used are in agreement with those specified in Part 'C' of Schedule II to the Companies Act, 2013 except in respect of following category of property, plant and equipment where the useful life is considered differently based on technical evaluation, taking into account the nature of the asset and the estimated usage basis management's best judgement of economic benefits from those classes of assets.

Management believes that such estimated useful lives are realistic and reflect a fair approximation of the period over which the assets are likely to be used.

Assets	Useful life (in years)
Plant and equipment	Maximum 21 years
Furniture and fixtures	Maximum 15 years
Office Equipment	Maximum 10 years

Premium paid on leasehold lands are amortized over the period of lease. Buildings constructed on leasehold land are depreciated based on the management estimate of useful life, where the lease period is beyond the life of the building. In other cases, buildings constructed on leasehold land are amortized over the primary lease period of the land.

Depreciation on addition to/deductions from, owned assets is calculated pro rata to the period of use. The residual values, useful lives, and method of depreciation are reviewed at the end of each financial year, and the effect of any change in the estimates of useful life/ residual value is adjusted prospectively. PPE other than land is tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

iv) De-recognition

An item of PPE and any significant part initially recognized is de-recognized upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising from de-recognition of an item of PPE is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is accordingly recognized in the Statement of Profit and Loss.

b) Goodwill, other intangible assets and intangible assets under development

i) Recognition and initial measurement

Goodwill

Goodwill represents the future economic benefits arising from a business combination that are not individually identified and separately recognized. Goodwill is carried at cost less accumulated impairment losses. (Refer Note 34 for a description of impairment testing procedures)

Other Intangible assets

Other intangible assets are initially measured at cost. Such assets are recognized where it is probable that the future economic benefits attributable to the assets will flow to the Company and the cost of the asset can be measured reliably.

The cost of an intangible asset comprises:

- its purchase price, including any import duties and other taxes (other than those subsequently recoverable from the taxing authorities)
- any directly attributable expenditure on making the asset ready for its intended use.

Intangible assets acquired in a business combination are recognized at fair value at the acquisition date.

Income and expenses related to the incidental operations, not necessary to bring the item to be capable of operating in the manner intended by management, are recognized in the Statement of profit and loss.

Intangible assets under development

Intangibles which are not ready for intended use as on the date of Balance sheet are disclosed as Intangible assets under development.

Advances paid for the acquisition/ development of intangible assets which are outstanding at the reporting date are classified under 'Capital Advances' under 'other non-current assets'.

ii) Subsequent expenditure

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditures are recognized in the statement of profit or loss as incurred.

iii) Amortization method, useful lives and residual value

Intangible assets are subsequently measured at cost less accumulated amortization and impairment losses, if any.

Other intangible assets	Useful life (in years)
Product Development	Up to 5
Computer Software	5- 10
Trademarks	Indefinite
Technical knowhow	Indefinite

All intangible assets with finite useful life are amortized on a straight-line basis over the estimated useful lives, and a possible impairment is assessed if there is an indication that the intangible asset may be impaired. The amortization period and amortization method for all intangible assets are reviewed at each reporting date. Changes, if any, are accounted for as changes in accounting estimates.

Intangible assets for which there is no foreseeable limit to the period over which they are expected to generate net cash inflows are considered to have an indefinite life. The assessment of which is reviewed annually to determine whether it continues, if not, it is impaired or changed prospectively basis revised estimates.

iv) De-recognition

An intangible asset is de-recognized on disposal, or when no future economic benefits are expected from use. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognized in the Statement of Profit and Loss.

c) Research and development cost

- **Research cost**

Revenue expenditure on research is charged to Statement of profit and loss under the respective heads of accounts in the period in which it is incurred.

- **Development cost**

Development expenditure on new product is capitalized as intangible asset, if the Company can demonstrate all of the following:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- its intention to complete the development of intangible asset and use or sell it;
- its ability to use or sell the intangible asset;

- How the asset will generate future economic benefits including the existence of a market for output of the intangible asset or the intangible asset itself or if it is to be used internally, the usefulness of the intangible asset;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- its ability to measure the expenditure attributable to the intangible asset during the development reliably.

Development costs on the intangible assets, fulfilling the criteria are amortized over its useful life, otherwise are expensed in the period in which they are incurred.

d) Leases

The Company as a lessee:

The Company's lease asset classes primarily consist of leases for land and buildings. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Company;
- the Company has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract; and
- the Company has the right to direct the use of the identified asset throughout the period of use. The Company assesses whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

At the date of commencement of the lease, the Company recognizes a Right-of-Use asset ('ROU') and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements include the option to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities include these options when it is reasonably certain that they will be exercised.

The Company makes an assessment of the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

The ROU assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

The ROU assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. ROU assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e., the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit ('CGU') to which the asset belongs.

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of

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these leases. Lease liabilities are remeasured with a corresponding adjustment to the related ROU asset if the Company changes its assessment whether it will exercise an extension or a termination option.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in-substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Lease liability and ROU assets have been separately presented in the Balance sheet and lease payments have been classified as financing cash flows.

e) Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments also include derivative contracts such as foreign currency forward contracts, interest rate swaps and currency options; and embedded derivatives in the host contract.

Financial assets

i) Initial recognition and measurement

All financial assets are recognized initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset are expensed off in Statement of Profit and Loss. However, Company's trade receivables that do not contain a significant financial component are measured at transaction price under Ind-AS 115 "Revenue from Contracts with Customers". Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognized on the trade date, i.e., the date that the Company commits to purchase or sell the asset.

ii) Classification

The Company classifies its financial assets in the following measurement categories:

- those measured at amortized cost, and
- those to be measured at fair value either through other comprehensive income ('FVOCI') or fair value through profit or loss ('FVTPL') on the basis of its business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

iii) Subsequent measurement

After initial recognition, financial assets are measured at Fair value through Other Comprehensive Income ('FVOCI') or through profit or loss ('FVPL') or amortized cost.

All financial assets except for those at FVTPL or at FVOCI are subject to review for impairment at least at each reporting date to identify whether there is any objective evidence that a financial asset or a group of financial assets is impaired.

- **Equity instruments**

All equity investments in scope of Ind-AS 109 are measured at fair value. Equity instruments which are held for trading are classified as FVTPL.

Investments in subsidiaries are carried at cost, less accumulated impairment losses, if any. Where an indication of impairment exists the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of investments in subsidiaries, the difference between net disposal proceeds and the carrying amounts are recognized in the Statement of Profit and Loss.

- **Debt instruments**

  A 'debt instrument' is measured at the amortized cost if both the following conditions are met:

  - The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
  - Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest ('SPPI') on the principal amount outstanding.

  Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Company classifies its debt instruments:

- **Amortized cost**

  Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are measured at amortized cost.

  These are measured by applying the effective interest rate (EIR) method. The EIR method allocates interest income over the relevant period by applying the EIR (that is the interest rate that exactly discounts expected future cash flows to the gross carrying amount of the asset).

  A gain or loss on a debt investment (unhedged) that is subsequently measured at amortized cost is recognized in the Statement of profit and loss when the asset is de-recognized or impaired. Interest income from these financial assets is included in finance income using the EIR method.

- **Fair value through other comprehensive income ('FVOCI')**

  Financial assets that are held within a business model whose objective is achieved by both, selling financial assets and collecting contractual cash flows that are solely payments of principal and interest, are subsequently measured at fair value through other comprehensive income. Fair value movements are recognized in the other comprehensive income (OCI).

  Interest income is measured using the EIR method and impairment losses, if any are recognized in the statement of profit and loss. On derecognition, cumulative gain or loss previously recognized in OCI is reclassified from the equity to 'other income' in the statement of profit and loss.

- **Fair value through profit or loss ('FVTPL')**

  A financial asset not classified as either amortized cost or FVOCI, is classified as FVTPL. Such financial assets are measured at fair value with all changes in fair value, including interest income and dividend income if any, recognized in 'other income' in the statement of profit and loss.

iv) De-recognition

A financial asset (or where applicable, a part of a financial asset or part of similar assets) is primarily de-recognized (i.e., removed from the Company's balance sheet) when:

- The rights to receive cash flows from the asset have expired, or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership.

When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognize the transferred asset to the extent of the Company's continuing involvement. In that case, the Company also recognizes an associated liability. The transferred assets and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

On derecognition of financial asset in its entirety, the difference between the carrying amount measured at the date of derecognition and the consideration received is recognized in profit or loss.

If the Company enters into transactions whereby it transfers assets recognized on its balance sheet but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not de-recognized, and the proceeds received are recognized as a collateralized borrowing.

v) Impairment of financial assets

The Company assesses on a forward-looking basis the expected credit losses associated with its assets carried at amortized cost. The impairment methodology applied depends on whether there has been a Material increase in credit risk.

The Company applies expected credit loss ('ECL') model for recognition and measurement of impairment loss on the following financial assets and credit risk exposure based on change in credit quality since initial recognition:

- Financial assets that are debt instruments, and are measured at amortized cost
- Trade receivables using the simplified approach within Ind-AS 109, using a provision matrix in the determination of the lifetime expected credit losses. During this process the probability of non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. This does not require the Company to track changes in credit risk. Rather, it recognizes impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

In case the Company identifies any trade receivables as doubtful/bad, then it supersedes the above modus operandi, and the doubtful/bad receivables are provided to the extent is doubtful/bad.

ECL allowance recognized (or reversed) during the period is recognized as expense (or income) in the statement of profit and loss under the head 'Other expenses'.

vi) Write-off

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering the financial asset in its entirety or a portion thereof. A write-off constitutes a de-recognition event.

Financial liabilities

The Company's financial liabilities comprise of borrowings including bank overdrafts and derivative financial instruments, trade payable and other liabilities.

i) Initial recognition and measurement

Financial liabilities are initially measured at fair value. In the case of loans and borrowings and payables, financial liability is recognized net of directly attributable transaction costs.

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ii) Classification

The Company classifies all financial liabilities as subsequently measured at amortized cost, except for financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value.

iii) Subsequent measurement

Financial liabilities are subsequently measured at amortized cost using the EIR method. The EIR is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period at an EIR. The EIR is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period.

Financial liabilities carried at fair value through profit or loss are measured at fair value with all changes in fair value recognized in the Statement of profit and loss.

iv) De-recognition

Financial liability is de-recognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the Statement of profit and loss.

Other financial liabilities

Other financial liabilities are measured at amortized cost using the effective interest method.

Offsetting of financial instruments

Financial assets and liabilities are offset, and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

Derivative financial instruments

The Company uses derivative financial instruments, such as foreign currency forward contracts and foreign currency option contracts to manage its exposure to foreign exchange risks. For these contracts, hedge accounting is not followed, and such designated derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value through profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Financial guarantee contracts

Financial guarantee contracts are recognized as financial liability at the time of issuance of guarantee. A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contracts issued by the Company are initially measured at their fair values and, if not designated as at FVTPL, are subsequently measured at the higher of:

- The amount of loss allowance determined in accordance with impairment requirements of Ind-AS 109; and
- The amount initially recognized less, when appropriate, the cumulative amount of income recognized.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

f) Fair Value Measurement:

The Company measures financial instruments such as derivatives at fair value at each reporting date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability accessible to the Company.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, including assumptions about risk, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the standalone financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1: Financial instruments measured using quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company can access at measurement date are included in Level 1;

Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs require to fair value an instrument are observable, the instrument is included in Level 2; and

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

For assets and liabilities that are recognized in the standalone financial statements regularly, the Company determines whether transfers have occurred between levels in the hierarchy by reassessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

g) Impairment of non-financial assets

The Company assesses at each reporting date whether there is any indication that an asset may be impaired.

An asset is impaired when the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is higher of the fair value of asset less costs of disposal and value in use, which means the present value of future cash flows expected to arise from the continuing use of the asset and its eventual disposal discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

For the purposes of assessing impairment, assets are grouped at their lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash generating units).

Losses are recognized in the Statement of Profit and Loss and reflected in an allowance account. When the Company considers that there are no realistic prospects of recovery of the asset, the relevant amounts are written off.

An impairment loss for an asset is reversed if, and only if, the reversal can be related objectively to an event occurring after the impairment loss was recognized or relates to a change in the estimate of the recoverable amount in the previous periods.

The carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortization or depreciation) had no impairment loss been recognized for the asset in prior years.

h) Inventories

Inventories are initially recognized at cost, and subsequently at the lower of cost and net realizable value. Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Weighted average cost is used to determine the cost of ordinarily interchangeable items.

Raw materials, packaging materials and stores and spare parts:

Cost includes purchase price, (excluding those subsequently recoverable by the enterprise from the concerned revenue authorities), freight inwards and other expenditure incurred in bringing such inventories to their present location and condition. In determining the cost, the weighted average cost method is used.

The aforesaid items are valued at the lower of cost and net realizable value. However, these inventories are valued at net realizable value if the finished products in which they are to be incorporated are expected to be sold at a loss.

Work in progress, manufactured finished goods and traded goods:

The cost of work in progress and manufactured finished goods is determined on a weighted average basis and comprises direct material, cost of conversion and other costs incurred in bringing these inventories to their present location and condition. The cost of traded goods is determined on a weighted average basis.

The aforesaid items are valued at the lower of cost and net realizable value. Provision for obsolescence on inventories is considered on the basis of management's estimate based on demand and market of the inventories.

Net realizable value is the estimated selling price in the ordinary course of business, less the estimated cost of completion and the estimated costs necessary to make the sale.

The comparison of cost and net realizable value is made on an item-by-item basis.

i) Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at banks, call deposits and other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents consist of balances with banks which are unrestricted for withdrawal and usage.

For the purposes of the cash flow statement, cash and cash equivalents include cash on hand, cash in banks and short-term deposits net of bank overdraft.

j) Business combination

The Company applies the acquisition method in accounting for business combinations. The consideration transferred by the Company to obtain control of a business is calculated as the sum of the fair values of assets transferred, liabilities incurred, and the equity interests issued by the Company as at the acquisition date i.e., date on which it obtains control of

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

the acquiree which includes the fair value of any asset or liability arising from a contingent consideration arrangement.

Directly attributable transaction costs are included in the initial measurement of investments in subsidiaries accounted for at cost. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values on the acquisition date. Intangible Assets acquired in a Business Combination and recognized separately from Goodwill are initially recognized at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible Assets acquired in a Business Combination are reported at cost less accumulated amortization and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

Goodwill is measured as the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. Such goodwill is tested annually for impairment.

k) Employee benefit plans

i) Short-term employee benefits:

A Short-term employee benefits including salaries, wages, short term compensated absences (such as a paid annual leave) where the absences are expected to occur within twelve months after the end of the period in which the employees render the related service, performance incentives, bonuses payable and ex-gratia etc. are payable within twelve months after the end of the period in which the employees render the related services, and non-monetary benefits for current employees are estimated and measured on an undiscounted basis.

ii) Post-employment benefits:

- **Defined contribution plans:**

A defined contribution plan is a plan under which the Company pays fixed contributions in respect of the employees into a separate fund. The Company has no legal or constructive obligation to pay further contributions after its payment of the fixed contribution. The contributions made by the Company towards defined contribution plans, namely, State governed provident fund, superannuation fund, employee state insurance scheme, employee pension scheme and labour welfare fund, are charged to the profit or loss in the period to which the contributions relate.

- **Defined benefit plans:**

The Company has an obligation towards gratuity which is being considered as defined benefit plan covering eligible employees. Under the defined benefit plan, the amount that an employee will receive on retirement is defined by reference to the employee's length of service, final salary, and other defined parameters. The legal obligation for any benefits remains with the Company, even if plan assets for funding the defined benefit plan have been set aside.

The Company's obligation towards defined benefit plan is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at each reporting date, which recognizes each period of service as giving rise to additional unit of employee benefit entitlement and measures each unit separately to build up the final obligation.

The obligation is measured at the present value of the estimated future cash flows. The discounting rate used for determining the present value of the obligation under defined benefit plans, is based on the market yields on government securities as at the reporting date, having maturity periods approximately to the terms of related obligations.

Changes in the present value of the defined benefit obligation resulting from Investment plan amendments are recognized immediately in the Statement of profit or loss as past service cost.

The liability recognized in the statement of financial position for defined benefit plans is the present value of the Defined Benefit

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

Obligation (DBO) at the reporting date less the fair value of plan assets. Management estimates the DBO annually with the assistance of independent actuaries.

Actuarial gains/losses resulting from re-measurements of the liability/asset are included in Other Comprehensive Income.

In the case of funded plans, the fair value of the plan asset is reduced from the gross obligations under the defined benefit plans to recognize the obligation on a net basis.

iii) Other long-term employee benefits:

Liability in respect of compensated absences becoming due or expected to be availed more than one-year after the reporting date is estimated on the basis of actuarial valuation performed by an independent actuary using the projected unit credit method.

Actuarial gains and losses arising from past experience and changes in actuarial assumptions are charged to statement of profit and loss in the period in which such gains or losses are determined.

iv) Termination benefits:

Termination benefits are recognized as an expense in the period in which they are incurred.

v) Share-based Payments:

Employees of the Company receive remuneration in the form of Share-based Payments in consideration of the services rendered.

Under the equity settled share-based payment, the fair value on the grant date of the award given to employees is recognized as 'employee benefit expense' with a corresponding increase in equity over the vesting period.

The fair value of the options at the grant date is calculated by an independent valuer basis 'Black Scholes model'. At the end of each reporting period, apart from the non-market vesting condition, the expense is reviewed and adjusted to reflect changes to the level of options expected to vest. When the options are exercised, the Company issues fresh equity shares.

l) Provisions, contingent liabilities, contingent assets and commitments

A provision is recognized when the Company has a present obligation (legal or constructive) as a result of past events and it is probable that an outflow of resources will be required to settle the obligation, in respect of which a reliable estimate of the amount can be made, timing or amount of the outflow may still be uncertain. Provisions are recognized at the best estimate of the expenditure required to settle the present obligation at the reporting date. If the effect of time value of money is material, provisions are determined by discounting the expected future cash flows using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

A contingent liability is disclosed when there is a possible but not probable obligation arising from past events, or a present obligation that may, but probably will not, require an outflow of resources, or a present obligation whose amount cannot be estimated reliably. Contingent liabilities do not warrant provisions but are disclosed. In those cases, where the outflow of economic resources as a result of present obligations is considered improbable or remote, no liability is recognized, or disclosure is made.

Contingent assets are disclosed in the standalone financial statements when an inflow of economic benefit is probable. However, when the realization of income is virtually certain, then the related asset is not a contingent asset, and its recognition is appropriate.

Any reimbursement that the Company can be virtually certain to collect from a third party concerning the obligation is recognized as a separate asset. However, this asset may not exceed the amount of the related provision.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

Commitments are future liabilities for contractual expenditure, classified and disclosed as estimated amount of contracts remaining to be extracted on capital account and not provided for.

m) Income taxes

Tax expense recognized in profit or loss comprises the sum of deferred tax and current tax. It is recognized in the Statement of Profit and Loss, except when it relates to an item that is recognized in OCI or directly in equity, in which case, the tax is also recognized in OCI or directly in equity. (Refer Note 17)

i) Current tax

Current tax is determined as the amount of tax payable in respect of taxable income for the year. The Company's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period, and any adjustments to tax payable in respect of previous years.

Current tax assets and liabilities are offset only if:

- there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority; and
- there is intention either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

ii) Deferred tax

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the corresponding tax bases used in the computation of taxable income. However, deferred tax liabilities are not recognized if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting profit nor taxable profit (tax loss).

Deferred tax on temporary differences associated with investments in subsidiary is not provided if reversal of these temporary differences can be controlled by the Company and it is probable that reversal will not occur in the foreseeable future.

Deferred tax assets and liabilities are calculated, without discounting, at tax rates that are expected to apply to their respective period of realization, provided those rates are enacted or substantively enacted by the end of the reporting period.

Deferred tax assets are recognized for deductible temporary differences (if any) to the extent that it is probable that future taxable profits will be available against which they can be used. The existence of unused tax losses is strong evidence that future taxable profit may not be available. Therefore, in case of history of recent losses, the Company recognizes a deferred tax asset only to the extent that it has sufficient taxable temporary difference or there is convincing other evidence that sufficient taxable profits will be available against which such deferred tax asset can be realized.

Deferred tax assets and deferred tax liabilities are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

Unrecognized deferred tax assets are reassessed at each reporting date and recognized to the extent that it has become probable that future taxable profits will be available against which they can be used.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date and are expected to apply when the related deferred income tax asset is realized, or the deferred income tax liability is settled.

Changes in deferred tax assets or liabilities are recognized as a component of tax income or expense in profit or loss, except where they relate to items that are recognized in other comprehensive income or directly in equity, in which case the related deferred tax is also recognized in other comprehensive income or equity, respectively.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle the asset and the liability on a net basis. Deferred tax assets and deferred tax liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities; and the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority.

n) Revenue from contract with customers

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured.

The Company uses the principles laid down by the Ind-AS 115 to determine that how much and when revenue is recognized, what is the nature, amount, timing and uncertainty of revenues etc. In accordance with the same, revenue is recognized through a five-step approach:

- Identify the contract(s) with customer;
- Identify separate performance obligations in the contract;
- Determine the transaction price;
- Allocate the transaction price to the performance obligations; and
- Recognize revenue when a performance obligation is satisfied.

The Company uses the principles laid down by Ind-AS as above to recognize revenue from contracts with customers when it satisfies a performance obligation by transferring promised goods or services to a customer. Revenue is recognized to the extent of transaction price allocated to the performance obligation satisfied. Performance obligation is satisfied over time when the transfer of control of assets (goods or services) to a customer is done over time and in other cases, performance obligations are satisfied at a point in time. For performance obligation satisfied over time, the revenue recognition is done by measuring the progress towards complete satisfaction of performance obligation and the progress is measured in terms of a proportion of actual cost incurred to date, to the total estimated cost attributable to the performance obligation. Revenue excludes goods and services tax which is recorded separately.

Revenues are measured at the fair value of the consideration received or receivable, net of discounts and other indirect taxes.

In Cost Plus Contracts - Revenue is recognized by including eligible contractual items of expenditures plus proportionate margin as per contract.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in profit or loss in the period in which the circumstances that give rise to the revision become known by management.

i) Sale of Goods

The Company recognizes revenue from the sale of goods measured upon satisfaction of performance obligation which is at a point in time when control of the goods is transferred to the customer, generally on delivery of the goods.

The Company considers, whether there are other promises in the contract in which there are separate performance obligations, to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of goods, the Company allocates a portion of the transaction price to different performance obligations goods bases on its relative standalone prices.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

Revenue is measured based on the standalone transaction price, which is the consideration, adjusted for volume discounts, rebates, scheme allowances, price concessions, incentives, returns, if any, as specified in the contracts with the customers and any taxes or duties collected on behalf of the Government such as Goods and Services Tax. If the consideration in a contract includes a variable amount, the Company estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a material revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. The estimates are on the basis of historical experience, market assessment and various discount programs launched in the market. Due to the short nature of the credit period given to customers, there is no financing component in the contract.

Appropriate provisions are recorded for returns and discounts/incentives which are estimated on the basis of historical experience, market assessment and various discount programs launched by the Company.

ii) Rendering of services

The Company primarily earns revenue from installation, operations and maintenance services which is recognized over the period when services are rendered.

Revenue from services is recognized as and when services are rendered and there are no unfulfilled obligations. Revenue from services is measured at fair value of the consideration received or receivable, after deduction of any sort of discounts and any taxes or duties collected on behalf of the government such as goods and services tax.

o) Borrowing costs

Borrowing costs consist of interest and other costs that the Company incurred in connection with the borrowing of funds. Borrowing costs that are directly attributable to the acquisition and/or construction of a qualifying asset, till the time such qualifying asset becomes ready for its intended use, are capitalized. A qualifying asset is one that necessarily takes a substantial period to get ready for its intended use.

All other borrowing costs are charged to the Statement of Profit and Loss on an accrual basis as per the EIR method.

p) Earnings per share (EPS)

Basic earnings per share is computed by dividing the net profit for the period attributable to the equity shareholders of the Company (after deducting attributable taxes) by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the year and for all the years presented, is adjusted for events, such as bonus shares, other than the conversion of potential equity shares, that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit or loss for the year attributable to equity shareholders and the weighted average number of shares outstanding during the year is adjusted for the effects of all dilutive potential equity shares.

q) Segment accounting

The segment reporting of the Company has been prepared in accordance with Ind-AS-108, "Operating Segment" (specified under the section 133 of the Companies Act 2013 (the Act) read with Companies (Indian Accounting Standards) Rule 2015 (as amended from time to time) and other relevant provision of the Act).

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

The Operating Segment is the level at which discrete financial information is available and for which the Chief Operating Decision Maker ('CODM') monitors the operating results of its business segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the standalone financial statements.

Revenue and expenses have been identified to a segment on the basis of relationship to operating activities of the segment. Revenue, expenses and exceptional items which relate to enterprise as a whole and are not allocable to a segment on reasonable basis have been disclosed as "unallocable".

Segment assets and segment liabilities represent assets and liabilities in respective segments. Investments, tax related assets, borrowings and other assets and liabilities that cannot be allocated to a segment on reasonable basis have been disclosed as "unallocable".

Segment revenue resulting from transactions with other business segments is accounted on the basis of transfer price agreed between the segments. Such transfer prices are either determined to yield a desired margin or agreed on a negotiated basis.

r) Exceptional Items

An item of income or expense which by its size, nature or incidence requires disclosure in order to improve an understanding of the performance of the Company is treated as an exceptional item and the same is disclosed in standalone statement of profit and loss and in the notes forming part of the standalone financial statements.

s) Dividend distributions

The Company recognizes a liability to make the payment of dividend to owners of equity, when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorized when it is approved by the shareholders. A corresponding amount is recognised directly in equity.

t) Recent accounting pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards year ended 31st March, 2026, MCA has notified following Amendment to Ind AS, applicable to the Company w.e.f. 1st April, 2025

i) **Ind AS 21 –** The Effects of Changes in Foreign Exchange Rates Lack of Exchangeability

ii) **Ind AS 12 –** Income Taxes relating to International Tax Reform – Pillar Two Model Rules –Exception to recognition and disclosure of deferred tax.

iii) **Amendments to Ind AS 7 –** Cash flow statement and Ind AS 107 – Financial Instrument Disclosures relating to supplier finance arrangements.

iv) **Ind AS 1 –** Presentation of Financial Statements Classification of Liabilities as current or non- current and non- current liabilities with covenants.

The Company has reviewed the new pronouncements and based on its evaluation has determined that it does not have any significant impact in its Standalone financial statements.

u) New standards and amendments issued but not effective

The MCA has issued certain amendments to Indian Accounting Standards which are not yet effective as at 31st March, 2026. The Company has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

The other amendments to Ind-AS notified by these rules are primarily in the nature of clarifications.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

2 A Property, plant and equipment

₹ crore

Particulars	Freehold land (Refer Note i)	Leasehold land	Buildings (Refer Note i)	Leasehold Improvements	Plant and equipment (including tools and dies)	Furniture and fixtures	Office equipment	Vehicles	Total
Gross carrying value									
Balance as at 1st April, 2024	**99.52**	**2.69**	**52.18**	**5.80**	**128.52**	**6.77**	**26.44**	**16.96**	**338.88**
Additions for the year	-	-	4.00	20.10	26.04	4.10	18.75	6.79	79.78
Deductions during the year	-	-	0.02	-	3.57	0.24	1.81	5.14	10.78
Balance as at 31st March, 2025	**99.52**	**2.69**	**56.16**	**25.90**	**150.99**	**10.63**	**43.38**	**18.61**	**407.88**
Additions for the year	-	-	2.95	-	42.82	0.72	4.66	5.34	56.49
Deductions during the year	-	-	0.05	-	30.00	0.31	1.36	2.17	33.89
Balance as at 31st March, 2026	**99.52**	**2.69**	**59.06**	**25.90**	**163.81**	**11.04**	**46.68**	**21.78**	**430.48**
Accumulated Depreciation and Impairment									
Accumulated balance as at 1st April, 2024	**-**	**0.85**	**14.79**	**3.23**	**74.53**	**4.54**	**18.80**	**4.22**	**120.96**
Depreciation charge for the year*	-	0.03	3.92	0.91	19.39	0.84	6.04	3.33	34.46
Deductions during the year	-	-	0.01	-	1.36	0.20	1.71	1.93	5.21
Accumulated balance as 31st March, 2025	**-**	**0.88**	**18.70**	**4.14**	**92.56**	**5.18**	**23.13**	**5.62**	**150.21**
Depreciation charge for the year*	-	0.03	3.86	2.49	23.34	0.98	6.85	3.87	41.42
Deductions during the year	-	-	0.02	-	27.48	0.27	1.29	0.95	30.01
Accumulated balance as 31st March, 2026	**-**	**0.91**	**22.54**	**6.63**	**88.42**	**5.89**	**28.69**	**8.54**	**161.62**
Net Carrying value									
As at 31st March 2026	**99.52**	**1.78**	**36.52**	**19.27**	**75.39**	**5.15**	**17.99**	**13.24**	**268.86**
As at 31st March 2025	**99.52**	**1.81**	**37.46**	**21.76**	**58.43**	**5.45**	**20.25**	**12.99**	**257.67**

*During the year, the Company has capitalised depreciation of ₹ 2.10 crore (Previous year ₹ 2.68 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

Notes:

(i) There are no such title deeds of immovable property which are not held in name of the Company.

(ii) There have been no proceedings initiated on or are pending against the Company for holding benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.

(iii) The Company has not revalued its property, plant and equipment during the current or previous year.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

2 B Capital work-in-progress ('CWIP')

(i) CWIP movement

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Opening balance	6.30	5.90
Add: Additions during the year	54.11	68.15
Less: Capitalized during the year	53.77	67.75
Closing balance	**6.64**	**6.30**

(ii) CWIP Ageing schedule

₹ crore

As at 31-03-2026	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	6.50	0.14	-	-	6.64
Projects temporarily suspended	-	-	-	-	-
Total	**6.50**	**0.14**	**-**	**-**	**6.64**

₹ crore

As at 31-03-2025	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	6.30	-	-	-	6.30
Projects temporarily suspended	-	-	-	-	-
Total	**6.30**	**-**	**-**	**-**	**6.30**

There are no projects which have exceeded their orignial timeline or budget (Previous year Nil)

2 C Right-of-Use assets

₹ crore

Gross carrying value	As at 31-03-2026	As at 31-03-2025
Opening Balance	216.82	137.26
Additions	68.29	124.64
Disposal/derecognized during the year	(0.90)	(45.08)
Closing Balance (a)	284.21	216.82

Contd.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

₹ crore

Accumulated depreciation	As at 31-03-2026	As at 31-03-2025
Opening Balance	65.90	66.80
Depreciation expense	46.31	42.03
Disposal/derecognized during the year	(0.11)	(42.93)
Closing Balance (b)	112.10	65.90
Net carrying value (a-b)	**172.11**	**150.92**

Notes:

(a) Company applied the exemption not to recognize right-of-use assets and liabilities for leases with less than 12 months of lease term and low value asset.

(b) Lease contracts entered by the Company pertains to warehouses and offices taken on lease to conduct its business in the ordinary course. The Company does not have any lease restrictions and commitment towards variable rent as per the contract.

(c) The Company has several lease contracts that include extension and termination options. Significant judgement is exercised by management in determining whether these extension and termination options are reasonably certain to be exercised.

(d) The Company has not revalued its right-of-use assets during the current or previous year.

(e) For details on lease liability, refer note 30.

2 D Goodwill

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Opening balance	779.41	779.41
Add: Goodwill arising during the year	-	-
Less: Impairment/write off during the year	-	-
Closing balance	**779.41**	**779.41**

For impairment testing of Goodwill, refer note 34

2 E Other intangible assets

₹ crore

Particulars	Computer software	Technical knowhow	Trademark and Patents	Product Development	Total
Gross carrying value					
Balance as at 1st April, 2024	**13.31**	**1.90**	**32.91**	**24.49**	**72.61**
Additions for the year (aquired separately)	0.55	-	-	-	0.55
Additions for the year (internally generated)	-	-	-	39.07	39.07
Deductions during the year	-	-	-	-	-
Balance as at 31st March, 2025	**13.86**	**1.90**	**32.91**	**63.56**	**112.23**
Additions for the year (aquired separately)	0.42	-	-	-	0.42
Additions for the year (internally generated)	-	-	-	10.18	10.18
Deductions during the year	-	-	-	-	-
Balance as at 31st March, 2026	**14.28**	**1.90**	**32.91**	**73.74**	**122.83**
Accumulated Amortisation and Impairment					

Contd.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

₹ crore

Particulars	Computer software	Technical knowhow	Trademark and Patents	Product Development	Total
Accumulated balance as at 1st April, 2024	**10.69**	**1.89**	**-**	**7.56**	**20.14**
Amortisation charge for the year*	1.19	-	-	8.95	10.14
Deductions during the year	-	-	-	-	-
Accumulated balance as 31st March, 2025	**11.88**	**1.89**	**-**	**16.51**	**30.28**
Amortisation charge for the year*	1.02	-	-	16.30	17.32
Impairment charge for the year (Refer note 26)	-	-	32.91	-	32.91
Deductions during the year	-	-	-	-	-
Accumulated balance as 31st March, 2026	**12.90**	**1.89**	**32.91**	**32.81**	**80.51**
Net Carrying value					
As at 31st March 2026	**1.38**	**0.01**	**-**	**40.93**	**42.32**
As at 31st March 2025	**1.98**	**0.01**	**32.91**	**47.05**	**81.95**

*During the year, the Company has capitalised amortisation of ₹ 0.61 crore (Previous year ₹ 0.26 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

Note:

The Company has not revalued its intangible assets during the current or previous year.

2 F Intangible assets under development ('IAUD')

(i) IAUD movement

₹ crore

Particulars	as at 31-03-2026	as at 31-03-2025
Opening balance	16.77	45.09
Add: Additions during the year	13.54	10.75
Less: Capitalized during the year	10.12	39.07
Closing balance	**20.19**	**16.77**

(ii) IAUD Ageing schedule

₹ crore

As at 31-03-2026	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	14.86	2.91	1.72	0.70	20.19
Projects temporarily suspended	-	-	-	-	-
Total	**14.86**	**2.91**	**1.72**	**0.70**	**20.19**

₹ crore

As at 31-03-2025	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	8.34	5.57	2.86	-	16.77
Projects temporarily suspended	-	-	-	-	-
Total	**8.34**	**5.57**	**2.86**	**-**	**16.77**

There are no projects which have exceeded their orignial timeline or budget (Previous year Nil)

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

2 G Depreciation

₹ crore

Particulars	2025-26	2024-25
Depreciation on property, plant and equipment	39.32	31.78
Depreciation on Right-of-use assets	46.31	42.03
Amortisation of intangible assets	16.71	10.40
Total	**102.34**	**84.21**

3 Investments

A Non-current investments

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Investments in equity instruments (fully paid-up)		
In Subsidiary companies		
At Cost		
(i) Quoted equity shares		
Butterfly Gandhimathi Appliances Ltd.	1,914.01	1,914.01
{1,34,09,663 (31st March, 2025: 1,34,09,663) ordinary shares of ₹ 10 each}		
Less: Impairment loss (Refer Note 26)	(683.13)	-
	1,230.88	**1,914.01**
(ii) Unquoted equity shares		
Pinnacles Lighting Project Private Limited	6.70	6.70
{67,00,000 (31st March, 2025: 67,00,000) ordinary shares of ₹ 10 each}		
Nexustar Lighting Project Private Limited	7.50	7.50
{75,00,000 (31st March, 2025: 75,00,000) ordinary shares of ₹ 10 each}		
	14.20	**14.20**
	1,245.08	**1,928.21**
Details of investments:		
Aggregate book value of:		
Quoted investments	1,230.88	1,914.01
Unquoted investments	14.20	14.20
	1,245.08	**1,928.21**
Aggregate market value of:		
Quoted investments	792.58	802.50
Unquoted investments	-	-
	792.58	**802.50**
Aggregate impairment loss:		
Quoted investments	(683.13)	-
Unquoted investments	-	-
	(683.13)	**-**

Notes:

1. The investments are in compliance with Section 186(4) of the Companies Act, 2013.
2. The Company has complied with the number of layers prescribed under the Companies Act, 2013.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

3. The Company has recognised an impairment of ₹ 683.13 crores on its investment in material subsidiary Butterfly Gandhimathi Appliances Limited ("Butterfly"). The impairment is based on a valuation performed by an independent valuer and has been recognised in accordance with Ind AS 36 – Impairment of Assets.

The recoverable amount is based on a value-in-use calculation using the discounted cash flow method. The value-in-use calculation is made using exit multiple and pre-tax budgeted EBITDA projections of the next five years which is considered by the Board as a reasonable period. Key assumptions for the value in use computations are those regarding the discount rates, exit multiple, market demand, sales volume and sales prices, cost to produce, margins etc. The projections are based on both past performance and the expectations of future performance and assumptions therein. The Company estimates discount rates using post-tax rates that reflect the current market rate adjusted for specific company risk. The weighted average post-tax discount rates used for discounting the cash flows projections is 13.75% and average revenue growth considered is 15.70%, which is aligned to the average growth rate for the industry.

Following the impairment loss recognised, the recoverable amount was equal to the carrying amount. Accordingly, the valuation remains sensitive to changes in key assumptions.

Information about subsidiaries

Name of the company	Country of incorporation	Principal activities	Proportion (%) of equity interest	
			As at 31-03-2026	As at 31-03-2025
Pinnacles Lighting Project Private Limited	India	Lighting business	100%	100%
Nexustar Lighting Project Private Limited	India	Lighting business	100%	100%
Butterfly Gandhimathi Appliances Limited	India	Kitchen appliances business	75%	75%
Crompton (CSR) Foundation	India	Not-for-profit company in the field of initiatives focusing on water conservation, skill and entrepreneurship development and community care	100%	100%

B Current investments

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Measured at Fair value through Profit and Loss		
Investment in Bonds (Quoted)	156.91	162.32
Investment in Mutual funds (Quoted)	670.52	455.66
	827.43	**617.98**
Details of investments:		
Aggregate book value of quoted investments	827.43	617.98
Aggregate market value of quoted investments	827.43	617.98

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

₹ crore

Particulars	Face Value per Bond/ Unit	Number of Bonds/Units as at 31-03-2026	Number of Bonds/Units as at 31-03-2025	As at 31-03-2026	As at 31-03-2025
Investment in Bonds (Quoted)					
ZCB HDB Financial Services INE756I07EF0	10,00,000	-	204	-	24.98
HDB Financial Services INE756I07EB9	10,00,000	-	300	-	29.91
HDB Financial Services INE756I07ES3	1,00,000	-	2,500	-	25.58
Housing Development Finance Corporation Limited	10,00,000	-	250	-	24.98
Kotak Mahindra Investments Ltd	1,00,000	-	4,000	-	41.56
Kotak Mahindra Prime Limited INE916DA7RU6	10,00,000	-	50	-	5.26
L&T Finance Limited	10,00,000	-	39	-	3.93
L&T ZCB	10,00,000	-	50	-	6.12
HDB Financial Services INE756I07EP9	1,00,000	2,500.00	-	26.62	-
Bajaj Finance Limited INE296A07TB1	2,00,000	3,500.00	-	36.83	-
HDB Financial Services Limited INE756I07EN4	20,00,000	350.00	-	36.49	-
Kotak Mahindra Investments INE975F07IM9	1,00,000	3,000.00	-	30.53	-
HDB Financial Services INE756I07EX3	1,00,000	2,500.00	-	26.44	-
Total (A)				**156.91**	**162.32**
Investment in Mutual funds (Quoted)					
ABSL Crisil-IBX Financial Services 3 to 6 months Debt Index Fund - Dir - Growth	10	98,20,569.25	98,20,569	10.72	10.05
Aditya Birla SL Liquid Fund - Direct - Growth	100	12,11,346.59	1,46,967	53.91	6.15
Aditya Birla SL Money Manager Fund - Direct - Growth	100	4,03,926.80	7,26,374	15.84	26.71
Axis Banking & PSU Debt Fund - Direct - Growth	10	41,25,705.54	-	7.74	-
Axis Liquid Fund - Direct - Growth	1,000	65,378.80	63,166	20.04	18.21
Axis Money Market Fund - Direct - Growth	1,000	2,04,414.18	3,50,925	30.91	49.69
Bajaj Finserv Liquid Fund - Direct - Growth	1,000	-	2,28,702	-	25.89
Bajaj Finserv Money Market Fund - Dir - Growth	1,000	36,499.63	4,02,332	4.43	45.79

Contd.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

₹ crore

Particulars	Face Value per Bond/ Unit	Number of Bonds/Units as at 31-03-2026	Number of Bonds/Units as at 31-03-2025	As at 31-03-2026	As at 31-03-2025
Bandhan Liquid Fund - Dir - Growth	1,000	30,147.71	55,165	10.03	17.28
Bandhan Money Manager Fund - Dir - Growth	10	89,83,712.67	69,40,784	41.08	29.71
Baroda BNP Paribas Liquid Fund - Direct - Growth	1,000	2,100.59	-	0.67	-
Baroda BNP Paribas Money Market Fund - Dir - Growth	1,000	34,906.83	-	5.11	-
DSP Savings Fund - Direct - Growth	10	49,562.07	42,51,894	0.28	22.64
DSP Liquidity Fund - Dir - Growth	1,000	1,19,758.38	-	47.19	-
HDFC Money Market Fund - Direct - Growth	1,000	61,579.57	17,588	37.58	10.05
HDFC Liquid Fund - Dir - Growth	1,000	5,828.63	-	3.15	-
ICICI Pru CRISIL-IBX Financial Services 3-6 Months Debt Index Fund - Dir - Growth	10	-	49,99,750	-	5.02
ICICI Prudential Money Market - Direct - Growth	100	5,22,986.78	-	21.03	-
Kotak Corporate Bond Fund - Direct - Growth	1,000	42,014.69	42,015	17.15	16.17
Kotak CRISIL-IBX Financial Services 3-6 Months Debt Index Fund - Dir - Growth	1,000	-	99,89,122	-	10.06
Kotak Money Market Fund - Direct - Growth	1,000	51,641.31	68,073	24.50	30.26
Mirae Asset Liquid Fund - Direct - Growth	1,000	1,65,260.78	90,159	48.10	24.70
Nippon India Money Market - Direct - Growth	1,000	1,05,248.94	1,05,086	46.31	43.32
Tata Liquid Fund - Direct - Growth	1,000	1,31,323.84	-	57.12	-
Tata Money Market - Direct - Growth	1,000	85,206.30	64,041	42.94	30.20
Union Liquid Fund - Dir - Growth	1,000	2,26,904.23	-	60.31	-
UTI Liquid Fund - Direct - Growth	1,000	73,232.82	-	33.08	-
UTI Money Market Fund - Direct - Growth	1,000	95,876.93	1,10,340	31.30	33.76
Total (B)				**670.52**	**455.66**
Total (A+B)				**827.43**	**617.98**

(Refer Note 37 A for information about fair value measurement and Note 37 D (i) for credit risk of investments.)

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

4 Other financial assets

A Other financial assets - Non-current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Security deposits (unsecured, considered good)	10.50	10.34
	10.50	**10.34**

B Other financial assets - current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Security deposits (unsecured, considered good)	14.08	16.19
Fair value of derivative assets (Refer Note 37)	0.03	0.03
Other receivables - from related parties (Refer Note 32)	13.03	-
	27.14	**16.22**

5 Other assets

A Other assets - Non-current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Unsecured- considered good		
Capital advances (net) (Refer Note 27B)	20.94	18.15
Expected recoverable from vendors against warranty	24.55	28.35
Amount paid under protest	40.16	40.06
	85.65	**86.56**

B Other assets - Current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Unsecured- considered good		
Advance to suppliers	107.03	18.68
Balances with Indirect tax authorities	4.43	4.43
Expected recoverable from vendors against warranty	66.65	68.01
Prepaid expenses	62.14	32.69
Right to return goods (Refer Note 16)	16.17	9.64
Others	29.86	57.36
	286.28	**190.81**

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

6 Inventories

(At lower of cost and net realisable value)

₹ crore

	Particulars	As at 31-03-2026	As at 31-03-2025
A	Raw materials	66.68	87.96
	Add: Goods-in-transit	-	0.16
		66.68	**88.12**
B	Work-in-progress	**37.10**	**40.04**
C	Finished goods	108.97	138.50
	Add: Goods-in-transit	20.11	49.56
		129.08	**188.06**
D	Stock-in-trade	309.60	356.07
	Add: Goods-in-transit	55.86	94.66
		365.46	**450.73**
E	Stores, spares and packing materials	4.24	4.97
		602.56	**771.92**

Note:
Inventories are hypothecated with the bankers against working capital facilities (Refer Note 12)

7 Trade receivables

A Trade receivables - Non current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Unsecured		
Considered good	1.08	10.55
	1.08	**10.55**

B Trade receivables - Current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Unsecured		
Considered good	1,024.37	619.45
Having significant increase in credit risk	28.72	32.17
Credit impaired	23.38	23.90
	1,076.47	**675.50**
Less: Allowance for expected credit losses (Refer Note 37)	(61.40)	(61.08)
	1,015.07	**614.43**

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

Trade Receivables Ageing (Non-current and Current)

₹ crore

As at 31-03-2026	Not Due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months -1 year	1-2 Years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables—considered good	705.77	252.77	22.20	-	7.16	22.17	1,010.07
(ii) Undisputed Trade receivables—which have significant increase in credit risk	-	-	-	19.16	-	-	19.16
(iii) Undisputed Trade receivables—credit impaired	-	-	-	-	2.07	12.53	14.60
(iv) Disputed Trade receivables—considered good	0.03	5.92	9.43	-	-	-	15.38
(v) Disputed Trade receivables—which have significant increase in credit risk	-	-	-	9.56	-	-	9.56
(vi) Disputed Trade receivables—credit impaired	-	-	-	-	5.83	2.95	8.78
Allowance for expected credit losses	(5.64)	(4.28)	(10.26)	(11.12)	(8.60)	(21.50)	(61.40)
Total	**700.16**	**254.41**	**21.37**	**17.60**	**6.46**	**16.15**	**1,016.15**

₹ crore

As at 31-03-2025	Not Due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months -1 year	1-2 Years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables—considered good	463.07	110.47	22.45	9.29	10.61	10.43	626.32
(ii) Undisputed Trade receivables—which have significant increase in credit risk	-	-	-	11.40	-	-	11.40
(iii) Undisputed Trade receivables—credit impaired	-	-	-	-	1.81	17.33	19.14
(iv) Disputed Trade receivables—considered good	-	1.10	2.57	-	-	-	3.67
(v) Disputed Trade receivables—which have significant increase in credit risk	-	-	-	20.77	-	-	20.77
(vi) Disputed Trade receivables—credit impaired	-	-	-	-	3.87	0.89	4.76
Allowance for expected credit losses	(6.09)	(4.18)	(5.88)	(20.96)	(8.69)	(15.28)	(61.08)
Total	**456.98**	**107.39**	**19.14**	**20.50**	**7.60**	**13.37**	**624.98**

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

Notes:

(a) The net carrying value of trade receivables is considered a reasonable approximation of fair value.

(b) Book debts are hypothecated with the bankers against Working capital demand loan.(Refer Note 12)

(c) Refer Note 37 for information about the Company's exposure to financial risks, and details of impairment losses for trade receivables and fair values.

(d) No trade receivables are due from directors or other officers of the Company either severally or jointly with any other person or firms or private companies in which any director is a partner, a director or a member.

(e) Trade receivables are non-interest bearing and are normally settled on 30 to 60 day terms.

8 Cash and cash equivalents

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Balance with banks:		
In current accounts	140.07	103.80
In deposit accounts with original maturity of 3 months or less	-	90.00
Cash on hand	-	-
	140.07	**193.80**

9 Bank balances (other than Cash and cash equivalents)

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Deposits with original maturity more than 3 months but less than 12 months	25.00	140.00
Earmarked balances with banks		
Unclaimed dividend account	4.96	5.04
	29.96	**145.04**

10 Equity share capital

₹ crore

Particulars	As at 31-03-2026		As at 31-03-2025	
	Number	Amount	Number	Amount
Authorised capital				
Equity shares of ₹ 2 each	67,00,00,000	134.00	67,00,00,000	134.00
Issued, subscribed and paid-up				
Equity shares of ₹ 2 each, fully paid-up	64,39,14,875	128.78	64,38,09,163	128.76
	64,39,14,875	**128.78**	**64,38,09,163**	**128.76**

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

a. Reconciliation of the shares outstanding at the beginning and at the end of the reporting period

₹ crore

Particulars	As at 31-03-2026		As at 31-03-2025	
	Number	Amount	Number	Amount
Outstanding at the beginning of the year	64,38,09,163	128.76	64,31,06,979	128.62
Shares issued on account of exercising Employee stock option schemes (Refer Note 35)	1,05,712	0.02	7,02,184	0.14
Outstanding at the end of the year	**64,39,14,875**	**128.78**	**64,38,09,163**	**128.76**

b. Rights, preferences and restrictions on shares

The Company has one class of share capital, i.e., equity shares having face value of ₹ 2 per share. Each holder of equity share is entitled to one vote per share. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

c. Details of shareholders holding more than 5% shares in the Company

₹ crore

Particulars	As at 31-03-2026		As at 31-03-2025	
	Number	% holding	Number	% holding
Equity shares of ₹ 2 each fully paid				
HDFC Mutual Fund	6,32,28,040	9.82%	6,16,07,545	9.57%
Nippon Life India Trustee Ltd - A/C Nippon India Growth	5,76,05,199	8.95%	3,96,18,204	6.15%
Mirae Asset Nifty India Manufacturing ETF	5,86,64,648	9.11%	3,88,11,390	6.03%

d. Shares reserved for issuance under Stock Option Plans of the Company at face value of ₹ 2 (Also Refer Note 35)

₹ crore

Particulars	As at 31-03-2026		As at 31-03-2025	
	Number	Amount	Number	Amount
Crompton Stock Option Plan 2016 (ESOP 2016)	80,500	0.02	2,00,445	0.04
Crompton Stock Option Plan 2019 (ESOP 2019)	65,75,494	1.32	76,35,653	1.53

e. No class of shares have been issued as bonus shares or for consideration other than cash by the Company during the period of five years immediately preceding the current year end.

f. No class of shares have been bought back by the Company during the period of five years immediately preceding the current year end.

g. There are no shares reserved for issue under options and contracts/commitments for the sale of shares/ disinvestment.

h. The Board of Directors have recommended payment of final dividend of ₹ 3 (Rupees Three only) per equity share of the face value of ₹ 2 each for the financial year ended 31st March, 2026.

i. Promoter Shareholding

Shares held by promoters at the end of the year 31-03-2026

Promoter name	No. of shares	% of total shares	% change during the year
NIL			
Total	**-**	**-**	

Shares held by promoters at the end of the year 31-03-2025

Promoter name	No. of shares	% of total shares	% change during the year
NIL			
Total	**-**	**-**	

Note:

As per records of the Company, including its register of shareholders/members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownerships of shares.

11 Other equity

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Capital reserve	0.05	0.05
Securities premium	392.60	389.25
Employee stock option outstanding account	73.93	74.94
Retained earnings	2,582.30	3,010.70
Other comprehensive income	0.41	0.35
	3,049.29	**3,475.29**

Note: For movements in reserves - refer Standalone Statement of Changes in Equity.

Nature and purpose of reserves

Capital reserve

Capital reserve was created on cancellation of shares as per statutory requirement.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

Securities premium

Securities premium was created on issue of shares at premium in accordance with Employee Stock Option Plans (ESOP).

Employee stock option outstanding

The fair value of the equity-settled share based payment transactions with employees is recognised in Statement of profit and loss with corresponding credit to Employee Stock Options Outstanding Account.

Retained earnings

Retained earnings are the profits that the Company has earned till date, net-off less any transfers to general reserve, dividends or other distributions paid to shareholders.

12 Borrowings

The Company has categorised all borrowings at Amortised Cost in accordance with the requirements of Ind AS 109.

A Borrowings - Non-current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Measured at amortized cost		
Secured		
7.65% Series B Redeemable Non-Convertible Debentures Tranche 2	-	300.00
	-	**300.00**
Less: Current maturities of long-term borrowings	-	(300.00)
	-	**-**

B Borrowings - current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Measured at amortized cost		
Secured		
Working capital demand loan from bank	-	0.01
Current maturities of non-convertible debentures (Refer Note 12 A)	-	300.00
Unamortized Non-Convertible Debentures Issue Expenses	-	(0.20)
	-	**299.81**

Notes:

(a) Non-Convertible Debentures

(i) Terms of Debentures:

Particulars of Debentures	Series B Tranche 2 (2022 issue)
Face value per debenture (₹)	1,000,000
Date of allotment	22nd July, 2022
As at 31st March, 2026 (₹ crore)	-
As at 31st March, 2025 (₹ crore)	300.00
Interest	7.65% p.a. payable annually
Terms of repayment	Due for redemption on 22-07 2025, with call option on 22-07-2024
Secured by charge	on 'Crompton' and 'Crompton Greaves Brand' (including assignment of license, agreements, if any)

(ii) Funds raised from Non-Convertible Debentures were utilised for the purpose it were obtained.

(iii) During the year, the Company redeemed Secured Non-Convertible Debentures amounting to ₹ 300 crore, Series B Tranche 2 (2022 issue), along with interest thereon, on 22nd July, 2025.

(b) Working capital loan facility is secured by way of charge on the Crompton's inventories and trade receivables.

(c) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

13 Provisions

A Provisions - Non-current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Provision for employee benefits		
Provision for Compensated absences (Refer Note 31)	1.46	17.15
Other provisions		
Provision for Warranty	140.20	157.93
Provision for Statutory dues	1.39	1.44
	143.05	**176.52**

B Provisions - current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Provision for employee benefits		
Provision for Compensated absences (Refer Note 31)	19.71	2.87
Provision for Gratuity (Refer Note 31)	10.67	-
Other provisions		
Provision for Warranty	54.62	96.56
Provision for Statutory dues	12.67	12.67
Provision for Other litigation Claims	0.07	0.10
	97.74	**112.20**

Notes:

(1) Movement in other provisions (2025-26)

₹ crore

Particulars	Warranty	Statutory Dues	Other litigation claims
Carrying amount at the beginning of the year	254.49	14.11	0.10
Provision made during the year (net)	142.25	-	-
Amounts used during the year	(160.69)	(0.05)	(0.03)
Unused amounts reversed during the year	(41.23)	-	-
Carrying amount at the end of the year	**194.82**	**14.06**	**0.07**
Current	54.62	12.67	0.07
Non-Current	140.20	1.39	-

Movement in other provisions (2024-25)

₹ crore

particulars	Warranty	Statutory Dues	Other litigation claims
Carrying amount at the beginning of the year	260.91	14.34	0.16
Additional provision made during the year	140.81	0.23	-
Amounts used during the year	(105.59)	(0.46)	(0.06)
Unused amounts reversed during the year	(41.64)	-	-
Carrying amount at the end of the year	**254.49**	**14.11**	**0.10**
Current	96.56	12.67	0.10
Non-Current	157.93	1.44	-

(2) Nature of provisions:

(a) **Provision for employee benefits** represents liability on account of compensated absences and gratuity as per statutory requirements.

(b) **Product warranties:** The Company gives warranties on certain products and services, undertaking to repair/replace products, which fail to perform satisfactorily during the warranty period. Provision made represents the amount of the expected cost of meeting such obligation on account of repair/replacement. The timing of outflows is expected to be within a period of two to five years.

(c) **Provision for statutory dues** represents liability on account of non-collection of declaration forms and other legal matters which are in appeal under the Acts/Rules.

(d) **Provision for other litigation obligation** claims represents liabilities that are expected to materialise in respect of matters in appeal.

14 Trade payables

A Trade payables - Non current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Total outstanding dues of micro enterprises and small enterprises (Refer Note below)	-	-
Total outstanding dues of creditors other than micro enterprises and small enterprises	20.62	15.94
	20.62	**15.94**

B Trade payables - Current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Acceptances	85.07	87.53
Total outstanding dues of micro enterprises and small enterprises (Refer Note below)	374.69	235.90
Total outstanding dues of creditors other than micro enterprises and small enterprises	1,293.76	1,001.83
	1,753.52	**1,325.26**

Terms of supply chain facility:

The Company has arranged a supply chain facility from various banks to facilitate suppliers who are willing to get their bills (duly accepted by Crompton Greaves Consumer Electricals Limited) discounted. No security or guarantees are provided under these arrangements.

₹ crore

Particulars	As on 31st March, 2026	As on 31st March, 2025*
Carrying amount of liabilities		
Presented within trade and other liabilities	483.79	NA
Of which suppliers have received payment	483.79	NA
Presented within finance payables	-	NA
Of which suppliers have received payment	-	NA
Range of payment due dates:		
Liabilities that are part of the arrangements	30 to 90 days	NA
Comparable trade payables that are not part of the arrangements	30 to 90 days	NA

There were no material foreign exchange differences that would affect the liabilities under the supply chain facility in either period.

*The Company has not provided comparative information in respect of the amendments to Ind AS 7 and Ind AS 107 relating to supply chain facility, as it has applied the transitional relief available on initial adoption of these amendments, which allows entities not to present comparative disclosures for prior periods.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

Notes:

(a) Micro, Small and Medium enterprises have been identified by the Company on the basis of the information available. Total outstanding dues to suppliers which are outstanding for more than the stipulated period and other disclosures as per the Micro, Small and Medium Enterprises Development Act, 2006, (MSMED Act) as at 31st March, 2026. The disclosure pursuant to the said Act is as under:

₹ crore

Particulars	31-03-2026/ 2025-26	31-03-2025/ 2024-25
The principal amount and the interest due thereon remaining unpaid to any supplier at the end of each accounting year		
Principal	374.69	235.90
Interest	0.02	0.02
The amount of interest paid by the buyer in terms of Section 16 of the MSMED Act, 2006 along with the amount of the payment made to the supplier beyond the appointed day during each accounting year	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year	0.02	0.02
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under Section 23 of the MSMED Act, 2006	-	-

(b) Identification of micro and small enterprises is basis intimation received from vendors.

(c) Trade payables are non-interest bearing and are normally settled on 30 to 60 day terms.

Trade Payables Ageing (Non-current and Current)

₹ crore

As at 31-03-2026	Unbilled dues	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	-	247.47	127.22	-	-	-	374.69
(ii) Others	348.02	685.00	342.06	16.30	1.45	6.62	1,399.45
(iii) Disputed dues — MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	**348.02**	**932.47**	**469.28**	**16.30**	**1.45**	**6.62**	**1,774.14**

₹ crore

As at 31-03-2025	Unbilled dues	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	-	164.84	71.06	-	-	-	235.90
(ii) Others	258.56	519.75	309.47	7.32	2.68	7.52	1,105.30
(iii) Disputed dues — MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	**258.56**	**684.59**	**380.53**	**7.32**	**2.68**	**7.52**	**1,341.20**

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

15 Other current financial liabilities

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Interest accrued but not due on borrowings	-	15.91
Unclaimed dividend	4.96	5.04
Security deposits	39.08	36.95
Other payables - to related parties (Refer Note 32)	-	3.35
	44.04	**61.25**

16 Other current liabilities

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Advances from customers	24.50	17.50
Statutory dues payables	38.47	51.74
Employee benefit payables	65.84	57.10
Refund liability*	23.63	14.37
Others	2.68	2.10
	155.12	**142.81**

*The Company has recognised a refund liability for the Sales return from customers amounting to ₹ 23.63 crores, which is in the normal course of business. The Company has also recognised a right to recover the returned goods ₹ 16.17 crores. The costs to recover the products are not material because the customers usually return the product in a saleable condition.

17 Income taxes

A. Tax expense recognised in Statement of profit and loss comprises:

₹ crore

Particulars	2025-26	2024-25
Current tax	161.30	201.01
Deferred tax credit	(8.92)	(8.60)
Tax expense for the year	**152.38**	**192.41**

B. Amounts recognised in Other comprehensive income

₹ crore

Particulars	2025-26			2024-25		
	Before tax	Tax (expense)/ benefit	Net of tax	Before tax	Tax (expense)/ benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurements gain/(loss) on post employment defined benefit plans and tax thereon	0.08	(0.02)	0.06	(3.20)	1.08	(2.12)
	0.08	**(0.02)**	**0.06**	**(3.20)**	**1.08**	**(2.12)**

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

C. Reconciliation of effective tax rate

₹ crore

Particulars	2025-26		2024-25	
	Amount	Rate	Amount	Rate
Profit/(loss) before tax	(90.93)		755.59	
Less: Adjustment for Impairment of investments (Deferred tax asset not created)	683.13		-	
Adjusted Profit before tax	**592.20**		**-**	
Computed tax expense	**149.05**	**25.17%**	**190.17**	**25.17%**
Corporate social responsibility disallowance	3.35	0.57%	3.37	0.45%
Impact of Share based payment expense	1.03	0.17%	(0.43)	(0.06)%
Others	(1.05)	(0.18)%	(0.70)	(0.10)%
Tax expense for the year	**152.38**	**25.73%**	**192.41**	**25.46%**

The tax rate used for reconciliation above is the corporate tax rate of 25.17% payable by corporate entities in India on taxable profits under Indian tax law.

D. Components of deferred tax assets/(liabilities) recognised in Balance sheet and Statement of profit and loss:

₹ crore

Sr. no.	Particulars	Balance sheet		Statement of profit and loss	
		As at 31-03-2026	As at 31-03-2025	2025-26	2024-25
(a)	Employee stock option outstanding	18.60	17.87	0.73	0.65
(b)	Provision allowed under tax on payment basis	12.13	11.97	0.16	(0.66)
(c)	Provision for doubtful debts and advances	15.47	14.69	0.78	1.04
(d)	Difference between Written down value of Property, Plant and Equipment and Intangible assets as per books of accounts and Income Tax	11.71	(2.10)	13.81	(0.53)
(e)	Fair valuation of Investments	(3.71)	(2.81)	(0.89)	0.56
(f)	Impact of Revenue recognition	11.60	18.46	(6.86)	5.86
(g)	Impact of Right-of-use asset	(43.32)	(35.53)	(7.79)	(10.59)
(h)	Impact of lease liabilities	48.20	31.07	17.13	8.94
(i)	Other temporary differences (including tax related to items that will not be reclassified to profit or loss)	2.46	10.62	(8.16)	4.41
	Deferred tax income			**8.90**	**9.68**
	Net deferred tax assets	**73.14**	**64.24**		

E. Reconciliation of deferred tax assets:

₹ crore

Sr. no.	Particulars	2025-26	2024-25
(a)	Opening balance as at 1st April	64.24	54.56
(b)	Tax income/(expense) during the period recognised in:		
	(i) Statement of profit and loss in profit or loss	8.92	8.60
	(ii) Statement of profit and loss under OCI	(0.02)	1.08
	Closing balance as at 31st March	**73.14**	**64.24**

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

F. Tax assets and liabilities

₹ crore

Sr. no.	Particulars	As at 31-03-2026	As at 31-03-2025
(a)	Non-current tax assets (net of tax provision)	8.62	8.62
(b)	Current tax liabilities (net of tax assets)	58.43	47.35

During the previous year, the Company had received income tax refunds amounting to ₹ 13.29 crore for the FY 2022-23 and FY 2023-24

18 Revenue from Operations

₹ crore

Particulars	2025-26	2024-25
Revenue from contract with customers		
Sale of products (excluding Goods and Service tax)	7,064.12	6,951.30
Sale of services	101.30	50.72
	7,165.42	**7,002.02**
Other operating revenue		
Export benefits and other incentives	1.84	2.25
Scrap sales	25.55	23.56
Royalty Income	0.42	0.46
	27.81	**26.27**
	7,193.23	**7,028.29**

(i) Timing of revenue recognition

₹ crore

Particulars	2025-26	2024-25
Goods transferred at a point in time	7,089.67	6,974.86
Services transferred at a point in time	101.30	50.72
Total revenue from contracts with customers	**7,190.97**	**7,025.58**
Add: Export incentive	1.84	2.25
Add: Royalty Income	0.42	0.46
Total revenue from operations	**7,193.23**	**7,028.29**

(ii) Disaggregation of revenue based on product or service

₹ crore

Particulars	2025-26	2024-25
Sale of products (excluding Goods and Service tax)		
(i) Electric consumer durables	5,988.40	5,936.05
(ii) Lighting products	1,075.72	1,015.25
	7,064.12	**6,951.30**
Sale of services		
(i) Electric consumer durables	96.82	48.96
(ii) Lighting products	4.48	1.76
	101.30	**50.72**
Total revenue from contracts with customers	**7,165.42**	**7,002.02**

Contd.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

(iii) Revenue by location of customers

The Company mainly caters to Indian Market, accordingly, secondary information/geographical segment is not applicable.

(iv) Reconciliation of revenue recognised in statement of profit and loss with contracted price

₹ crore

Particulars	2025-26	2024-25
Revenue as per contracted price	8,684.75	7,894.29
Less: Cash discount	114.33	118.62
Less: Sales return and incentives	1,405.00	773.66
Total revenue from contract with customers	**7,165.42**	**7,002.02**
Add: Export benefits and other incentives	1.84	2.25
Add: Scrap sales	25.55	23.56
Add: Royalty Income	0.42	0.46
Total revenue from operations	**7,193.23**	**7,028.29**

(v) Performance obligation

Sale of products: Performance obligation in respect of sale of goods is satisfied when control of the goods is transferred to the customers, generally on delivery/dispatch of the goods as applicable and payment is generally due as per the terms of contract with customers.

Sale of services: Performance obligation in respect of installation services is satisfied at a point in time when the services are completed and control is transferred to the customer, generally upon successful installation. Payment for such services is typically due as per the terms of the contract with customers.

(vi) Contract liabilities and assets

a. Contract liabilities

₹ crore

Particulars	2025-26	2024-25
Balance at the beginning of the year	31.87	26.08
Revenue recognised/ other adjustments (net) during the year	128.18	128.07
Advance received during the year	144.44	133.86
Balance at the end of the year	**48.13**	**31.87**

b. Contract assets

The Company has contract assets of ₹ 16.17 crore as at 31st March, 2026 (Previous year ₹ 9.64 crore) (Refer Note 5)

(vii) Information about major customers

There are no customers having revenue exceeding 10% of total revenues.

(For segment related information, Refer Note 36)

19 Other income

₹ crore

Particulars	2025-26	2024-25
Interest income	29.67	29.40
Dividend income from subsidiaries	3.67	-
Income from subsidiaries	2.32	2.87
Fair value gain on investments measured at fair value through profit or loss	25.94	30.53
Others	0.76	1.43
	62.36	**64.23**

20 Cost of materials consumed

₹ crore

Particulars	2025-26	2024-25
Opening inventories	88.12	83.34
Add: Purchases	1,059.13	1,157.43
Less: Closing inventories	(66.68)	(88.12)
Cost of raw materials consumed	**1,080.57**	**1,152.65**
Add: Sub-contracting charges	26.48	34.35
	1,107.05	**1,187.00**

21 Purchases of stock-in-trade

₹ crore

Particulars	2025-26	2024-25
Electric consumer durables	2,985.40	3,140.50
Lighting products	736.92	504.29
	3,722.32	**3,644.79**

22 Changes in inventories of finished goods, stock-in-trade and work-in-progress

₹ crore

Particulars	2025-26	2024-25
Opening inventories:		
Finished goods	188.06	203.54
Stock-in-trade	450.73	371.53
Work-in-progress	40.04	34.33
	678.83	**609.40**
Less:		
Closing inventories:		
Finished goods	129.08	188.06
Stock-in-trade	365.46	450.73
Work-in-progress	37.10	40.04
	531.64	**678.83**

Contd.

₹ crore

Particulars	2025-26	2024-25
Changes in inventories:		
Finished goods	58.98	15.48
Stock-in-trade	85.27	(79.20)
Work-in-progress	2.94	(5.71)
	147.19	**(69.43)**

23 Employee benefits expense

₹ crore

Particulars	2025-26	2024-25
Salaries, wages, bonus and other benefits	499.19	467.68
Contribution to provident and other funds (Refer Note 31)	16.90	14.87
Gratuity (Refer Note 31)	2.72	3.56
Compensated absences (Refer Note 31)	4.95	5.66
Staff welfare expenses	32.13	33.01
Share-based payments to employees (Refer Note 35)	8.07	10.11
	563.96	**534.89**

Notes:

(a) For remuneration paid to key management personnel Refer Note 32

(b) During the year, the Company has capitalised Employee benefits expense of ₹ 6.44 crore (Previous year ₹ 7.90 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

24 Finance costs

₹ crore

Particulars	2025-26	2024-25
Interest on borrowing	7.27	30.67
Interest on lease liability (Refer Note 30)	13.06	12.03
Discounting charges	21.82	12.50
Interest others	0.09	0.09
	42.24	**55.29**

25 Other expenses

₹ crore

Particulars	2025-26	2024-25
Consumption of stores and spares	16.31	13.47
Power and fuel	8.59	9.03
Rent	18.00	14.62
Repair to property, plant and equipment	4.08	3.62
Insurance	3.89	3.78
Rates and taxes	0.33	0.79

Contd.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

₹ crore

Particulars	2025-26	2024-25
Freight and forwarding outward	241.21	228.46
Packing materials	73.91	79.36
After sales service	88.87	76.68
Sales promotion	82.70	101.19
Corporate social responsibility expenses (Refer Note 29)	13.31	13.37
Advertising	150.50	154.86
Legal and professional charges	99.57	92.74
Payment to the auditors (Refer Note below)	1.09	1.08
Bad Debts written off	16.36	18.23
Allowance for credit losses	0.32	4.16
Extended Producer's Responsibility	16.78	18.25
Miscellaneous expenses	70.75	66.49
	906.57	**900.18**

Notes:

(a) Other expenses include expenditure on research and costs not eligible for capitalisation (Refer Note 28)

(b) During the year, the Company has capitalised Other expenses of ₹ 1.93 crore (Previous year ₹ 2.93 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

Payment to the auditors

₹ crore

Particulars	2025-26	2024-25
Auditors' remuneration (excluding Goods and Service tax)		
Statutory audit fees	0.59	0.59
Other services		
(i) Certification work	0.03	0.04
(ii) Others	0.37	0.37
Reimbursement of expenses	0.10	0.08
	1.09	**1.08**

26 Exceptional items

₹ crore

Particulars	2025-26	2024-25
New Labour Codes impact (Refer Note a below)	18.45	-
Restructuring Cost (Refer Note b below)	20.36	-
Impairment of Trademark and Patents (Refer Note c below)	32.91	-
Impairment of investments (Refer Note c below)	683.13	-
	754.85	**-**

Contd.

Notes:

(a) Pursuant to the notification issued by the Ministry of Labour and Employment, twenty-nine existing labour regulations have been consolidated into a unified framework comprising four Labour Codes, collectively referred to as the 'New Labour Codes' which became effective from 21st November, 2025. The Company has reassessed its employee benefit obligations in accordance with the New Labour Codes and accordingly, an incremental liability of ₹ 18.45 crores has been recognized as an Exceptional Item. As the rules to the New Labour Codes are yet to be notified, the differential impact, if any, of those will be accounted in the period in which they are notified.

(b) The Company recognised ₹ 20.36 crores towards restructuring of Vadodara plant operations from a lighting facility into a multi-business facility as an Exceptional Item.

(c) The Company recognised an impairment charge of ₹ 716.04 crores on its investment in material subsidiary Butterfly Gandhimathi Appliances Limited ('Butterfly') and associated trademarks, which it acquired on 30th March 2022. The impairment is based on a valuation performed by an independent valuer and has been recognised in accordance with Ind AS 36 – Impairment of Assets.

27 Contingent liabilities and commitments

₹ crore

Sr no.	Particulars	As at 31-03-2026	As at 31-03-2025
A	**Contingent Liabilities:**		
	(to the extent not provided for)		
	(a) Claims against the Company not acknowledged as debts	32.76	32.03
	(b) Income tax liability that may arise in respect of matters in appeal	143.87	113.79
	(c) Excise duty/customs duty/service tax liability that may arise in respect of matters in appeal	11.33	11.33
	(d) GST/Entry Tax/Sales tax/VAT liability that may arise in respect of matters in appeal	222.62	215.64
	(e) Corporate and bank guarantees for debt given on behalf of subsidiary Company	-	249.00
	(f) Extended Producer's Responsibility	83.76	24.18
B	**Commitments:**		
	Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	11.37	11.31

Notes:

(a) Claims against the Company not acknowledged as debts represent various claims made by third parties in respect of contractual obligations, commercial disputes and other matters. The management, based on legal advice, does not consider these claims as valid liabilities and has therefore not recognized any provision in the standalone financial statements.

(b) The Company has received demands from the income tax authorities pertaining to various assessment years, which have been disputed and are currently pending before appellate authorities. Based on the assessment of the facts of the case and advice received from tax consultants, the management believes that it has adequate grounds to contest these demands. Accordingly, no provision has been recognized and the same has been disclosed as a contingent liability.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

(c) This represents indirect tax demands raised by the respective authorities relating to excise duty, customs duty and service tax, primarily pertaining to periods prior to the implementation of GST. These matters are under dispute and pending at various appellate forums. The Company has contested these demands and based on legal advice, expects a favorable outcome. Accordingly, no provision has been recognized and the same has been disclosed as a contingent liability.

(d) The Company has disputed various demands raised by tax authorities in respect of GST as well as pre-GST levies such as entry tax, sales tax and VAT. These cases are pending before appropriate appellate authorities. The management, based on its evaluation and legal advice, believes that the likelihood of an outflow is not probable. Therefore, these liabilities have not been recognized in the books of account and are disclosed as contingent liabilities.

(e) The Company had issued corporate and bank guarantees in earlier years on behalf of its subsidiary to the consortium bankers in respect of working capital facility. The corporate guarantee provided to the consortium bankers has been returned by the lenders and ceased to be in effect as of 31st March, 2026.

(f) As per E-waste (Management) Rules, 2022, as amended, the Company has an obligation to complete the Extended Producer Responsibility (EPR) targets. The Company has fulfilled its obligation for the current and previous financial year . Further, Central Pollution Control Board of India has notified higher floor prices for exchange of EPR certificates, which has been legally challenged before the Delhi High Court by several producers in similar businesses. Since the matter is sub judice, the liability arising from difference between the floor prices notified by the Board and the rates prevailing/charged in the market is disclosed as a contingent liability in the standalone financial statements.

(g) It is not practicable to estimate the timing of cash outflows, if any, in respect of matters at (a) to (f) above, pending resolution of the arbitration/appellate proceedings.

(h) The Company does not expect any reimbursements in respect of the above contingent liabilities.

(i) Capital commitments represent the estimated value of contracts entered by the Company for acquisition of property, plant and equipment and other capital assets, which remain to be executed as at the balance sheet date. These obligations are contractual in nature and are not recognized as liabilities since the related assets have not yet been received or the services have not yet been rendered. Accordingly, these are disclosed as commitments and indicate future cash outflows.

28 Expenditure on research and development

₹ crore

Sr no.	Particulars	2025-26	2024-25
(a)	Capital expenditure*	32.64	24.24
	Sub-total (a)	**32.64**	**24.24**
(b)	Revenue expenditure		
	Raw materials consumed	2.21	2.71
	Employee benefits	36.22	28.93
	Depreciation and amortisation	24.02	15.14
	Other expenses		
	Consumption of stores and spares	1.89	1.38
	Repairs and maintenance	0.31	0.19
	Miscellaneous expenses	15.21	12.07
	Sub-total (b)	**79.86**	**60.42**
	Total (a) + (b)	**112.50**	**84.66**

*includes ₹ 11.08 crore (Previous year ₹ 13.31 crore) capitalised under Product Development & IAUD as a Development cost as per Ind AS 38.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

29 Expenditure on Corporate Social Responsibility (CSR)

₹ crore

Particulars	2025-26	2024-25
Gross amount required to be spent by the Company during the year	13.30	13.37
Amount approved by the Board to be spent by the Company during the year	13.30	13.37
Amount of expenditure incurred by the Company during the year:		
(i) Construction/acquision of any asset	-	-
(ii) On purposes other than (i) above:		
- **In cash** Nature of CSR activities		
Community Development	0.97	1.57
Monitoring & Evaluation	0.44	0.11
Skill Development	6.40	5.09
Water Conservation	4.83	6.00
Administration	0.67	0.60
Yet to be paid in	-	-
Total CSR expenditure	**13.31**	**13.37**
Contirbution to Crompton (CSR) Foundation - a trust controlled by the Company	12.68	12.78

30 Leases

Company as lessee

A Lease liabilities

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Opening balance	166.55	80.48
Addition	68.29	124.64
Accredition of interest	13.06	12.03
Payments	(55.43)	(48.15)
Adjustments for derecognition	(0.95)	(2.45)
Closing balance	191.52	166.55
Current maturities of lease liabilities	**42.83**	**34.22**
Non-current lease liabilities	**148.69**	**132.33**

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

B Amounts recognised in Statement of profit and loss

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Depreciation expense of right-of-use assets	46.31	42.03
Interest expense on lease liabilities	13.06	12.03
Short term and low value leases	18.00	14.62
Total	**77.37**	**68.68**

C Maturity analysis of lease liabilities (undiscounted)

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Less than 3 months	14.32	11.74
3 months to 6 months	13.77	11.52
6 months to 1 year	26.74	21.73
1 year to 5 years	140.16	110.56
More than 5 years	35.69	51.41
Total	**230.68**	**206.96**

D Amounts recognised in statement of Cash Flows

₹ crore

Particulars	2025-26	2024-25
Total Cash outflow for leases	**55.43**	**48.15**

E The weighted average incremental borrowing rate applied to new lease liabilities throughout the year is 6.68%

31 Employee benefits

(a) Defined contribution plans (Refer Accounting Policy Note 1.4(k))

Amount of ₹ 25.42 crore (Previous year ₹ 24.41 crore) is recognised as an expense and included in Employee benefits expense as under the following defined contribution plans: (Refer Note 23)

₹ crore

Benefits (Contribution to)	2025-26	2024-25
Provident fund	13.99	12.22
Superannuation fund	0.86	1.00
Employee state insurance scheme	0.03	0.07
Labour welfare scheme	0.00	0.01
Gratuity	3.21	3.62
National Pension Scheme	2.38	1.83
Compensated Absences	4.95	5.66
Total	**25.42**	**24.41**

Note:- During the year, the Company has capitalised employees benefits of ₹ 0.42 crore (previous year ₹ 0.32 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

(b) Defined Benefit Plans (Refer Accounting Policy Note 1.4(k)) as per Actuarial Valuation are as under:

₹ crore

	Particulars	Gratuity	
		2025-26 (Funded)	2024-25 (Funded)
I	**Change in present value of defined benefit obligation during the year**		
	Present value of defined benefit obligation at the beginning of the year	34.20	32.68
	Amount recognised in statement of profit and loss		
	Interest cost	2.64	2.36
	Current service cost	2.53	3.85
	Past service cost	17.08	-
	Amount recognised in other comprehensive income		
	Actuarial loss/(gain)	(1.87)	0.03
	Benefits paid	(8.32)	(4.72)
	Present Value of defined benefit obligation at the end of the year	**46.26**	**34.20**
II	**Change in fair value of plan assets during the year**		
	Fair value of plan assets at the beginning of the year	35.00	35.99
	Expected return on plan assets	2.39	2.59
	Contributions	-	(4.00)
	Benefits paid from the fund	-	-
	Amount recognised in other comprehensive income	-	-
	Actuarial gain/(loss)	(1.80)	0.42
	Fair value of plan assets at the end of the year	**35.59**	**35.00**
III	**Actual return on plan assets**		
	Expected return on plan assets	2.39	2.59
	Actuarial gain/(loss)	(1.80)	0.42
	Actual return on plan assets	**0.59**	**3.01**
IV	**Net asset/(liability) recognised in the balance sheet**		
	Present Value of defined benefit obligation at the end of the year	(46.26)	(34.20)
	Fair value of plan assets at the end of the year	35.59	35.00
	Asset/(Liability) recognised in the balance sheet	**(10.67)**	**0.80**
V	**Expenses recognised in the statement of profit and loss**		
	Current service cost	2.53	3.85
	Interest cost	0.25	(0.23)
	Past Service cost	17.08	-
		19.86	**3.62**
VI	**Expenses recognised in the Other comprehensive income**		
	Actuarial loss/(gain) on Obligation For the Period	(1.87)	0.03
	Return on Plan Assets, Excluding Interest Income	1.80	(0.42)
	Change in Asset Ceiling	-	-
	Net (Income)/Expense For the Period Recognized in OCI	**(0.08)**	**(0.39)**
VII	**The major categories of plan assets as a percentage of total plan**		
	Insurer managed funds	100%	100%

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Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

₹ crore

Particulars	Gratuity 2025-26 (Funded)	Gratuity 2024-25 (Funded)
VIII Sensitivity analysis for significant assumptions:		
Increase/(decrease) on present value of defined benefits obligation at the end of the year		
1% increase in discount rate	(2.70)	(1.87)
1% decrease in discount rate	3.05	2.09
1% increase in salary escalation rate	3.05	2.09
1% decrease in salary escalation rate	(2.76)	(1.90)
1% increase in employee turnover rate	0.01	0.06
1% decrease in employee turnover rate	(0.03)	0.05
1% increase in Medical inflation rate	-	-
1% decrease in Medical inflation rate	-	-
IX Maturity profile of defined benefit obligations		
Within the next 12 months	7.20	5.00
Between 1 and 5 years	16.08	13.58
Between 5 and 10 years	21.38	15.78
X Actuarial assumptions		
Discount rate (p.a.)	7.24%	6.84%
Expected Return on Plan Assets (p.a.)	7.24%	6.84%
Employee turnover rate	6.00%	6.00%
Salary escalation rate	6.00%	6.00%
Mortality rate during employment	Indian Assured Lives Mortality (2012-14)	Indian Assured Lives Mortality (2012-14)
Medical premium inflation rate	N.A	N.A

(c) The sensitivity analysis above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the year and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. When calculating the sensitivity to the assumption, the same method used to calculate the liability recognised in the balance sheet has been applied. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared with the previous year.

(d) The Company makes contributions to the Gratuity Trust, which manages the investment. The Trust is a funded defined benefit plan for qualifying employees. The Scheme provides for lump sum payment to vested employees at retirement, death while in employment or on termination of employment as per the Company's Gratuity Scheme. Vesting occurs upon completion of five years of service.

(e) The actuarial valuation of plan assets and the present value of the defined benefit obligation were carried out at 31st March, 2026 and 31st March, 2025. The present value of the defined benefit obligation and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

(f) Discount rate is based on the prevailing market yields of Indian Government securities as at the balance sheet date for the estimated term of the obligations.

(g) Expected rate of return on the plan assets is based on the average long-term rate of return expected on investments of the Fund during the estimated term of the obligations.

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Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

(h) The salary escalation rate considered in the actuarial valuation is arrived after taking into consideration the seniority, the promotion, inflation and other relevant factors.

(i) The average duration of the defined benefit plan obligation at the end of the reporting period is 7.61 years (Previous year 7.16 years)

Compensated absences

In respect of compensated absences, accrual is made on the basis of a year-end actuarial valuation as at balance sheet date. The actuarial valuation is done as per Projected unit credit method.

The leave obligation cover the Company's liability for earned leave. The amount of the provision of ₹ 1.46 crore (Previous year ₹ 17.15 crore) is presented as non-current and ₹ 19.71 (Previous year ₹ 2.87 crore) is presented as current. The Company has recognised ₹ 4.95 (Previous year ₹ 5.66 crore) for compensated absences in the Statement of Profit and Loss.

32 Related Party Disclosures

i) List of related parties over which control exist:

Subsidiary companies (Refer note 3 for details of holding in subsidiary Company)

Pinnacles Lighting Project Private Limited

Nexustar Lighting Project Private Limited

Butterfly Gandhimathi Appliances Limited

Crompton (CSR) Foundation

ii) Post employment benefit plans with whom transactions were carried out during the year:

Crompton Greaves Consumer Electricals Limited Employees' Gratuity Trust

Crompton Greaves Consumer Electricals Limited Employees' Superannuation Fund

iii) Key Management Personnel:

Mr. D. Sundaram, Chairman and Non-Executive, Non-Independent Director (Non-Independent Director from 18th September, 2025)

Mr. P. M. Murty, Independent Director (upto 24th July, 2025)

Ms. Smita Anand, Independent Director

Mr. P.R. Ramesh, Independent Director

Ms. Hiroo Mirchandani, Independent Director

Mr. Anil Chaudhry, Independent Director

Mr. Sanjiv Kakkar, Independent Director

Mr. Promeet Ghosh, Managing Director and Chief Executive Officer

Mr. Shantanu Khosla, Vice Chairman and Executive Director (from 1st May, 2023 to 30th April, 2024); Non executive Vice Chairman (from 1st May, 2024 to 31st December, 2025)

Mr. Kaleeswaran Arunachalam, Chief Financial Officer

Ms. Rashmi Khandelwal, Company Secretary & Compliance Officer (upto 23rd April, 2026)

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

iv) Details of related party transactions:

₹ crore

Sr no.	Nature of transaction	2025-26	2024-25
1	**Services received**		
	Butterfly Gandhimathi Appliances Limited	0.37	1.02
	Total	**0.37**	**1.02**
2	**Services rendered**		
	Pinnacles Lighting Project Private Limited	0.05	0.05
	Nexustar Lighting Project Private Limited	0.05	0.05
	Butterfly Gandhimathi Appliances Limited	7.94	8.90
	Total	**8.04**	**9.00**
3	**Purchase of products**		
	Butterfly Gandhimathi Appliances Limited	27.72	31.08
	Total	**27.72**	**31.08**
4	**Sales of products**		
	Butterfly Gandhimathi Appliances Limited	14.70	-
	Total	**14.70**	**-**
5	**Purchase of property, plant and equipment**		
	Butterfly Gandhimathi Appliances Limited	-	0.09
	Total	**-**	**0.09**
6	**Contributions (Employer's) to Post Retirement Funds**		
	Crompton Greaves Consumer Electricals Limited Employees' Superannuation Fund	0.86	1.00
	Total	**0.86**	**1.00**
7	**Compensation to Key Management Personnel**		
	Short-term benefits*	23.97	30.06
	Share-based Payments (Refer Note b below)	7.53	6.99
	Termination benefits	-	-
	Other long-term benefits	-	-
	Total	**31.50**	**37.05**
8	**Donations paid**		
	Crompton (CSR) Foundation	12.68	12.78
	Total	**12.68**	**12.78**

*Short-term benefits for the current year include Directors' sitting fees and commission of ₹ 0.75 crore and ₹ 2.77 crore respectively (previous year: ₹ 0.51 crore and ₹ 3.07 crore respectively)

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

Notes:

a) Liabilities for post retirement benefits being Gratuity and Leave encashment are provided on actuarial basis for the Company as a whole. The amount pertaining to Key management personnel are not included above.

b) The Company has granted shares under various Schemes to the eligible Key Management Personnel. The amount mentioned is the fair value of the grant (credited)/charged to Statement of profit and loss.

v) Amount due to/from related parties

₹ crore

Sr no.	Nature of Transaction	As at 31-03-2026	As at 31-03-2025
1	**Other Receivable**		
	Butterfly Gandhimathi Appliances Limited	13.03	-
	Crompton Greaves Consumer Electricals Limited Employees' Gratuity Trust	-	0.80
	Total	**13.03**	**0.80**
2	**Other Payable**		
	Butterfly Gandhimathi Appliances Limited	-	3.35
	Crompton Greaves Consumer Electricals Limited Employees' Superannuation Fund	0.06	0.08
	Commission Payable to Key Management Personnel	2.77	3.07
	Crompton Greaves Consumer Electricals Limited Employees' Gratuity Trust	10.67	-
	Total	**13.50**	**6.50**

Terms and conditions of transactions with related parties

All Related Party Transactions entered during the year were in ordinary course of the business and on arm's length basis. Outstanding balances at the year-end with related parties are unsecured and interest free, and will be settled/recovered in cash.

The Company has not made any allowance for bad or doubtful debts in respect of related party trade receivables nor has any guarantee been given or received during the year ended 31st March 2026 and 31st March 2025 relating to related party transactions.

33 Earnings Per Share (EPS)

Basic EPS amounts are calculated by dividing the profit for the year attributable to equity holders of the Company by the weighted average number of Equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit attributable to equity holders of the Company by the weighted average number of Equity shares outstanding during the year plus the weighted average number of Equity shares that would be issued on conversion of all the dilutive potential Equity shares into Equity shares.

Contd.

₹ crore

Particulars		2025-26	2024-25
(a) Basic earnings per share			
Numerator for earnings per share			
Profit/(Loss) after tax	₹ crore	(243.31)	563.18
Denominator for earnings per share			
Weighted number of equity shares outstanding during the year	Nos	64,38,81,441	64,35,11,955
Earnings per share - Basic (one equity share of ₹ 2 each)	₹	(3.78)	8.75
(b) Diluted earnings per share			
Numerator for earnings per share			
Profit/(Loss) after tax	₹ crore	(243.31)	563.18
Denominator for earnings per share			
Weighted number of equity shares outstanding for basic EPS during the year	Nos	64,38,81,441	64,35,11,955
Add: Weighted average number of potential equity shares on account of Employee Stock Option Schemes (refer note below)	Nos	-	-
Weighted number of equity shares outstanding for diluted EPS during the year	Nos	64,38,81,441	64,35,11,955
Earnings per share - Diluted (one equity share of ₹ 2 each)	₹	(3.78)	8.75

Note:

66,55,994 (previous year: 78,36,098) number of share options are outstanding as on 31st March, 2026 which are anti-dilutive in nature

34 Impairment testing of Goodwill

For the purpose of impairment testing, goodwill is allocated to the Company's operating division (not at segment level), which is not higher than the Company's operating segments. The aggregate carrying amounts of goodwill allocated to each unit are as follows:

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Electric Consumer Durables	590.10	590.10
Lighting Products	189.31	189.31
Total	**779.41**	**779.41**

The recoverable amount is based on a value-in-use calculation using the discounted cash flow method. The value-in-use calculation is made using exit multiple and pre-tax budgeted EBITDA projections of the next five years which is considered by the Board as a reasonable period.

Contd.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

The key assumptions used in value-in-use calculations are as follows:

a) Earnings (before interest and tax) margin: The margins have been estimated based on past experience after considering incremental revenue and savings from the efficiencies and cost saving initiatives driven by the Company.

b) Discount rate: Discount rate reflects the current market assessment of the risks specific to a cash generating unit and is estimated based on the weighted average cost of capital.

c) Long-term growth rate: The growth rates used are in line with the long-term average growth rates of the Company and are consistent with the internal/external sources of information.

The assumptions used are reviewed annually as part of management's budgeting and strategic planning cycles. These estimates may differ from actual results. The values assigned to each of the key assumptions reflect the Management's past experience as their assessment of future trends, and are consistent with external/internal sources of information.

Based on the above assumptions and analysis, no impairment was identified for any of the cash generating unit as at 31st March 2026 and 31st March, 2025 as the recoverable value of the cash generating unit exceeded the carrying value.

The Company has also performed sensitivity analysis calculations on the projections used (revenue growth and EBITDA margin) and discount rate applied. An analysis of the sensitivity of the computation to a change in key parameters (operating margin, discount rates and average growth rate), based on reasonable assumptions, did not identify any probable scenario in which the recoverable amount of the cash generating units would decrease below its carrying amount.

35 Share-based Payments

Employee stock options - equity settled

(a) The Members of the Company have approved by way of postal ballots grant of Employee stock options under various Schemes. The plan envisaged grant of shares to eligible employees at market price/pre-determined value as determined by the Nomination and Remuneration Committee (NRC) of the Board of Directors from time to time.

Disclosures:

₹ crore

Particulars	31-03-2026/ 2025-26	31-03-2025/ 2024-25
Share-based Payments to employees	8.07	10.11
Employee Stock option outstanding	73.93	74.94

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Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

(b) The position of the existing schemes is summarized as under:

Particulars	31-03-2026		31-03-2025	
	ESOP 2019	ESOP 2016	ESOP 2019	ESOP 2016
Date of Shareholder's approval	19-01-2020 and amended on 06-01-2021	22-10-2016	19-01-2020 and amended on 06-01-2021	22-10-2016
Total number of options approved under ESOS	98,00,000	40,00,000	98,00,000	40,00,000
Vesting requirements	1-5 Years	1-5 Years	1-5 Years	1-5 Years
Exercise price or pricing formula (₹)	Exercise Price is the closing market price on the Stock Exchange, as on the day prior to the date on which the NRC approves the Grant.		Exercise Price is the closing market price on the Stock Exchange, as on the day prior to the date on which the NRC approves the Grant.	
Maximum term of Options granted (years)	Options granted under ESOP 2019 would vest not earlier than one year and not later than 5 years from the date of grant.	Options granted under ESOP 2016 would vest not earlier than one year and not later than 5 years from the date of grant.	Options granted under ESOP 2019 would vest not earlier than one year and not later than 5 years from the date of grant.	Options granted under ESOP 2016 would vest not earlier than one year and not later than 5 years from the date of grant.
Source of shares (Primary, Secondary or combination)	Primary			
Variation in terms of options	There have been no variations in the terms of the options			

(c) Options movement during the year:-

Particulars	2025-26		2024-25	
	ESOP 2019	ESOP 2016	ESOP 2019	ESOP 2016
No. of options outstanding at the beginning of the year	76,35,653	2,00,445	78,83,560	6,06,233
No. of options granted during the year	20,983	-	9,50,000	-
No. of options forfeited/lapsed during the year	10,81,142	14,233	9,01,511	-
No. of options vested during the year	9,68,911	-	10,15,249	-
No. of options exercised during the year	-	1,05,712	2,96,396	4,05,788
Money realised by exercise of options (₹)	-	2,36,56,657	11,22,19,471	9,15,94,433
No. of options outstanding at the end of the year	65,75,494	80,500	76,35,653	2,00,445
No. of options exercisable at the end of the year	36,30,761	80,500	32,24,403	2,00,445
Weighted Average Remaining Contractual Life (in years)	3.62	1.59	4.47	1.98

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

(d) Weighted average information for year:

Particulars	2025-26		2024-25	
	ESOP 2019	ESOP 2016	ESOP 2019	ESOP 2016
Weighted average exercise price of options granted during the year whose				
Exercise price equals market price (₹)	-	-	432.05	-
Exercise price is greater than market price (₹)	351.85	-	-	-
Exercise price is less than market price (₹)	-	-	-	-
Weighted average fair value of options granted during the year whose				
Exercise price equals market price (₹)	-	-	118.64	-
Exercise price is greater than market price (₹)	98.03	-	-	-
Exercise price is less than market price (₹)	-	-	-	-

(e) The Black-Scholes Valuation Model has been used for computing weighted average fair value considering the following inputs:-

Particulars	2025-26	2024-25
	ESOP 2019	ESOP 2019
Price of the underlying share in market at the time of the option grant (₹)	349.60	432.05
Exercise price (₹)	351.85	432.05
Risk free interest rate (based on government securities)	5.83%	6.56%
Expected life (years)	3.50	3.04
Expected volatility	29.85%	29.86%
Dividend yield	0.86%	0.69%

(f) Number and Weighted Average Exercise Price of Options

Particulars	2025-26		2024-25	
	Number of options	Weighted Average Exercise Price (₹)	Number of options	Weighted Average Exercise Price (₹)
Outstanding at the beginning of the year	78,36,098	365.44	84,89,793	353.40
Granted during the year	20,983	351.85	9,50,000	432.05
Forefeited during the year	10,95,375	372.94	9,01,511	380.77
Exercised during the year	1,05,712	223.78	7,02,184	290.26
Expired during the year	-	-	-	-
Outstanding at the end of the year	66,55,994	366.42	78,36,098	365.44
Exercisable at the end of the period	37,11,261	379.41	34,24,848	383.57

(g) Weighted average share price of options exercised during the year is ₹ 320.09 (Previous year ₹ 419.43).

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

36 Operating Segments

A. General Information

The Company has determined following reporting segments based on the information reviewed by the Company's Chief Operating Decision Maker ('CODM').

a) Electric Consumer Durables

b) Lighting Products

The above business segments have been identified considering:

a) the nature of products and services

b) the differing risks and returns

c) the internal organisation and management structure, and

d) the internal financial reporting systems.

The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Management Committee as explained in the Director's Report section.

B. Information about reportable segments

₹ crore

2025-26	Reportable segments		
Particulars	Electric Consumer Durables	Lighting Products	Total
Revenue			
External Customers	6,110.61	1,082.62	7,193.23
Inter-segment	-	-	-
Total revenue	**6,110.61**	**1,082.62**	**7,193.23**
Segment profit	808.96	141.44	950.40
Segment profit includes:			
Depreciation and amortization expense	35.60	7.40	43.00
Segment assets	**2,004.23**	**326.48**	**2,330.71**
Segment liabilities	**1,854.60**	**434.34**	**2,288.94**
Other disclosures			
Capital expenditure	51.12	2.85	53.97

₹ crore

2024-25	Reportable segments		
Particulars	Electric Consumer Durables	Lighting Products	Total
Income			
External Customers	6,010.00	1,018.29	7,028.29
Inter-segment	-	-	-
Total income	**6,010.00**	**1,018.29**	**7,028.29**
Segment profit	**928.33**	**119.68**	**1,048.01**
Segment profit includes:			
Depreciation and amortization expense	22.67	8.42	31.09

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Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

₹ crore

2024-25	Reportable segments		
Particulars	Electric Consumer Durables	Lighting Products	Total
Segment assets	**1,670.84**	**319.31**	**1,990.15**
Segment liabilities	**1,471.83**	**379.33**	**1,851.16**
Other disclosures			
Capital expenditure	52.16	3.85	56.01

C. Reconciliations of information on reportable segments

₹ crore

Particulars	2025-26	2024-25
(a) Income		
Total income for reportable segments	7,193.23	7,028.29
Total income (Refer Note 18)	**7,193.23**	**7,028.29**
(b) Profit before exceptional items and tax		
Total profit before exceptional items and tax for reportable segments	950.40	1,048.01
Unallocated amounts:		
Expense on share-based payment to employees	(8.07)	(10.11)
Finance costs	(42.24)	(55.29)
Other unallocable expenditure net of unallocable Income	(236.17)	(227.02)
Total profit before exceptional items and tax from operations as reported in Statement of profit and loss	**663.92**	**755.59**
(c) Assets		
Total assets for reportable segments	2,330.71	1,990.15
Other unallocated amounts		
Goodwill	779.41	779.41
Other assets	2,458.85	3,117.94
Deferred tax assets (net)	73.14	64.24
Total assets as reported in Balance sheet	**5,642.11**	**5,951.74**
(d) Liabilities		
Total liabilities for reportable segments	2,288.94	1,851.16
Other unallocated amounts		
Borrowings	-	300.00
Other liabilities	175.10	196.53
Total liabilities as reported in Balance sheet	**2,464.04**	**2,347.69**

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

37 Financial instruments – Disclosures

A. Accounting classification and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

₹ crore

As at 31-03-2026	Carrying amount			Fair value*			
	FVTPL (mandatory designation)	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets							
Non-current financial assets							
Trade receivables	-	1.08	1.08	-	-	-	-
Other non-current financial assets	-	10.50	10.50	-	-	-	-
Current financial assets							
Current investments	827.43	-	827.43	827.43	-	-	827.43
Trade receivables	-	1,015.07	1,015.07	-	-	-	-
Cash and cash equivalents	-	140.07	140.07	-	-	-	-
Bank balance other than cash and cash equivalents	-	29.96	29.96	-	-	-	-
Derivative Assets	0.03	-	0.03	0.03	-	-	0.03
Other current financial assets	-	27.11	27.11	-	-	-	-
	827.46	**1,223.79**	**2,051.25**	**827.46**	**-**	**-**	**827.46**
Financial liabilities							
Non-current financial liabilities							
Borrowings	-	-	-	-	-	-	-
Lease Liabilities	-	148.69	148.69	-	-	-	-
Trade payables	-	20.62	20.62	-	-	-	-
Current financial liabilities							
Borrowings	-	-	-	-	-	-	-
Lease Liabilities	-	42.83	42.83	-	-	-	-
Trade payables	-	1,753.52	1,753.52	-	-	-	-
Other current financial liabilities	-	44.04	44.04	-	-	-	-
	-	**2,009.70**	**2,009.70**	**-**	**-**	**-**	**-**

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

₹ crore

As at 31-03-2025	Carrying amount			Fair value*			
	FVTPL (mandatory designation)	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets							
Non-current financial assets							
Trade receivables	-	10.55	10.55	-	-	-	-
Other non-current financial assets	-	10.34	10.34	-	-	-	-
Current financial assets							
Current investments	617.98	-	617.98	617.98	-	-	617.98
Trade receivables	-	614.43	614.43	-	-	-	-
Cash and cash equivalents	-	193.80	193.80	-	-	-	-
Bank balance other than cash and cash equivalents	-	145.04	145.04	-	-	-	-
Derivative Assets	0.03	-	0.03	0.03	-	-	0.03
Other current financial assets	-	16.19	16.19	-	-	-	-
	618.01	**990.35**	**1,608.36**	**618.01**	**-**	**-**	**618.01**
Financial liabilities							
Non-current financial liabilities							
Borrowings	-	-	-	-	-	-	-
Lease Liabilities	-	132.33	132.33	-	-	-	-
Trade payables	-	15.94	15.94	-	-	-	-
Current financial liabilities							
Borrowings	-	299.81	299.81	-	-	-	-
Lease Liabilities	-	34.22	34.22	-	-	-	-
Trade payables	-	1,325.26	1,325.26	-	-	-	-
Other current financial liabilities	-	61.25	61.25	-	-	-	-
	-	**1,868.81**	**1,868.81**	**-**	**-**	**-**	**-**

*There have been no transfers between Level 1, Level 2 and Level 3 for the years ended 31st March, 2026 and 31st March, 2025

The management assessed that cash and cash equivalents, trade receivables, trade payables, other current financial assets and other current financial liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

B. Fair value heirarchy

The fair value of financial instruments as referred to in note (A) above have been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and lowest priority to unobservable inputs (Level 3 measurements).

The categories used are as follows:

- Level 1: Quoted prices for identical instruments in active market;
- Level 2: Directly or indirectly observable market inputs, other than Level 1 inputs; and
- Level 3: Inputs which are not based on observable market data.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

C. Measurement of fair values

Valuation techniques and significant unobservable inputs

The following tables show the valuation techniques used in measuring Level 1, Level 2 and Level 3 fair values, as well as the significant unobservable inputs used.

Financial instruments measured at fair value

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Derivative instruments - forwards foreign exchange contracts	The Company has used discounted mark to market of forward contracts using current forward rates for remaining tenure of the forward contract as provided by respective banks.	Not applicable	Not applicable
Derivative instruments - options foreign exchange contracts	Fair value of foreign currency options contract is provided by bank's with whom the derivatives are entered into.	Not applicable	Not applicable
Investment in mutual funds	The fair value of the units of mutual fund scheme are based on net asset value at the reporting date.	Not applicable	Not applicable
Non current financial assets and liabilities measured at amortised cost	Discounted cash flows: The valuation model considers the present value of expected receipt/payment discounted using appropriate discounting rates.	Not applicable	Not applicable

D. Financial risk management

The Company has exposure to the following risks arising from financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk

Risk management framework

The Company's Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The Company has constituted a Risk Management Committee (RMC) for identification, evaluation and mitigation of operations, strategic and external risks. RMC has the overall responsibility for monitoring and recovering the Risk Management Plan and associated practices of the Company.

The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

Notes to the Standalone Financial Statements

for the year ended 31st March, 2026

The RMC oversees how management monitors compliance with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

i. Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers, investment in mutual funds and cash and cash equivalents.The Company makes provision on trade receivables based on Expected Credit loss (ECL) method based on provision matrix.

The carrying value of financial assets represent the maximum credit risk. The maximum exposure to credit risk was ₹ 3,126.30 crores and ₹ 3,197.74, as at 31st March, 2026 and 31st March, 2025 respectively, being the total carrying value of trade receivables, investments and other financial assets.

Trade receivables

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. Credit risk is managed through credit approvals, establishing credit limits and continuously monitoring the creditworthiness of customers to which the Company grants credit terms in the normal course of business. The Company has a detailed review mechanism of overdue trade receivables at various levels in the organisation to ensure proper attention and focus on realisation.

Trade receivables ageing schedule

₹ crore

As at 31-03-2026	Not Due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months -1 year	1-2 Years	2-3 years	More than 3 years	
Gross carrying amount	705.80	258.69	31.63	28.72	15.06	37.65	1,077.55
Expected loss rate	0.80%	1.65%	32.42%	38.70%	57.13%	57.09%	5.70%
Expected credit losses	5.64	4.28	10.26	11.12	8.60	21.50	61.40

₹ crore

As at 31-03-2025	Not Due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months -1 year	1-2 Years	2-3 years	More than 3 years	
Gross carrying amount	463.07	111.57	25.02	41.46	16.29	28.65	686.06
Expected loss rate	1.32%	3.74%	23.51%	50.55%	53.35%	53.32%	8.90%
Expected credit losses	6.09	4.18	5.88	20.96	8.69	15.28	61.08

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

Expected credit loss assessment

Exposures to customers outstanding at the end of each reporting period are reviewed by the Company to determine incurred and expected credit losses. Management believes that the unimpaired amounts that are past due are still collectible in full, based on historical payment behaviour and extensive analysis of customer credit risk

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

Particulars	₹ crore
Balance as at 01-04-2024	**56.92**
Impairment loss recognised	22.39
Write off of bad debts	(18.23)
Balance as at 01-04-2025	**61.08**
Impairment loss recognised	16.68
Write off of bad debts	(16.36)
Balance as at 31-03-2026	**61.40**

Cash and cash equivalents and bank deposits

The Company held cash and cash equivalents and bank deposits with banks and financial institutions. The credit worthiness of such banks and financial institutions is evaluated by the management on an on-going basis and is considered to be good. Investment of surplus funds are made in bank deposits and other risk free securities.

Derivatives

The derivatives (forwards and options for foreign currency payments) are entered into with banks and financial institution counterparties with good credit ratings.

Investment in mutual funds

The Company limits its exposure to credit risk by investing only with counterparties that have a good credit rating. The Company does not expect any losses from non performance by these counter parties

Other than trade receivables, the Company has no other financial assets that are past due but not impaired.

ii. Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they become due at reasonable price. The Company manages its liquidity risk by ensuring, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risk to the Company's reputation.

The Company monitors cash flow requirements and aims at optimising its cash return on investments and to maintain the level of its cash and bank balance and other highly marketable mutual fund investments at an amount in excess of expected cash outflows on financial liabilities.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The contractual cash flows are gross and undiscounted, and include estimated interest payments.

₹ crore

As at 31-03-2026	Total	1 year or less	1-2 years	2-5 years	More than 5 years
Non current financial liabilities					
Lease liabilities (undiscounted)	175.84	-	52.25	87.90	35.69
Trade payables	20.62	-	20.62	-	-
Current financial liabilities					
Short term Borrowings (including interest)	-	-	-	-	-
Lease liabilities (undiscounted)	54.84	54.84	-	-	-
Trade payables	1,753.52	1,753.52	-	-	-
Other financial liabilities	44.04	44.04	-	-	-

₹ crore

As at 31-03-2025	Total	1 year or less	1-2 years	2-5 years	More than 5 years
Non current financial liabilities					
Lease liabilities (undiscounted)	161.96	-	35.06	75.49	51.41
Trade payables	15.94	-	15.94	-	-
Current financial liabilities					
Short term Borrowings (including interest)	315.72	315.72	-	-	-
Lease liabilities (undiscounted)	45.00	45.00	-	-	-
Trade payables	1,325.26	1,325.26	-	-	-
Other financial liabilities	45.34	45.34	-	-	-

iii. Market risk

Market risk is the risk that changes in market prices – such as foreign exchange rates, interest rates and equity prices – will affect the Company's income or the value of its holdings of financial instruments. Market risk is attributable to all market risk sensitive financial instruments including foreign currency receivables and payables. The Company is exposed to market risk primarily related to foreign exchange rate risk, interest rate risk and the market value of investments. Thus, Company's exposure to market risk is a function of investing and revenue generating and operating activities in foreign currency. The objective of market risk management is to avoid excessive exposure in our foreign currency revenues and costs.

Market risk comprises three types of risks: currency risk, interest rate risk and other price risk.

a) **Currency risk**

The Company is exposed to currency risk on account of its receivable and payables in foreign currency. The functional currency of the Company is Indian Rupee. The Company uses forward foreign exchange contracts and options foreign exchange contracts to hedge its currency risk, with a maturity of less than one year from the reporting date.

The Company does not use derivative financial instruments for trading or speculative purposes.

Following is the derivative financial instruments to hedge the foreign exchange rate risk:

Category	Instrument	Currency	Cross Currency	Amounts ($ in million)	Buy/Sell	Period
Hedges of recognised liabilities	Option Contract	USD	INR	0.33	Buy	As at 31-03-2026
Hedges of recognised liabilities	Forward Contract	USD	INR	-	Buy	As at 31-03-2026

Exposure to currency risk

The currency profile of financial assets and financial liabilities denominated in USD are as below:

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Financial assets		
Trade receivables	0.96	6.65
	0.96	**6.65**
Financial liabilities		
Trade payables	7.73	10.65
	7.73	**10.65**
Net foreign currency exposure	**(6.77)**	**(4.00)**

Sensitivity analysis

A reasonably possible strengthening/(weakening) of the Indian Rupee against foreign currencies at reporting date would have affected the measurement of financial instruments denominated in foreign currencies and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

₹ crore

Effect	Profit or loss		
	Movement	Strengthening	Weakening
31-03-2026			
USD	5%	(0.34)	0.34
		(0.34)	**0.34**

₹ crore

Effect	Profit or loss		
	Movement	Strengthening	Weakening
31-03-2025			
USD	5%	(0.20)	0.20
		(0.20)	**0.20**

b) **Interest rate risk**

Interest rate risk can be either fair value interest rate risk or cash flow interest rate risk. Fair value interest rate risk is the risk of changes in fair values of fixed interest bearing investments because of fluctuations in the interest rates. Cash flow interest rate risk is the risk that the future cash flows of floating interest bearing investments will fluctuate because of fluctuations in the interest rates.

Exposure to Interest Rate Risk/Sensitivity

Company's interest rate risk arises from borrowings. The interest rate profile of the Company's interest-bearing financial instruments as reported to the management of the Company is as follows.

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Fixed-rate instruments		
Financial assets		
Bank deposits	25.00	230.00
Total	**25.00**	**230.00**
Financial liabilities		
Non-current borrowings	-	-
Current borrowings	-	299.80
Variable-rate Instruments		
Financial liabilities		
Current borrowings	-	0.01
Total	**-**	**299.81**

Fair value sensitivity analysis for fixed-rate instruments

The Company does not account for any fixed-rate financial assets or financial liabilities at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

c) Other price risk

The Company is mainly exposed to the other price risk due to its investment in mutual funds (AAA rated and debt instruments). The price risk arises due to uncertainties about the future market values of these investments. At 31st March, 2026, the investments in mutual funds amounts to ₹ 670.52 Crores (31st March, 2025: ₹ 455.66 Crores). These are exposed to price risk. The Company has laid policies and guidelines which it adheres to in order to minimise price risk arising from investments in mutual funds. A 1% increase/(decrease) in prices would increase/(decrease) the equity and profit or loss by the amounts shown below.

Sensitivity Analysis of 1% change in price:

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Impact on profit/loss		
Increase by 1%	6.71	4.56
Decrease by 1%	(6.71)	(4.56)

38 Financial performance ratios

Particulars	Numerator	Denominator	31-03-2026	31-03-2025	Variance	Refer Note
A. Performance Ratios						
Net Profit Margin (in %)	Profit after tax	Total Income	(3.35%)	7.94%	(142.23%)	(a)
Net Capital Turnover ratio (in times)	Revenue from operations	Working Capital	9.26	8.50	8.97%	
Return on Capital Employed (in %)	Earnings before interest and taxes	Tangible Capital Employed	29.75%	29.00%	2.60%	
Return on equity (in %)	Net Profit after Taxes	Average Shareholder's Equity	(7.18%)	16.54%	(143.38%)	(a)
Return on Investment (in %)	Net gain on investment	Weighted average investments	6.83%	7.98%	(14.41%)	
Debt Service Coverage Ratio (in times)	Earnings before interest, taxes, depreciation and amortization	Finance Cost + Repayments made during the year	2.18	2.34	(6.84%)	
B. Leverage Ratio						
Debt-Equity Ratio (in times)	Total Debt	Equity	-	0.08	(100.00%)	(b)
C. Liquidity Ratio						
Current ratio (in times)	Current Assets	Current liabilities excl. current Borrowings	1.36	1.48	(8.04%)	
D. Activity Ratios						
Inventory Turnover (in times)	Cost of goods sold	Average Inventory	7.24	6.48	11.73%	
Debtors Turnover (in times)	Revenue from operations	Avg. Trade Receivables	8.77	11.45	(23.41%)	
Trade Payables Turnover ratio (in times)	Cost of goods sold	Avg. Accounts payables	3.19	3.77	(15.26%)	

Note: Explanation for change in the ratio by more than 25%

(a) Variance is owing to decrease in Profit after tax in current year due to exceptional items (Refer Note 26)

(b) Movement in ratios is on account of repayment of borrowings during the year.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

39 Assets Pledged as Security

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

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
a) Inventories		
Raw Material	70.92	93.09
Finished Goods	494.54	638.79
Work in progress	37.10	40.04
b) Trade receivables	1,016.15	624.99
Total assets pledged as security (a+b)	**1,618.71**	**1,396.91**

Notes:

(a) Borrowings were applied for the purpose for which they were obtained. Bank returns/stock statements filed by the Company with its bankers are in agreement with books of accounts.

(b) According to the sanction terms laid out by the consortium lenders, there is exclusive first pari passu chargeonstockofrawmaterials,semi-finishedandfinishedgoods,storesandspares,billsreceivablesandbook debts, both present and future.

40 Details of relationship with struck-off companies

₹ crore

Name of the struck off company	Nature of transactions with struck off company	Balance outstanding as at 31st March, 2026	Balance outstanding as at 31st March, 2025	Relationship with the struck off company, if any, to be disclosed
Federro Electronics Private Limited	Advance from customer	0.00	0.00	Customer
H.K. Power Corporation Private Limited	Advance from customer	0.01	0.01	Customer
Hammer Head Technologies Private Limited	Advance from customer	0.00	0.00	Customer
Kapson Power Technology Private Limited	Advance from customer	0.00	0.00	Customer
Kiapco Infrastructure Private Limited	Advance from customer	0.01	0.01	Customer
Ncs Infocomm Private Limited	Advance from customer	0.01	0.01	Customer
Revive Industries Private Limited	Advance from customer	0.00	0.00	Customer
Seven Hills Impex Limited	Advance from customer	0.01	0.01	Customer
Shakedi Shengtai Electrics Private Limited	Advance from customer	0.00	0.00	Customer
Shreeskanda Systems Private Limited	Receivables	0.01	0.01	Customer

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

₹ crore

Name of the struck off company	Nature of transactions with struck off company	Balance outstanding as at 31st March, 2026	Balance outstanding as at 31st March, 2025	Relationship with the struck off company, if any, to be disclosed
Suzusons Care Private Limited	Advance from customer	0.00	0.00	Customer
Takkar Interna.Trademart Private Limited	Advance from customer	0.00	0.00	Customer
Techno India Wtr & Waste Wtr Private Limited	Advance from customer	0.00	0.00	Customer
Triveni Machinery Private Limited	Receivables	2.47	6.08	Customer
Venus Dealmark Private Limited	Advance from customer	0.00	0.00	Customer

41 Capital Management

Equity share capital and other equity are considered for the purpose of Company's capital management. The Company manages its capital so as to safeguard its ability to continue as a going concern and to optimize returns to shareholders. The capital structure of the Company is based on management's judgement of its strategic and day-to-day needs with a focus on total equity so as to maintain investor, creditors and market confidence. The management and the Board of Directors monitors the return on capital as well as the level of dividends to shareholders. The Company may take appropriate steps in order to maintain, or if necessary adjust, its capital structure.

The Board of Directors seeks to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position.

The Company monitors capital using a ratio of 'adjusted net debt' to 'total equity'. For this purpose, adjusted net debt is defined as total liabilities, comprising interest-bearing loans and borrowings, less cash and cash equivalents and other bank balances. Total equity comprises all components of equity.

The Company's adjusted net debt-to-equity ratio at 31st March, 2026 was as follows:

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Total equity	**3,178.07**	**3,604.05**
Total borrowings (including current portion of long-term debts)	-	299.81
Less: cash and cash equivalents	140.07	193.80
Less: other bank balances	29.96	145.04
Net debt	**(170.03)**	**(39.03)**
Overall financing	3,008.04	3,565.02
Gearing ratio	**(0.06)**	**(0.01)**

No changes were made in the objectives, policies or processes for managing capital during the current and previous year.

In order to achieve this overall objective, the Company's capital management, among other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. There have been no breaches in the financial covenants of any interest-bearing loans and borrowing during the current and previous year.

Notes to the Standalone Financial Statements
for the year ended 31st March, 2026

42 There has been no delay in charges or satisfaction to be registered with ROC beyond the statutory period.

43 The Company does not have any transactions not recorded in the books of accounts that has been surrendered or disclosed as income during the year in tax assessments under the Income-tax Act, 1961.

44 The Company has not traded or invested in crypto currency or virtual currency during the current and previous year.

45 Utilisation of Borrowed funds and share premium

The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or

b. provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries

The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

b. provide any guarantee, security or the like on behalf of the ultimate beneficiaries

46 The Company Secretary & Compliance Officer of the Company, resigned with effect from April 23, 2026. Consequently, the said position remained vacant as at the date of the standalone financial statements. Accordingly, signatures of the Company Secretary on the standalone financial statements have not been affixed.

47 No significant subsequent events have been observed which may require an adjustments to the financial statements.

48 Amount shown as ₹ 0.00 represents amount below ₹ 50,000 (Rupees Fifty Thousand).

49 Figures for the previous year have been regrouped wherever necessary.

For and on behalf of Board of Directors

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
Firm's Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No. 118247

Mumbai
13th May, 2026

D. Sundaram
Chairman
DIN: 00016304

Sanjiv Kakkar
Director
DIN: 00591027

Mumbai
13th May, 2026

Promeet Ghosh
Managing Director and Chief Executive Officer
DIN: 05307658

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

Independent Auditor's Report

To the Members of
Crompton Greaves Consumer Electricals Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying Consolidated Financial Statements of Crompton Greaves Consumer Electricals Limited (hereinafter referred to as the "the Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), which comprise the Consolidated Balance Sheet as at March 31, 2026, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows for the year then ended, and notes to the Consolidated Financial Statements, including material accounting policy information and other explanatory information (hereinafter referred to as "the Consolidated Financial Statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on consideration of reports of other auditors on separate financial statements and on the other financial information of subsidiaries, the aforesaid Consolidated Financial Statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with Companies (Indian Accounting Standards) Rules, 2015, as amended ("Ind AS") and other accounting principles generally accepted in India, of their consolidated state of affairs of the Group as at March 31, 2026, of consolidated loss (including other comprehensive income), consolidated changes in equity and its consolidated cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit of the Consolidated Financial Statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the Consolidated Financial Statements in terms of the Code of Ethics issued by Institute of Chartered Accountant of India, and the relevant provisions of the Act and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained and the audit evidence obtained by other auditors in terms of their reports referred to in the "Other Matter" section below, is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Consolidated Financial Statements of the current period. These matters were addressed in the context of our audit of the Consolidated Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report:

Sr. No	Key audit matters	How the key audit matters were addressed in our audit
1.	**Impairment of goodwill recognised on account of demerger of the Consumer Business from Crompton Greaves Limited (now CG Power and Industrial Solutions Limited) and Crompton Greaves Consumer Electricals Limited in FY 2015** (Refer Notes 2D and 36 to the Consolidated Financial Statements) The goodwill balance as of March 31, 2026 of ₹ 1285.46 crores includes ₹ 779.42 crores on account of demerger of the Consumer Business from Crompton Greaves Limited (now CG Power and Industrial Solutions Limited) and Crompton Greaves Consumer Electricals Limited in FY 2015. Carrying value of goodwill is material as at March 31, 2026 and inherent uncertainty is involved in forecasting and discounting future cash flows, determination of discount and terminal growth rates for computing the value and the assessment of its recoverability. This audit area is considered a key audit matter. The Company has carried out an impairment assessment using the value-in-use (ViU) calculations which is based on Discounted Cash Flow with Exit Multiple Method. Determination of ViU involves significant estimates, assumptions and judgements as regards reasonableness of assumptions involved in developing projections of entity's financial performance, exit multiples, and discount rates to be considered.	Our audit procedures with respect to this matter included, but were not limited to, the following: a) Obtained an understanding of the process of impairment assessment and evaluated the design, implementation and operating effectiveness of internal controls over the accounting and impairment for goodwill arising out of business reconstruction transaction. b) Assessed reasonableness of the future revenue and margin projections and the historical accuracy of the estimates. c) Involved our valuation experts to assist in examining and challenging the reasonableness of the Company's valuation model and reviewing the underlying basis for key assumptions, including terminal growth rates and discount rates. d) Evaluated the competence of management's experts who assisted in the valuation. e) Performed sensitivity analysis and evaluated whether any reasonably possible changes in assumptions could lead to impairment. f) Compared the reasonableness of future operating cash flow forecasts with the business plan and budgets approved by the Board and tested the mathematical accuracy of management's calculations. g) Assessed the adequacy and appropriateness of the disclosures made in the Consolidated Financial Statements.

Sr. No	Key audit matters	How the key audit matters were addressed in our audit
2.	**Impairment of goodwill and other intangible assets related to acquisition of subsidiary, Butterfly Gandhimathi Appliances Ltd (BGMAL).** (Refer Notes 2D, 2E and 36 to the Consolidated Financial Statements) The goodwill balance as of March 31, 2026 of ₹ 1285.46 crores includes ₹ 506.05 crores recognised on account of acquisition of BGMAL in FY 2023. Other intangible assets – brand, non-compete fee, distribution networks and trademarks pertains to acquisition of BGMAL amounting to ₹ 1320.20 crores. During the year, as part of the annual impairment testing over the carrying value of goodwill and other intangible assets related to investment in BGMAL, management identified certain internal and external indicators. Consequently, basis an independent valuation exercise, an impairment loss aggregating to ₹ 716.04 crores was recognised by management. The impairment charge encompasses an impairment of the carrying value of goodwill amounting to ₹ 506.05 crores and further an impairment of the associated brand, distribution networks and non-compete fee amounting to ₹ 177.08 crores. Further an impairment of the associated trademarks amounting to ₹ 32.91 crores. An impairment exercise involves a comparison of the expected recoverable values with the underlying carrying values of the assets. In accordance with Ind AS 36, recoverable amount of investment was based on value in use (ViU) determined based on a discounted cash flows with exit multiple method. Determination of ViU involves significant estimates, assumptions and judgements as regards reasonableness of assumptions involved in developing projections of entity's financial performance, exit multiples, and discount rates to be considered. Considering the complexity of a valuation exercise which involves uncertainties with respect to forecasting future cash flows and significant judgements over key assumptions, we considered this to be a significant risk requiring auditor judgement and specialist involvement, and hence a key audit matter.	Our audit procedures with respect to this matter included, but were not limited to, the following: a) Obtained an understanding of the Company's policies and procedures in respect of identification of impairment indicators, performing the impairment testing and recording and disclosing impairment charge/reversal along with key controls over this area. b) Evaluated the design, implementation and operating effectiveness of internal controls over the Company's review of the impairment testing exercise. c) Assessed reasonableness of management's forecasting accuracy by comparing the estimated revenue and margin projections, with the actuals achieved. d) Assessed the competence, capability, independence and objectivity of valuation expert engaged by management. e) Involved our valuation experts to assist in examining and challenging the reasonableness of the Company's valuation model and reviewing the underlying basis for key assumptions, including exit multiplier and discount rate. f) Performed sensitivity analysis of changes to key assumptions and its impact on the recoverable amount. g) Verified the future operating cash flow forecasts with the business plan and budgets approved by the Board and tested the mathematical accuracy of management's calculations. h) Assessed the adequacy and appropriateness of the disclosures made in the Consolidated Financial Statements.

Sr. No	Key audit matters	How the key audit matters were addressed in our audit
3.	**Provision for warranties** (Refer note 15 to Consolidated Financial Statements) The Company's business involves the sale of products under warranty. The Company also has back-to-back contractual arrangements with its vendors for reimbursement of costs relating to products supplied by the vendors. Warranty provisions, which are inherently judgmental in nature, are provided by the Company to record an appropriate estimate of the costs of repairing and replacing products and spares within the warranty period. The Company estimates and provides for liability for product warranties in the year in which the products are sold. Further, the timing of outflows will vary based on the actual warranty claims made during the warranty period in the future. The above estimations of warranty provision require significant judgement considering the nature and timing of the cash outflows. Also, there is estimation uncertainty as regards the timing and the amount of the actual warranty claims that may devolve over the warranty period. Accordingly, the provision for warranties has been determined by us to be a key audit matter.	Our audit procedures with respect to this matter included, but were not limited to, the following: a) Obtained an understanding of the warranty claims process and tested the design, implementation and operating effectiveness of internal controls over the provision for warranties. b) Reviewed the historical data on warranty costs incurred in regard to the product sales, the trend of claims over the warranty period and the comparison between provisions previously recognised and actual expenses. Also reviewed the historical data of recoveries from vendors against warranty claims and defective returns. c) Reviewed reconciliations of sales made during the year with the sales register to determine completeness on which warranty obligation is determined. d) Performed enquiry procedures and reviewed relevant documents in evaluating the accuracy of historical information prepared by the management (including cost of repairs and returns). e) Reviewed the recognition and appropriateness of provisions by verifying the computation of defect rates, vendors recovery and mathematical accuracy of management calculations and obtaining management statements, evidence and supporting documents. f) Assessed the adequacy and appropriateness of the relevant disclosures made in the Consolidated Financial Statements.
4.	**Recognition of Revenue – Butterfly Gandhimathi Appliances Limited** Revenue of the Company mainly arises from manufacturing and trading of a wide range of domestic kitchen and electrical appliances to its customers. Revenue from sale of goods is recognized on satisfaction of performance obligations as per the terms of the contract with customers. This requires detailed analysis of each contract / customer purchase order regarding timing of revenue recognition. We have considered recognition revenue as one of the key audit matters as there is a risk of revenue being recorded before the control of goods are transferred to the customer and also in the inappropriate accounting period.	The component's auditor (being other firm of chartered accountants) have performed the following procedures: a) We assessed the Company's accounting policy for revenue recognition by comparing with the applicable accounting standard. b) Testing the design, implementation and operating effectiveness of key internal controls over timing of recognition of revenue from sale of goods. c) Verification of selected samples of customer contracts/ Purchase Orders to confirm the terms of delivery. d) Our test of details includes specific procedures focused on cut-off to verify only revenue pertaining to current year is recognized based on terms and conditions set out in sales contracts.

Information Other than the Consolidated Financial Statements and Auditor's Report Thereon

The Holding Company's Management and Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis and Director's report but does not include the Consolidated Financial Statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report.

Our opinion on the Consolidated Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the Consolidated Financial Statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these Consolidated Financial Statements in term of the requirements of the Act that give a true and fair view of the consolidated financial position, consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards specified under section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Consolidated Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the Consolidated Financial Statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the Consolidated Financial Statements, the respective Board of Directors of the companies included in the Group are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The respective Management and Board of Directors of the companies included in the Group are also responsible for overseeing the financial reporting process of each company.

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

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated Financial Statements.

We give in "Annexure A" a detailed description of Auditor's responsibilities for Audit of the Consolidated Financial Statements.

Other Matter

We did not audit the financial statements four subsidiaries, whose financial statements reflect total assets of ₹ 588.18 crores as at March 31, 2026, total revenues of ₹ 968.24 crores, net profit (including other comprehensive income) of ₹ 47.65 crores and net cash inflows amounting to ₹ 2.58 crores for the year ended on that date, as considered in the Consolidated Financial Statements. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the Consolidated Financial Statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the reports of the other auditors.

Our opinion on the Consolidated Financial Statements and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matter with respect to our reliance on the work done and reports of the other auditors.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on separate financial statements and the other financial information of the subsidiaries referred to in the Other Matter section above, we report, to the extent applicable, that:

    (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid Consolidated Financial Statements.

    (b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid Consolidated Financial Statements have been kept so far as it appears from our examination of those books and the reports of the other auditors.

    (c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss (including other comprehensive income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the Consolidated Financial Statements.

    (d) In our opinion, the aforesaid Consolidated Financial Statements comply with the Ind AS specified under Section 133 of the Act.

    (e) On the basis of the written representations received from the directors of the Holding Company as on March 31, 2026 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies incorporated in India, none of the directors of the Group companies incorporated in India are disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.

    (f) With respect to the adequacy of internal financial controls with reference to Consolidated Financial Statements of the Group incorporated in India and the operating effectiveness of such controls, refer to our separate report in "Annexure B".

    (g) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements and the other financial information of the subsidiaries referred to in the Other Matter section above:

        i. The Consolidated Financial Statements disclose the impact of pending litigations on the consolidated financial position of the Group - Refer Note 29 to the Consolidated Financial Statements.

        ii. The Group did not have any material foreseeable losses on long-term contracts including derivative contracts.

        iii. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company and its subsidiary companies incorporated in India during the year ended March 31, 2026.

iv. a. The respective Managements of the Holding Company and its subsidiaries which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and the other auditors of such subsidiaries that, to the best of their knowledge and belief, as disclosed in the note 49 to the Consolidated Financial Statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiaries, associates and joint venture(s) to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or any of such subsidiaries, associates and joint venture(s) ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

b. The respective Managements of the Holding Company and its subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries that, to the best of their knowledge and belief, as disclosed in the note 49 to Consolidated Financial Statements, no funds have been received by the Holding Company or any of such subsidiaries from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiaries shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

c. Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditors' notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e) contain any material mis-statement.

v. Based on our examination and based on the other auditor's reports of subsidiary companies incorporated in India whose financial statements have been audited under the Act:

i) the final dividend paid by the Holding Company during the year in respect of the same declared for the previous year is in accordance with section 123 of the Act to the extent it applies to payment of dividend.

ii) the Board of Directors of the Holding Company have proposed final dividend for the year which is subject to the approval of their respective members at the ensuing Annual General Meeting. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend. Refer note 11(h) to the Consolidated Financial Statements.

vi. Based on our examination, which included test checks, and based on the other auditor's reports of its subsidiary companies incorporated in India, whose financial statements have been audited under the Act, the Holding Company and its subsidiary Companies have used certain accounting softwares for maintaining their respective books of account for the year ended March 31, 2026 which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit, we and above referred subsidiaries, did not come across any instance of audit trail feature being tampered with. Additionally, the audit trail of prior year has been preserved by the Holding Company and above referred subsidiaries as per the statutory requirements for record retention.

2. In our opinion, according to information, explanations given to us and based on the consideration of the reports of the other auditors referred to in the Other Matter section above, the remuneration paid or provided by the Holding Company and its subsidiary companies incorporated in India to its respective Directors is in accordance with the provisions of this section 197 read with Schedule V to the Act.

3. With respect to the matters specified in paragraphs 3(xxi) and 4 of the Companies (Auditor's Report) Order, 2020 ("CARO") issued by the Central Government in terms of sub-section (11) of section 143 of the Act, to be included in the Auditor's report, according to the information and explanations given to us, based on the CARO reports issued by us and the auditors of respective companies included in the Consolidated Financial Statements, as provided to us by the Management of the Holding company, we report that there are no qualifications or adverse remarks by the respective auditors in the CARO reports of the said companies included in the Consolidated Financial Statements.

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
ICAI Firm Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No.: 118247
UDIN: 26118247JHIMJB1753

Place: Mumbai
Date: May 13, 2026

Annexure A

To the Independent Auditor's Report of even date on the Consolidated Financial Statements of Crompton Greaves Consumer Electricals Limited

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

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls with reference to Consolidated Financial Statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Consolidated Financial Statements, including the disclosures, and whether the Consolidated Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities or business activities included in the Consolidated Financial Statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

We communicate with those charged with governance of the Holding Company and such other entities included in the Consolidated Financial Statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Consolidated Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
ICAI Firm Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No.: 118247
UDIN: 26118247JHIMJB1753

Place: Mumbai
Date: May 13, 2026

Annexure B

To the independent Auditor's Report of even date on the Consolidated Financial Statements of Crompton Greaves Consumer Electricals Limited

[Referred to in paragraph 1(f) under 'Report on Other Legal and Regulatory Requirements' in the Independent Auditor's Report of even date to the Members of Crompton Greaves Consumer Electricals Limited on the Consolidated Financial Statements for the year ended March 31, 2026]

Report on the Internal Financial Controls with reference to Consolidated Financial Statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

Opinion

In conjunction with our audit of the Consolidated Financial Statements of the Crompton Greaves Consumer Electricals Limited (hereinafter referred to as "the Holding Company") as of and for the year ended March 31, 2026, we have audited the internal financial controls with reference to Consolidated Financial Statements of the Holding Company and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), which are companies incorporated in India, as of that date.

Reporting under clause (i) of sub section 3 of Section 143 of the Act in respect of the adequacy of the internal financial controls with reference to Consolidated Financial Statements is not applicable to a subsidiary, as this subsidiary is entity registered under section 8 of the Act.

In our opinion, and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on internal financial controls with reference to financial statements referred to in the Other Matter section below, the Holding Company and its subsidiaries, which are companies incorporated in India, have, in all material respects, an adequate internal financial controls with reference to Consolidated Financial Statements and such internal financial controls with reference to Consolidated Financial Statements were operating effectively as at March 31, 2026, based on the internal financial controls with reference to financial statements criteria established by the respective companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India ("ICAI").

Management's and Board of Director's Responsibilities for Internal Financial Controls

The respective Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to Consolidated Financial Statements criteria established by the respective companies considering the essential components of internal control stated in the Guidance Note issued by the ICAI. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to Consolidated Financial Statements, based on our audit. We conducted our audit in accordance with the Guidance Note issued by the ICAI and the Standards on Auditing prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate

internal financial controls with reference to Consolidated Financial Statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to Consolidated Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Consolidated Financial Statements included obtaining an understanding of internal financial controls with reference to Consolidated Financial Statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors in terms of their reports referred to in the Other Matter paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to Consolidated Financial Statements of the Group, which are companies incorporated in India.

Meaning of Internal Financial Controls with Reference to Consolidated Financial Statements

A company's internal financial control with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Consolidated Financial Statements

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

Other Matter

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to Consolidated Financial Statements insofar as it relates to three subsidiary companies, which are companies incorporated in India, is based on the corresponding reports of the auditors of such companies incorporated in India.

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
ICAI Firm Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No.: 118247
UDIN: 26118247JHIMJB1753

Place: Mumbai
Date: May 13, 2026

Consolidated Balance Sheet as at 31st March, 2026

₹ Crore

Particulars	Notes	As at 31-03-2026	As at 31-03-2025
I. ASSETS			
(1) Non-current assets			
(a) Property, plant and equipment	2 A	439.90	426.70
(b) Capital work-in-progress	2 B	8.75	14.17
(c) Right-of-use assets	2 C	181.92	164.87
(d) Goodwill	2 D	779.41	1,285.46
(e) Other intangible assets	2 E	1,155.81	1,417.96
(f) Intangible assets under development	2 F	21.20	20.13
(g) Financial assets			
(i) Trade receivables	7 A	1.08	10.55
(ii) Other financial assets	4 A	36.26	16.46
(h) Deferred tax assets (net)	19 D	43.91	17.94
(i) Non-current tax assets (net)	19 F	8.62	8.62
(j) Other non-current assets	5 A	87.97	88.45
Total non-current assets		**2,764.83**	**3,471.31**
(2) Current assets			
(a) Inventories	6	744.18	881.67
(b) Financial assets			
(i) Investments	3	971.04	721.14
(ii) Trade receivables	7 B	1,084.64	702.43
(iii) Cash and cash equivalents	8	153.18	203.68
(iv) Bank balances other than (iii) above	9	30.75	149.36
(v) Loans	10	0.02	0.13
(vi) Other financial assets	4 B	25.22	16.20
(c) Current tax assets (net)	19 F	0.80	0.76
(d) Other current assets	5 B	307.89	199.46
Total current assets		**3,317.72**	**2,874.83**
TOTAL ASSETS		**6,082.55**	**6,346.14**

Consolidated Balance Sheet as at 31st March, 2026

₹ Crore

Particulars	Notes	As at 31-03-2026	As at 31-03-2025
II. EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	11	128.78	128.76
(b) Other equity	12	2,837.52	3,261.37
Equity attributable to equity holders of parent		**2,966.30**	**3,390.13**
(c) Non-controlling interests	13	469.36	457.62
Total equity		**3,435.66**	**3,847.75**
Liabilities			
(1) Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	14 A	-	-
(ii) Lease liabilities	32	149.35	139.12
(iii) Trade payables	16 A		
(a) Total Outstanding dues of Micro Enterprises and Small Enterprises		-	-
(b) Total Outstanding dues of creditors other than Micro Enterprises and Small Enterprises		20.62	15.94
(b) Deferred tax liabilities (net)	19 D	4.08	5.09
(c) Provisions	15 A	145.54	179.25
Total non-current liabilities		**319.59**	**339.40**
(2) Current liabilities			
(a) Financial liabilities			
(i) Borrowings	14 B	-	299.81
(ii) Lease liabilities	32	49.82	39.66
(iii) Trade payables	16 B		
(a) Total Outstanding dues of Micro Enterprises and Small Enterprises		411.33	257.87
(b) Total Outstanding dues of creditors other than Micro Enterprises and Small Enterprises		1,438.33	1,137.86
(iv) Other financial liabilities	17	47.81	61.44
(b) Other current liabilities	18	168.22	158.17
(c) Provisions	15 B	152.09	154.75
(d) Current tax liabilities (net)	19 F	59.70	49.43
Total current liabilities		**2,327.30**	**2,158.99**
Total liabilities		**2,646.89**	**2,498.39**
TOTAL EQUITY AND LIABILITIES		**6,082.55**	**6,346.14**

The accompanying notes form an integral part of the consolidated financial statements

As per our report of even date attached

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
Firm's Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No. 118247

Mumbai
13th May, 2026

For and on behalf of Board of Directors

D. Sundaram
Chairman
DIN: 00016304

Promeet Ghosh
Managing Director and
Chief Executive Officer
DIN: 05307658

Sanjiv Kakkar
Director
DIN: 00591027

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

Mumbai
13th May, 2026

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

₹ Crore

Particulars	Notes	2025-26	2024-25
Income			
I. Revenue from operations	20	8,095.52	7,864.08
II. Other income	21	65.63	68.30
III. Total Income (I+II)		**8,161.15**	**7,932.38**
IV. Expenses			
Cost of materials consumed	22	1,592.88	1,628.68
Purchase of stock-in-trade	23	3,800.67	3,694.26
Changes in inventories of finished goods, stock-in-trade and work-in-progress	24	121.66	(49.55)
Employee benefits expense	25	681.33	639.03
Finance costs	26	44.03	60.48
Depreciation and amortisation expense	2 G	171.82	152.83
Other expenses	27	1,071.62	1,050.44
Total Expenses (IV)		**7,484.01**	**7,176.17**
V. Profit before exceptional items and tax (III-IV)		**677.14**	**756.21**
Exceptional items	28	756.44	-
VI. Profit/ (loss) before tax		**(79.30)**	**756.21**
VII. Tax expenses:	19 A		
Current tax		178.91	215.15
Adjustment of tax relating to earlier periods		-	(1.12)
Deferred tax credit		(27.45)	(21.90)
Total Tax expenses (VII)		**151.46**	**192.13**
VIII. Profit/ (loss) for the year (VI-VII)		**(230.76)**	**564.08**
IX. Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss			
(a) Remeasurements loss on defined benefit plans		1.87	(2.45)
(b) Income tax related to items that will not be reclassified subsequently to profit or loss	19 B	(0.47)	0.89
Other comprehensive income for the year (net of tax) (IX)		**1.40**	**(1.56)**
X. Total comprehensive income for the year (VIII+IX)		**(229.36)**	**562.52**
Profit/ (loss) attributable to:			
Owners of the Holding Company		(242.17)	555.95
Non-controlling interests		11.41	8.13
Other Comprehensive income attributable to:			
Owners of the Holding Company		1.07	(1.70)
Non-controlling interests		0.33	0.14
Total Comprehensive income attributable to:			
Owners of the Holding Company		(241.10)	554.25
Non-controlling interests		11.74	8.27
XI. Earnings per equity share (in ₹) of face value of ₹ 2 each	35		
1. Basic		(3.76)	8.64
2. Diluted		(3.76)	8.64

The accompanying notes form an integral part of the consolidated financial statements

As per our report of even date attached

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Vishal Vilas Divadkar
Partner
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Mumbai
13th May, 2026

For and on behalf of Board of Directors

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Chairman
DIN: 00016304

Sanjiv Kakkar
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Mumbai
13th May, 2026

Promeet Ghosh
Managing Director and
Chief Executive Officer
DIN: 05307658

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

Consolidated Statement of Changes in Equity for the year ended 31st March, 2026

(A) EQUITY SHARE CAPITAL

Particulars	Notes	As at 31-03-2026		As at 31-03-2025	
		No. of Shares	Amount ₹ crore	No. of Shares	Amount ₹ crore
Balance as at the beginning of the reporting year	11	64,38,09,163	128.76	64,31,06,979	128.62
Changes due to prior period errors		-	-	-	-
Restated balance as at the beginning of the reporting year		64,38,09,163	128.76	64,31,06,979	128.62
Changes in equity share capital during the year	11	1,05,712	0.02	7,02,184	0.14
Balance as at the end of the reporting year	**11**	**64,39,14,875**	**128.78**	**64,38,09,163**	**128.76**

(B) OTHER EQUITY

₹ Crore

Particulars	Reserves and Surplus				Corpus Fund (from Section 8 subsidiary)	Other comprehensive income	Equity attributable to equity holders of the parent	Non-Controlling Interests	Total Other Equity
	Capital Reserve	Securities premium	Employee stock options outstanding account	Retained earnings		Remeasurement gain / (loss) on defined benefit plans			
Balance as at 01-04-2024	**0.05**	**361.48**	**75.82**	**2,432.67**	**0.00**	**0.98**	**2,871.00**	**449.35**	**3,320.35**
Profit for the year	-	-	-	555.95	-	-	555.95	8.13	564.08
Dividends paid	-	-	-	(192.97)	-	-	(192.97)	-	(192.97)
Securities premium received	-	20.23	-	-	-	-	20.23	-	20.23
Amount transferred to / (from) Securities premium	-	7.54	(7.54)	-	-	-	-	-	-
Amount transferred to / (from) Retained earnings	-	-	(1.87)	1.87	-	-	-	-	-
Movement in Other comprehensive income for the year	-	-	-	-	-	(1.70)	(1.70)	0.14	(1.56)
Employee compensation expense for the year (Refer Note 25)	-	-	8.86	-	-	-	8.86	-	8.86
Balance as at 31-03-2025	**0.05**	**389.25**	**75.27**	**2,797.52**	**0.00**	**(0.72)**	**3,261.37**	**457.62**	**3,718.99**
Profit/ (loss) for the year	-	-	-	(242.17)	-	-	(242.17)	11.41	(230.76)
Dividends paid	-	-	-	(193.16)	-	-	(193.16)	-	(193.16)
Securities premium received	-	2.34	-	-	-	-	2.34	-	2.34
Amount transferred to / (from) Securities premium	-	1.01	(1.01)	-	-	-	-	-	-
Amount transferred to / (from) Retained earnings	-	-	(8.08)	8.08	-	-	-	-	-
Movement in Other comprehensive income for the year	-	-	-	-	-	1.07	1.07	0.33	1.40
Employee compensation expense for the year (Refer Note 25)	-	-	8.07	-	-	-	8.07	-	8.07
Balance as at 31-03-2026	**0.05**	**392.60**	**74.25**	**2,370.27**	**0.00**	**0.35**	**2,837.52**	**469.36**	**3,306.88**

The accompanying notes form an integral part of the consolidated financial statements

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Chartered Accountants
Firm's Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No. 118247

Mumbai
13th May, 2026

For and on behalf of Board of Directors

D. Sundaram
Chairman
DIN: 00016304

Sanjiv Kakkar
Director
DIN: 00591027

Mumbai
13th May, 2026

Promeet Ghosh
Managing Director and
Chief Executive Officer
DIN: 05307658

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

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

₹ Crore

Particulars		2025-26	2024-25
[A] CASH FLOWS FROM OPERATING ACTIVITIES			
Profit/ (loss) before tax		**(79.30)**	**756.21**
Adjustments for:			
Depreciation and amortisation expense		171.82	152.83
Finance costs		44.03	60.48
Loss on sale of property, plant and equipment		0.15	1.01
Share-based payments to employees		8.07	8.86
Net gain on sale or fair valuation of investments (net)		(32.30)	(36.17)
Interest income		(32.12)	(31.66)
Gain on termination of Right-of-use asset		(0.17)	(0.30)
Unrealised exchange loss (net)		0.59	0.18
Impairment of goodwill and other intangible assets		716.04	-
		876.11	**155.23**
Cash generated from operations before working capital changes		**796.81**	**911.44**
Adjustments for:			
(Increase)/ Decrease in trade receivables		(372.74)	30.96
Decrease/ (Increase) in inventories		137.49	(51.23)
Increase in other financial and non financial assets		(115.52)	(14.46)
Increase in trade payables		458.01	80.08
Increase in other financial and non financial liabilities		12.41	37.46
Decrease in provisions		(34.50)	(66.15)
		85.15	**16.66**
Cash generated from operations		**881.96**	**928.10**
Income tax paid (net of refunds)		(158.47)	(178.19)
Net cash generated from operating activities	**[A]**	**723.49**	**749.91**
[B] CASH FLOWS FROM INVESTING ACTIVITIES			
Add: Inflows from investing activities			
Interest received		34.99	27.66
Proceeds from current investments (net)		-	4.13
Proceeds from redemption of term deposits including margin money deposit (net)		87.53	-
Proceeds from sale of property, plant and equipment		3.99	6.73
		126.51	**38.52**

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

₹ Crore

Particulars		2025-26	2024-25
Less: Outflows from investing activities			
Purchase of current investments (net)		217.60	-
Decrease in other bank balances and term deposits		-	60.11
Purchase of property, plant and equipment and intangible assets (including assets under development & capital advances)		83.46	109.50
		301.06	**169.61**
Net cash used in investing activities	**[B]**	**(174.55)**	**(131.09)**
[C] CASH FLOWS FROM FINANCING ACTIVITIES			
Add: Inflows from financing activities			
Proceeds from exercise of employee stock options		2.37	20.38
Proceeds from short-term borrowings		-	0.01
		2.37	**20.39**
Less: Outflows from financing activities			
Payment of dividend to shareholders		193.16	192.97
Redemption of non-convertible debentures		300.00	300.00
Repayment of short-term borrowings		0.01	-
Payment of lease liabilities		62.85	52.79
Interest paid		45.79	61.83
		601.81	**607.59**
Net cash used in financing activities	**[C]**	**(599.44)**	**(587.20)**
Net (decrease)/ increase in cash and cash equivalents (A+B+C)		**(50.50)**	**31.62**
(a) Cash and cash equivalents at the beginning of the year		**203.68**	**172.06**
(b) Cash and cash equivalents at the end of the year		**153.18**	**203.68**
(c) Net (decrease)/ increase in cash and cash equivalents (c = b-a)		**(50.50)**	**31.62**

Components of cash and cash equivalents as at end of the year are:

Particulars	As at 31-03-2026	As at 31-03-2025
Balance with banks:		
In current accounts	153.18	113.68
In deposit accounts with original maturity of 3 months or less	-	90.00
Cash on hand	0.00	-
Total cash and cash equivalents	**153.18**	**203.68**

(i) The above Statement of Cash Flow from operating activities has been prepared under the 'Indirect Method' as set out in the Indian Accounting Standard (Ind AS) 7, Statement of Cash Flows as specified in the Companies (Indian Accounting Standards), Rules, 2015 (as amended).

(ii) Changes in liabilities arising from financing activities:

₹ Crore

Particulars	As at 01-04-2025	Cash flow changes		Non-cash flow changes		As at 31-03-2026
		Receipts	Payments	Unamortized expenses	Others	
Non-current borrowings (Refer Note 14A)	-	-	-	-	-	-
Current borrowings (Refer Note 14B)	299.81	-	(300.01)	0.20	-	-
TOTAL	**299.81**	**-**	**(300.01)**	**0.20**	**-**	**-**

₹ Crore

Particulars	As at 01-04-2024	Cash flow changes		Non-cash flow changes		As at 31-03-2025
		Receipts	Payments	Unamortized expenses	Others	
Non-current borrowings (Refer Note 14A)	298.97	-	-	1.03	(300.00)	-
Current borrowings (Refer Note 14B)	300.00	0.01	(300.00)	(0.20)	300.00	299.81
TOTAL	**598.97**	**0.01**	**(300.00)**	**0.83**	**-**	**299.81**

The accompanying notes form an integral part of the consolidated financial statements

As per our report of even date attached

For M S K A & Associates LLP
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Chartered Accountants
Firm's Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No. 118247

Mumbai
13th May, 2026

For and on behalf of Board of Directors

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Chairman
DIN: 00016304

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Director
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Mumbai
13th May, 2026

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Managing Director and
Chief Executive Officer
DIN: 05307658

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

CORPORATE INFORMATION

Crompton Greaves Consumer Electricals Limited (the 'Company' or 'Crompton' or 'Holding Company') and its subsidiaries (Holding Company and its subsidiaries together referred to as 'the Group'), domiciled in India and incorporated under the provisions of the Companies Act, 2013.

The Group is a leading brand dealing in consumer electrical goods, home appliances and electronic equipment including fans, water heaters, kitchen appliances, lighting luminaires, pumps (domestic/ agriculture/ industrial), solar products and wires & cables. Its broad product range caters to residential, commercial, and industrial sectors, highlighting its versatility. With a focus on quality, innovation, and customer satisfaction, the Group maintains a strong reputation as a trusted industry leader.

The Group's operations are spread across strategic locations in India, encompassing Bethora and Kundaim in Goa, Baddi in Himachal Pradesh, Ahilyanagar in Maharashtra, Vadodara in Gujarat and Chennai in Tamil Nadu. Complementing these manufacturing endeavors is the Group's cutting-edge research and development facility, known as the 'Innovation Centre,' situated in Mumbai, Maharashtra. This integrated network of manufacturing and research facilities underscores the Group's commitment to excellence and its relentless pursuit of advancement and growth.

The shares of the Company are listed on National Stock Exchange of India Limited and BSE Limited. The CIN of the Company is L31900MH2015PL₹262254.

These consolidated financial statements comprise the financial statements of Crompton Greaves Consumer Electricals Limited (the 'Company') and its subsidiaries (collectively, the 'Group'). Refer Note 45 for list of subsidiaries.

These consolidated financial statements of the Group for the year ended 31st March, 2026 were approved for issue in accordance with the resolution of the Board of Directors on 13th May, 2026.

1. Basis of Preparation, Measurement, Key accounting estimates and judgements and Material accounting policy information

1.1 Basis of preparation and consolidation

a) Statement of compliance

The Group's consolidated financial statements have been prepared on going concern basis, in accordance with Indian Accounting Standards (Ind-AS) notified under Section 133 of the Companies Act, 2013 (the "Act") read with the Companies (Indian Accounting Standards) Rules, 2015, as amended and other relevant provisions of the Act. The Group's consolidated financial statements consistently apply uniform accounting policies across all periods, aligning them with those used by the Holding Company.

b) Current and non-current classification

All assets and liabilities have been classified as current or non-current as per the Group's normal operating cycle, paragraph 66 and 69 of Ind-AS 1 and other criteria as set out in Division II of Schedule III to the Companies Act, 2013.

An asset is treated as current when it is:

- Expected to be realized or intended to be sold or consumed in normal operating cycle:
- Held primarily for the purpose of trading;
- Expected to be realized within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

A liability is treated as current when:

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

All other liabilities are classified as non-current.

Based on the nature of products and the time between acquisition of assets for processing and their realization in cash and cash equivalents, the Group has ascertained its operating cycle as 12 months for the purpose of current or non-current classification of assets and liabilities.

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

c) Presentation currency and rounding-off

All amounts disclosed in these consolidated financial statements and notes are presented in ₹ (in crore), the functional currency of the Group. Items included in the consolidated financial statements of the Group are recorded using the currency of the primary economic environment in which the Group operates (the 'functional currency').

All values are rounded off to two decimals as per the requirement of Division II of Schedule III to the Act, unless otherwise indicated.

d) Basis of presentation

The Consolidated Balance sheet and the Statement of profit and loss are prepared and presented in the format prescribed in Division II of Schedule III to the Act. The Consolidated Statement of Cash Flows has been prepared and presented as per the requirements of Ind-AS 7, Statement of Cash Flows. The disclosure requirements with respect to items in the Balance sheet and Statement of profit and loss, as prescribed in the Schedule III to the Act, are presented by way of notes forming part of the financial statements along with the other notes required to be disclosed under the notified Accounting Standards.

e) Consolidation

The Consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 31 March 2026.

Where the Group has control over an investee, it is classified as a subsidiary. The Group controls an investee if all three of the following elements are present:

i. power over the investee,

ii. exposure to variable returns from the investee, and

iii. the ability of the investor to use its power to affect those variable returns.

Control is reassessed whenever facts and circumstances indicate that there may be a change in any of these elements of control.

Procedure

i) The consolidated financial statements have been prepared using uniform accounting policies for like transactions and other events in similar circumstances. The accounting policies adopted in the preparation of consolidated financial statements are consistent with those of the previous year.

The financial statements of all entities used for the purpose of consolidation are drawn up to the same reporting date as that of the Holding Company, i.e., the year ended on 31st March.

ii) The consolidated financial statements of the Company and its subsidiaries have been combined on a line by-line basis by adding together the book values of like items of assets, liabilities, income and expenses, after eliminating intra-group balances, intra-group transactions and the unrealized profits/losses, unless cost/revenue cannot be recovered.

iii) The excess cost to the Group of its investment in subsidiaries, on the acquisition dates over and above the Group's share of equity in the subsidiaries, is recognized as 'Goodwill on Consolidation' in the consolidated financial statements. The said Goodwill is not amortized, however, it is tested for impairment at each Reporting date and the impairment loss, if any, is provided for.

iv) Non-controlling interests ('NCI') in the net assets of consolidated subsidiaries are identified and presented in the consolidated Balance Sheet separately within equity.

Non-controlling interests represent that part of the total comprehensive income and net assets of subsidiaries attributable to the interests which is not owned, directly or indirectly, by the Holding Company.

NCI are measured at their proportionate share of the acquiree's net identifiable assets at the date of acquisition. Changes in the Group's equity interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

The profit/loss and other comprehensive income attributable to non- controlling interests of subsidiaries are shown separately in the consolidated statement of profit and loss and consolidated statement of changes in equity.[AM1.1]

1.2 Basis of measurement

These consolidated financial statements have been prepared on an accrual basis and a historical cost convention, except for the following assets and liabilities which have been measured at fair value:

- Financial instruments measured at fair value through profit or loss;
- Net defined benefit(asset)/ liability - Fair value of plan assets less present value of defined benefit obligation; and
- Share based payment transactions[AM2.1]

1.3 Summary of key accounting estimates, assumptions and judgments

The preparation of consolidated financial statements requires the management to make judgments, use estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these judgements, assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods. Continuous evaluation is done on the estimation and judgments based on historical experience and other factors, including expectations of future events that are believed to be reasonable. Revisions to accounting estimates are recognized prospectively.

In particular, information about material areas of estimates and judgments in applying accounting policies that have the most Material effect on the amounts recognized in the consolidated financial statements are described below:

i) Impairment of Goodwill

For testing of impairment of goodwill, if events or changes in circumstances indicate a potential impairment, as part of the review process, the carrying amount of the Cash Generating Units ('CGUs') (including allocated goodwill) is compared with its recoverable amount by the Group.

The recoverable amount is the higher of fair value less costs to sell and value in use, both of which are calculated by the Group using a discounted cash flow analysis. Calculating the future net cash flows expected to be generated to determine if impairment exists and to calculate the impairment involves Material assumptions, estimation and judgment. The estimation and judgments involve, but are not limited to, industry trends including pricing, estimating long-term revenues growth rates, exit multiples and operating results. The estimated cash flows are developed using internal forecasts. The cash flows are discounted using a discount rate in order to compute present values. An impairment loss recognized for goodwill is not reversed in subsequent periods as per Ind-AS 36 – 'Impairment of assets'.

ii) Provision for warranty

Warranty provision is determined based on the historical percentage of warranty expense to sales for the same types of goods depending upon the warranty period offered. The percentage to the

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

sales is applied to derive the warranty expense to be accrued. Actual warranty claims are settled against warranty provision. The warranty claims may not exactly match the historical warranty percentage, so such estimates are reviewed annually for any material changes in assumptions and likelihood of occurrence.

The closing warranty provision is bifurcated into current and non-current based on the past settlement trend with the non-current portion being discounted to derive the present value. The assumptions are consistent with prior years. (Refer Note 15)

Estimates are made of the expected reimbursement claim based upon historical levels of recoveries from supplier, applied to the volume of product under warranty as on Reporting date. Supplier reimbursements are recognized as separate asset as expected recoverable from vendors against warranty as recovery from the vendors is considered to be virtually certain.

Expected recoverable from vendors against warranty is bifurcated into current and non-current based on the past recovery trend with the non-current portion being discounted to derive the present value. The assumptions are consistent with prior years. (Refer Note 5)

iii) Estimates related to Share-based payments

Estimating fair value for share-based payment transactions requires determination of the most appropriate valuation model, which is dependent on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option, volatility and dividend yield and making assumptions about them. (Refer Note 37)

iv) Taxes

Uncertainties exist with respect to the interpretation of tax regulations, changes in tax laws, and the amount and timing of future taxable income. Given the wide range of business relationships, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The Group establishes provisions, based on reasonable estimates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority. (Refer Note 19)

Recognition of deferred tax assets/ liability – The extent to which deferred tax assets can be recognized is based on an assessment of the probability of the future taxable income against which the deferred tax assets can be utilized.

v) Measurement of Defined Benefit Obligations, key actuarial assumptions

The cost of the defined benefit plans such as gratuity and leave encashment are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each year end.

The principal assumptions are the discount and salary growth rate. The discount rate is based upon the market yields available on government bonds at the accounting date with a term that matches that of liabilities. The salary increase rate takes into account of inflation, seniority, promotion and other relevant factors on long term basis. (Refer Note 33)

Detailed information about each of these estimates and judgements is included in relevant notes together with information about the basis of calculation for each affected line item in the consolidated financial statements.

vi) Expected Credit Loss (ECL)

The Group recognises loss allowance using expected credit loss model for financial assets which are not measured at Fair Value Through Profit or Loss. Expected credit losses are weighted average of credit losses with the respective risks

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

of default occurring as the weights. Credit loss is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at original effective rate of interest.

For Trade receivables, the Group measures loss allowance at an amount equal to lifetime expected credit losses. The Group computes expected credit loss allowance based on a provision matrix which takes into account historical credit loss experience and is adjusted for forward-looking information. The expected credit loss allowance is based on ageing of receivables and the rates used in provision matrix. The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

vii) Useful lives of Property, Plant and Equipment

The Group reviews the useful life of property, plant and equipment at the end of each reporting period. This reassessment may result in change in depreciation expense in current and future periods.

viii) Contingent liabilities

It is not practicable for the Group to estimate the timings of cash outflows, if any, in respect of the pending resolution of the respective proceedings as it is determinable only on receipt of judgements/ decisions pending with various forums/authorities.

The Group does not expect any reimbursements in respect of the contingent liabilities. The Group's pending litigations comprise of proceedings pending with various direct tax, indirect tax and other authorities. The Group has reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed as contingent liabilities where applicable, in consolidated financial statements. The Group does not expect the outcome of these proceedings to have a materially adverse effect on its financial statements.

ix) Lease liabilities

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable.

x) Intangible assets under development

The Group capitalizes intangible asset under development for a project in accordance with the accounting policy. Initial capitalization of costs is based on management's judgement that technological and economic feasibility is confirmed. In determining the amounts to be capitalized, management makes assumptions regarding the expected future cash generation of the project and the expected period of benefits.

1.4 Material Accounting Policies

a) Property, plant and equipment ('PPE') and Capital Work-in-Progress

i) Recognition and initial measurement

Land

Freehold land is carried at historical cost. For freehold land, as no finite useful life can be determined, related carrying amounts are not amortized.

Leasehold land is carried at historical cost. For leasehold land, cost of land amortized over lease term as per lease agreement.

Other Tangible assets

PPE other than land, is initially recognized at acquisition cost or construction cost.

The cost of an item of PPE comprises:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates.
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Property, plant and equipment acquired in a business combination are recognized at fair value at the acquisition date.

Where cost of a part of an asset (asset component) is material to total cost of the asset and useful life of that part is different from the useful life of the remaining asset, useful life of that material part is determined separately, and such asset component is depreciated over its separate useful life.

Income and expenses related to the incidental operations, not necessary to bring the item to the location and condition necessary for it to be capable of operating in the manner intended by management, are recognized in the Statement of profit and loss.

Capital Work-in-Progress

PPE which are not ready for intended use as on the date of Balance sheet are disclosed as Capital work-in-progress.

Advances paid towards the acquisition of property, plant and equipment outstanding at each reporting date is classified as capital advances under 'other non-current assets' and the cost of assets not put to use before such date are disclosed under 'Capital work-in-progress'[AM4.1].

ii) Subsequent expenditure

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is de-recognized when replaced. All other repairs and maintenance are charged to Statement of Profit and Loss during the year in which they are incurred.

iii) Depreciation method, useful lives, residual value, and impairment

PPE are subsequently measured at cost less accumulated depreciation and impairment losses, if any.

A depreciable amount for assets is the cost of an asset or other amount substituted for cost less its estimated residual value. Depreciation on PPE (other than leasehold land) is provided based on useful life of the assets as estimated by the management on Straight Line Method. The useful lives used are in agreement with those specified in Part 'C' of Schedule II to the Companies Act, 2013 except in respect of following category of property, plant and equipment where the useful life is considered differently based on technical evaluation, taking into account the nature of the asset and the estimated usage basis management's best judgement of economic benefits from those classes of assets.

Management believes that such estimated useful lives are realistic and reflect a fair approximation of the period over which the assets are likely to be used.

Assets	Useful life (in years)
Plant and equipment (Including Tools & Dies)	Maximum 21 years
Furniture and fixtures	Maximum 15 years
Office Equipment	Maximum 10 years

Premium paid on leasehold lands are amortized over the period of lease. Buildings constructed on leasehold land are depreciated based on the management estimate of useful life, where the lease period is beyond the life of the building. In other cases, buildings constructed on leasehold land are amortized over the primary lease period of the land.

Depreciation on addition to/deductions from, owned assets is calculated pro rata to the period of use. The residual values, useful lives, and method of depreciation are reviewed at the end of each financial year, and the effect of any change in the estimates of useful life/ residual value is adjusted prospectively. PPE other than land is tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

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iv) De-recognition

An item of PPE and any significant part initially recognized is de-recognized upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising on de-recognition of an item of PPE is measured as the difference between the net disposal proceeds and the carrying amount of the asset and is accordingly recognized in the Statement of Profit and Loss.

b) Goodwill, Other Intangible assets and Intangible assets under development

i) Recognition and initial measurement

Goodwill

Goodwill represents the future economic benefits arising from a business combination that are not individually identified and separately recognized. Goodwill is carried at cost less accumulated impairment losses. (Refer Note 36 for a description of impairment testing procedures)

Other Intangible assets

Other Intangible assets are initially measured at cost. Such assets are recognized where it is probable that the future economic benefits attributable to the assets will flow to the Group and the cost of the asset can be measured reliably.

The cost of an intangible asset comprises:

- its purchase price, including any import duties and other taxes (other than those subsequently recoverable from the taxing authorities); and,
- any directly attributable expenditure on making the asset ready for its intended use.

Intangible assets acquired in a business combination are recognized at fair value at the acquisition date.

Income and expenses related to the incidental operations, not necessary to bring the item to be capable of operating in the manner intended by management, are recognized in the Statement of profit and loss.

Intangible assets under development

Intangible assets which are not ready for intended use as on the date of Balance sheet are disclosed as Intangible assets under development.

Advances paid towards the acquisition/ development of Intangible assets which are outstanding at each reporting date are classified as capital advances under 'other non-current assets'[AM5.1].

ii) Subsequent expenditure

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognized in the statement of profit or loss as incurred.

iii) Amortization method, useful lives and residual value

Intangible assets are subsequently measured at cost less accumulated amortization and impairment losses, if any.

Other intangible assets	Useful life (in years)
Product development	Up to 5
Non-compete*	5
Distribution Networks*	8
Computer Software	5-10
Trademark	Indefinite
Technical knowhow/R&D	Indefinite
Brand*	Indefinite

* Intangible assets acquired through Business combination

All intangible assets with finite useful life are amortized on a straight-line basis over the estimated useful lives, and a possible impairment is assessed if there is an indication that the intangible asset may be impaired. The amortization period and amortization method for all intangible assets are reviewed at each reporting date. Changes, if any, are accounted for as changes in accounting estimates.

Intangible assets for which there is no foreseeable limit to the period over which they are expected to generate net cash inflows are considered to have an indefinite life. The assessment of indefinite life is reviewed annually to determine whether it continues, if not, it is impaired or changed prospectively basis revised estimates.

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iv) De-recognition

An intangible asset is de-recognized on disposal, or when no future economic benefits are expected from use. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognized in the Statement of Profit and Loss

c) Research and development cost

- **Research cost**

Revenue expenditure on research is charged to Statement of profit and loss under the respective heads of accounts in the period in which it is incurred.

- **Development cost**

Development expenditure on new product is capitalized as intangible asset, if the Group can demonstrate all of the following:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- its intention to complete the development of intangible asset and use or sell it;
- its ability to use or sell the intangible asset;
- How the asset will generate future economic benefits including the existence of a market for output of the intangible asset or the intangible asset itself or if it is to be used internally, the usefulness of the intangible asset;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- its ability to measure the expenditure attributable to the intangible asset during the development reliably.

Development costs on the intangible assets, fulfilling the criteria are amortized over its useful life, otherwise are expensed in the period in which they are incurred.[AM6.1]

d) Leases

The Group as a lessee:

The Group's lease asset classes primarily consist of leases for land and buildings. The Group assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Group;
- the Group has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract; and
- the Group has the right to direct the use of the identified asset throughout the period of use. The Group assesses whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

At the date of commencement of the lease, the Group recognizes a Right-of-Use asset ('ROU') and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of 12 months or less (short-term leases) and low value leases. For these short-term and low value leases, the Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements include the option to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities include these options when it is reasonably certain that they will be exercised.

The Group makes an assessment of the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

The ROU assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

The ROU assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. ROU assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e., the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit ('CGU') to which the asset belongs.

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related ROU asset if the Group changes its assessment whether it will exercise an extension or a termination option.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Lease liability and ROU assets have been separately presented in the Balance sheet and lease payments have been classified as financing cash flows.

e) Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments also include derivative contracts such as foreign currency forward contracts, interest rate swaps and currency options, and embedded derivatives in the host contract.

Financial assets

i) Initial recognition and measurement

All financial assets are recognized initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset are expensed off in Statement of Profit and Loss. However, the Group's trade receivables that do not contain a significant financial component are measured at transaction price under Ind-AS 115 'Revenue from Contracts with Customers'. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognized on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

ii) Classification

The Group classifies its financial assets in the following measurement categories:

- those measured at amortized cost, and
- those to be measured at fair value either through other comprehensive income ('FVOCI') or fair value through profit or loss ('FVTPL') on the basis of its business model

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for managing the financial assets and the contractual cash flow characteristics of the financial asset.

iii) Subsequent measurement

After initial recognition, financial assets are measured at Fair value through Other Comprehensive Income ('FVOCI') or through profit or loss ('FVTPL') or amortized cost.

All financial assets except for those at FVTPL or at FVOCI are subject to review for impairment at least at each reporting date to identify whether there is any objective evidence that a financial asset or a group of financial assets is impaired.

- **Equity instruments**

  All equity investments in scope of Ind-AS 109 are measured at fair value. Equity instruments which are held for trading are classified as FVTPL.

  Investment in equity instruments issued by subsidiary companies is measured at cost less impairment.

- **Debt instruments**

  A 'debt instrument' is measured at the amortized cost if both the following conditions are met:

  - The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
  - Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest ('SPPI') on the principal amount outstanding.

  Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- **Amortized cost**

  Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are measured at amortized cost.

  These are measured by applying the effective interest rate ('EIR') method. The EIR method allocates interest income over the relevant period by applying the EIR (that is the interest rate that exactly discounts expected future cash flows to the gross carrying amount of the asset).

  A gain or loss on a debt investment (unhedged) that is subsequently measured at amortized cost is recognized in the Statement of profit and loss when the asset is de-recognized or impaired. Interest income from these financial assets is included in finance income using the EIR method.

- **Fair value through other comprehensive income ('FVOCI')**

  Financial assets that are held within a business model whose objective is achieved by both, selling financial assets and collecting contractual cash flows that are solely payments of principal and interest, are subsequently measured at fair value through other comprehensive income. Fair value movements are recognized in the other comprehensive income (OCI).

  Interest income is measured using the EIR method and impairment losses, if any, are recognized in the consolidated statement of profit and loss. On derecognition, cumulative gain or loss previously recognized in OCI is reclassified from the equity to 'other income' in the consolidated statement of profit and loss.

- **Fair value through profit or loss ('FVTPL')**

  A financial asset not classified as either amortized cost or FVOCI, is classified as FVTPL. Such financial assets are measured at fair value with all changes in fair value, including interest income and dividend income if any, recognized in 'other income' in the consolidated statement of profit and loss.

iv) De-recognition

A financial asset (or where applicable, a part of a financial asset or part of similar assets) is primarily de-recognized (i.e., removed from the Group's balance sheet) when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognizes an associated liability. The transferred assets and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

On derecognition of financial asset in its entirety, the difference between the carrying amount measured at the date of derecognition and the consideration received is recognized in profit or loss.

If the Group enters into transactions whereby it transfers assets recognized on its balance sheet but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not de-recognized, and the proceeds received are recognized as a collateralized borrowing.

v) Impairment of financial assets

The Group assesses on a forward-looking basis the expected credit losses associated with its assets carried at amortized cost. The impairment methodology applied depends on whether there has been a Material increase in credit risk.

The Group applies expected credit loss ('ECL') model for recognition and measurement of impairment loss on the following financial assets and credit risk exposure based on change in credit quality since initial recognition:

- Financial assets that are debt instruments, and are measured at amortized cost
- Trade receivables using the simplified approach within Ind-AS 109, using a provision matrix in the determination of the lifetime expected credit losses. During this process the probability of non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. This does not require the Group to track changes in credit risk. Rather, it recognizes impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

  In case the Group identifies any trade receivables as doubtful/bad, then it supersedes the above modus operandi, and

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the doubtful/bad receivables are provided to the extent is doubtful/bad.

ECL allowance recognized (or reversed) during the period is recognized as expense (or income) in the consolidated statement of profit and loss under the head 'Other expenses'.

vi) Write-off

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering the financial asset in its entirety or a portion thereof. A write-off constitutes a de-recognition event.

Financial liabilities

The Group's financial liabilities comprise of borrowings including bank overdrafts and derivative financial instruments, trade payable and other liabilities.

i) Initial recognition and measurement

Financial liabilities are initially measured at fair value. In the case of loans and borrowings and payables, financial liability is recognized net of directly attributable transaction costs.

ii) Classification

The Group classifies all financial liabilities as subsequently measured at amortized cost, except for financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value.

iii) Subsequent measurement

Financial liabilities are subsequently measured at amortized cost using the EIR method. The EIR is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period at EIR. The EIR is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period.

Financial liabilities carried at fair value through profit or loss are measured at fair value with all changes in fair value recognized in the Statement of profit and loss.

iv) De-recognition

Financial liability is de-recognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the Statement of profit and loss.

Other financial liabilities

Other financial liabilities are measured at amortized cost using the effective interest method.

Offsetting of financial instruments

Financial assets and liabilities are offset, and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

Derivative financial instruments

The Group uses derivative financial instruments, such as foreign currency forward contracts and foreign currency option contracts to manage its exposure to foreign exchange risks. For these contracts, hedge accounting is not followed, and such designated derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value through profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Financial guarantee contracts

Financial guarantee contracts are recognized as financial liability at the time of issuance of guarantee. A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contracts issued by the Group are initially measured at their fair values and, if not designated as at FVTPL, are subsequently measured at the higher of:

- The amount of loss allowance determined in accordance with impairment requirements of Ind-AS 109; and
- The amount initially recognized less, when appropriate, the cumulative amount of income recognized.

f) Fair Value Measurement:

The Group measures financial instruments such as derivatives at fair value at each reporting date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability accessible to the Group.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, including assumptions about risk, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1: Financial instruments measured using quoted prices (unadjusted) in an active markets for identical assets or liabilities that the Group can access at measurement date are included in Level 1;

Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs require to fair value an

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instrument are observable, the instrument is included in level 2; and

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

For assets and liabilities that are recognized in the consolidated financial statements regularly, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

g) Impairment of non-financial assets

The Group assesses at each reporting date whether there is any indication that an asset may be impaired.

An asset is impaired when the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is higher of the asset's fair value less costs of disposal and value in use, which means the present value of future cash flows expected to arise from the continuing use of the asset and its eventual disposal discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

For the purposes of assessing impairment, assets are grouped at their lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash generating units).

Losses are recognized in the Statement of Profit and Loss and reflected in an allowance account. When the Group considers that there are no realistic prospects of recovery of the assets, the relevant amounts are written off.

An impairment loss for an asset is reversed if, and only if, the reversal can be related objectively to an event occurring after the impairment loss was recognized or relates to a change in the estimate of the recoverable amount in the previous periods.

The carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortization or depreciation) had no impairment loss been recognized for the asset in prior years.

h) Inventories

Inventories are initially recognized at cost, and subsequently at the lower of cost and net realizable value. Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Weighted average cost is used to determine the cost of ordinarily interchangeable items.

Raw materials, packaging materials and stores and spare parts:

Cost includes purchase price, (excluding those subsequently recoverable by the enterprise from the concerned revenue authorities), freight inwards and other expenditure incurred in bringing such inventories to their present location and condition. In determining the cost, the weighted average cost method is used.

The aforesaid items are valued at the lower of cost and net realizable value. However, these inventories are valued at net realizable value if the finished products in which they are to be incorporated are expected to be sold at a loss.

Work in progress, manufactured finished goods and traded goods:

The cost of work in progress and manufactured finished goods is determined on a weighted average basis and comprises direct material, cost of conversion, a proportion of manufacturing overheads based on the normal operating capacity and other costs incurred in bringing these inventories to their present location and condition. The cost of traded goods is determined on a weighted average basis.

The aforesaid items are valued at the lower of cost and net realizable value. Provision for obsolescence on inventories is considered on the basis of management's estimate based on demand and market of the inventories.

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Net realizable value is the estimated selling price in the ordinary course of business, less the estimated cost of completion and the estimated costs necessary to make the sale.

The comparison of cost and net realizable value is made on an item-by-item basis.

i) Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at banks, call deposits and other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents consist of balances with banks which are unrestricted for withdrawal and usage.

For the purposes of the cash flow statement, cash and cash equivalents include cash on hand, cash in banks and short-term deposits net of bank overdraft.

j) Business combination

The Group applies the acquisition method in accounting for business combinations. The consideration transferred by the Holding Company to obtain control of a business is calculated as the sum of the fair values of assets transferred, liabilities incurred, and the equity interests issued by the Company as at the acquisition date i.e., date on which it obtains control of the acquiree which includes the fair value of any asset or liability arising from a contingent consideration arrangement.

Acquisition-related costs are recognized in the statement of profit and loss as incurred, except to the extent related to the issue of debt or equity securities. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values on the acquisition date. Intangible Assets acquired in a Business Combination and recognized separately from Goodwill are initially recognized at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible Assets acquired in a Business Combination are reported at cost less accumulated amortization and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

Goodwill is measured as the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. Such goodwill is tested annually for impairment.

k) Employee benefit plans

i) Short-term employee benefits:

A Short-term employee benefits including salaries, wages, short term compensated absences (such as a paid annual leave) where the absences are expected to occur within twelve months after the end of the period in which the employees render the related service, performance incentives, bonuses payable and ex-gratia etc. are payable within twelve months after the end of the period in which the employees render the related services and non-monetary benefits for current employees are estimated and measured on an undiscounted basis.

ii) Post-employment benefits:

- **Defined contribution plans:**

A defined contribution plan is a plan under which the Group pays fixed contributions in respect of the employees into a separate fund. The Group has no legal or constructive obligation to pay further contributions after its payment of the fixed contribution. The contributions made by the Group towards defined contribution plans, namely, State governed provident fund, superannuation fund, employee state insurance scheme, employee pension scheme and labour welfare fund, are charged to the profit or loss in the period to which the contributions relate.

- **Defined benefit plans:**

The Group has an obligation towards gratuity which is being considered as defined benefit plan covering eligible employees. Under the defined benefit plan, the amount that an employee will receive on retirement is defined by reference to the

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employee's length of service, final salary, and other defined parameters. The legal obligation for any benefits remains with the Group, even if plan assets for funding the defined benefit plan have been set aside.

The Group's obligation towards defined benefit plan is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at each reporting date, which recognizes each period of service as giving rise to additional unit of employee benefit entitlement and measures each unit separately to build up the final obligation.

The obligation is measured at the present value of the estimated future cash flows. The discounting rate used for determining the present value of the obligation under defined benefit plans, is based on the market yields on government securities as at the reporting date, having maturity periods approximately to the terms of related obligations.

Changes in the present value of the defined benefit obligation resulting from Investment plan amendments are recognized immediately in the Statement of profit or loss as past service cost.

The liability recognized in the statement of financial position for defined benefit plans is the present value of the Defined Benefit Obligation (DBO) at the reporting date less the fair value of plan assets. Management estimates the DBO annually with the assistance of independent actuaries.

Actuarial gains/losses resulting from re-measurements of the liability/asset are included in Other Comprehensive Income.

In the case of funded plans, the fair value of the plan asset is reduced from the gross obligations under the defined benefit plans to recognize the obligation on a net basis.

iii) Other long-term employee benefits:

Liability in respect of compensated absences becoming due or expected to be availed more than one-year after the reporting date is estimated on the basis of actuarial valuation performed by an independent actuary using the projected unit credit method.

Actuarial gains and losses arising from past experience and changes in actuarial assumptions are charged to statement of profit and loss in the period in which such gains or losses are determined.

iv) Termination benefits:

Termination benefits are recognized as an expense in the period in which they are incurred.

v) Share-based Payments:

Employees of the Group receive remuneration in the form of Share-based Payments in consideration of the services rendered.

Under the equity settled share-based payment, the fair value on the grant date of the award given to employees is recognized as 'employee benefit expense' with a corresponding increase in equity over the vesting period.

The fair value of the options at the grant date is calculated by an independent valuer basis 'Black Scholes model'. At the end of each reporting period, apart from the non-market vesting condition, the expense is reviewed and adjusted to reflect changes to the level of options expected to vest. When the options are exercised, the Group issues fresh equity shares.

l) Provisions, contingent liabilities, contingent assets and commitments

A provision is recognized when the Group has a present obligation (legal or constructive) as a result of past events and it is probable that an outflow of resources will be required to settle the obligation, in respect of which a reliable estimate of the amount can be made. Timing or amount of the outflow may still be uncertain. Provisions are recognized at the best estimate of the expenditure required to settle the present obligation at the reporting date. If the effect of time value of money is material, provisions are determined by discounting the expected future cash flows using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

A contingent liability is disclosed when there is a possible but not probable obligation arising from past events, or a present obligation that may, but probably will not, require an outflow of resources, or a present obligation whose amount cannot be estimated reliably. Contingent liabilities do not warrant provisions but are disclosed. In those cases, where the outflow of economic resources as a result of present obligations is considered improbable or remote, no liability is recognized, or disclosure is made.

Contingent assets are disclosed in the consolidated financial statements when an inflow of economic benefit is probable. However, when the realization of income is virtually certain, then the related asset is not a contingent asset, and its recognition is appropriate.

Any reimbursement that the Group can be virtually certain to collect from a third party concerning the obligation is recognized as a separate asset. However, this asset may not exceed the amount of the related provision.

Commitments are future liabilities for contractual expenditure, classified and disclosed as estimated amount of contracts remaining to be extracted on capital account and not provided for.

m) Income taxes

Tax expense recognized in profit or loss comprises the sum of deferred tax and current tax. It is recognized in the Statement of Profit and Loss, except when it relates to an item that is recognized in OCI or directly in equity, in which case, the tax is also recognized in OCI or directly in equity. (Refer Note 19).

i) Current tax

Current tax is determined as the amount of tax payable in respect of taxable income for the year, or on the basis of book profits wherever minimum alternate tax ('MAT') is applicable. The Group's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period, and any adjustments to tax payable in respect of previous years.

Current tax assets and liabilities are offset only if:

- there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority; and
- there is intention either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

ii) Deferred tax

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the corresponding tax bases used in the computation of taxable income. However, deferred tax liabilities are not recognized if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting profit nor taxable profit (tax loss).

Deferred tax on temporary differences associated with investments in subsidiary is not provided if reversal of these temporary differences can be controlled by the Group and it is probable that reversal will not occur in the foreseeable future.

Deferred tax assets and liabilities are calculated, without discounting, at tax rates that are expected to apply to their respective period of realization, provided those rates are enacted or substantively enacted by the end of the reporting period.

Deferred tax assets are recognized for deductible temporary differences (if any) to the extent that it is probable that future taxable profits will be available against which they can be used. The existence of unused tax losses is strong evidence that future taxable profit may not be available. Therefore, in case of history of recent losses, the Group recognizes a deferred tax asset only to the extent that it has sufficient taxable temporary difference or there is convincing other evidence that sufficient taxable profits will be available against which such deferred tax asset can be realized.

Deferred tax assets and deferred tax liabilities are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

Unrecognized deferred tax assets are reassessed at each reporting date and recognized to the extent that it has become probable that future taxable profits will be available against which they can be used.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date and are expected to apply when the related deferred income tax asset is realized, or the deferred income tax liability is settled.

Changes in deferred tax assets or liabilities are recognized as a component of tax income or expense in profit or loss, except where they relate to items that are recognized in other comprehensive income or directly in equity, in which case the related deferred tax is also recognized in other comprehensive income or equity, respectively.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle the asset and the liability on a net basis. Deferred tax assets and deferred tax liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities; and the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority.

n) Revenue from contract with customers

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured.

The Group uses the principles laid down by the Ind-AS 115 to determine that how much and when revenue is recognized, what is the nature, amount, timing and uncertainty of revenues etc. In accordance with the same, revenue is recognized through a five-step approach:

- Identify the contract(s) with customer;
- Identify separate performance obligations in the contract;
- Determine the transaction price;
- Allocate the transaction price to the performance obligations; and
- Recognize revenue when a performance obligation is satisfied.

The Group uses the principles laid down by Ind-AS as above to recognize revenue from contracts with customers when it satisfies a performance obligation by transferring promised goods or services to a customer. Revenue is recognized to the extent of transaction price allocated to the performance obligation satisfied. Performance obligation is satisfied over time when the transfer of control of assets (goods or services) to a customer is done over time and in other cases, performance obligations are satisfied at a point in time. For performance obligation satisfied over time, the revenue recognition is done by measuring the progress towards complete satisfaction of performance obligation and the progress is measured in terms of a proportion of actual cost incurred to date, to the total estimated cost attributable to the performance obligation. Revenue excludes goods and services tax which is recorded separately.

Revenues are measured at the fair value of the consideration received or receivable, net of discounts and other indirect taxes.

In Cost Plus Contracts - Revenue is recognized by including eligible contractual items of expenditures plus proportionate margin as per contract.

In Fixed Price Contracts – Revenue is recognized on the basis of the stage of completion of the contract. The Group has assessed that the stage of completion is determined as the proportion of the total time expected to complete the performance obligation to that has lapsed at the end of the reporting period, which is an appropriate measure

of progress towards complete satisfaction of these performance obligations under Ind-AS 115.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in profit or loss in the period in which the circumstances that give rise to the revision become known by management.

i) Sale of Goods

The Group recognizes revenue from the sale of goods measured upon satisfaction of performance obligation which is at a point in time when control of the goods is transferred to the customer, generally on delivery of the goods.

The Group considers, whether there are other promises in the contract in which there are separate performance obligations, to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of goods, the Group allocates a portion of the transaction price to different performance obligations goods bases on its relative standalone prices.

Revenue is measured based on the standalone transaction price, which is the consideration, adjusted for volume discounts, rebates, scheme allowances, price concessions, incentives, and returns, if any, as specified in the contracts with the customers and any taxes or duties collected on behalf of the Government such as Goods and Services Tax. If the consideration in a contract includes a variable amount, the Group estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a material revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. The estimates are on the basis of historical experience, market assessment and various discount programs launched in the market. Due to the short nature of the credit period given to customers, there is no financing component in the contract.

Appropriate provisions are recorded for returns and discounts/incentives which are estimated on the basis of historical experience, market assessment and various discount programs launched by the Group.

ii) Rendering of services

The Group primarily earns revenue from installation, which is recognized at a point in time when services are rendered.

Revenue from services is recognized as and when services are rendered and there are no unfulfilled obligations. Revenue from services is measured at fair value of the consideration received or receivable, after deduction of any sort of discounts and any taxes or duties collected on behalf of the government such as goods and services tax.

iii) Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. Contract assets are in the nature of unbilled receivables, which arise when the Group satisfies a performance obligation but does not have an unconditional right to consideration. Receivables represent the Group's right to an amount of consideration that is unconditional. Contract assets are subject to impairment assessment.

o) Borrowing costs

Borrowing costs consist of interest and other costs that the Group incurred in connection with the borrowing of funds. Borrowing costs that are directly attributable to the acquisition and/or construction of a qualifying asset, till the time such qualifying asset becomes ready for its intended use, are capitalized. A qualifying asset is one that necessarily takes a substantial period to get ready for its intended use.

All other borrowing costs are charged to the Statement of Profit and Loss on an accrual basis as per the EIR method.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

p) Earnings per share ('EPS')

Basic earnings per share is computed by dividing the net profit for the period attributable to the equity shareholders of the Group (after deducting attributable taxes) by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the year and for all the years presented is adjusted for events, such as bonus shares, other than the conversion of potential equity shares, that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit or loss for the year attributable to equity shareholders and the weighted average number of shares outstanding during the year is adjusted for the effects of all dilutive potential equity shares.

q) Segment accounting

The segment reporting of the Group has been prepared in accordance with Ind-AS-108, "Operating Segment" (specified under the section 133 of the Companies Act 2013 (the Act) read with Companies (Indian Accounting Standards) Rule 2015 (as amended from time to time) and other relevant provision of the Act).

The Operating Segment is the level at which discrete financial information is available and for which the Chief Operating Decision Maker ('CODM') monitors the operating results of its business segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the financial statements.

Revenue and expenses have been identified to a segment on the basis of relationship to operating activities of the segment. Revenue, expenses and exceptional items which relate to enterprise as a whole and are not allocable to a segment on reasonable basis have been disclosed as "unallocable".

Segment assets and segment liabilities represent assets and liabilities in respective segments. Investments, tax related assets, borrowings and other assets and liabilities that cannot be allocated to a segment on reasonable basis have been disclosed as "unallocable".

Segment revenue resulting from transactions with other business segments is accounted on the basis of transfer price agreed between the segments. Such transfer prices are either determined to yield a desired margin or agreed on a negotiated basis.

r) Exceptional Items

An item of income or expense which by its size, nature or incidence requires disclosure in order to improve an understanding of the performance of the Group is treated as an exceptional item and the same is disclosed in consolidated statement of profit and loss and in the notes forming part of the consolidated financial statements.

s) Dividend distributions

The Group recognizes a liability to make the payment of dividend to owners of equity, when the distribution is authorised and the distribution is no longer at the discretion of the Group. As per the corporate laws in India, a distribution is authorized when it is approved by the shareholders. A corresponding amount is recognised directly in equity.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

t) Recent accounting pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended 31st March, 2026, MCA has notified following Amendment to Ind AS, applicable to the Group w.e.f. 1st April, 2025

i) Ind AS 21 - The Effects of Changes in Foreign Exchange Rates Lack of Exchangeability

ii) Ind AS 12 - Income Taxes relating to International Tax Reform – Pillar Two Model Rules –Exception to recognition and disclosure of deferred tax.

iii) Amendments to Ind AS 7 - Cash flow statement and Ind AS 107 – Financial Instrument Disclosures relating to supplier finance arrangements.

iv) Ind AS 1 - Presentation of Financial Statements Classification of Liabilities as current or non- current and non- current liabilities with covenants.

The Group has reviewed the new pronouncements and based on its evaluation has determined that it does not have any significant impact in its consolidated financial statements.

u) New standards and amendments issued but not effective

The MCA has issued certain amendments to Indian Accounting Standards which are not yet effective as at 31st March, 2026. The Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

2A Property, plant and equipment

₹ crore

Particulars	Freehold land (Refer Note i)	Leasehold land	Buildings (Refer Note i)	Leasehold improvements	Plant and equipment (Including Tools & Dies)	Furniture and fixtures	Electrical installations and equipment	Office equipment	Vehicles	Total
Gross carrying value										
Balance as at 1st April, 2024	**178.95**	**2.69**	**98.14**	**5.80**	**187.44**	**10.49**	**5.69**	**32.14**	**16.03**	**537.37**
Additions for the year	-	-	4.53	20.10	28.28	4.12	0.52	18.82	8.27	84.64
Deductions during the year	-	-	0.02	-	13.23	2.85	0.70	4.43	5.58	26.81
Balance as at 31st March, 2025	**178.95**	**2.69**	**102.65**	**25.90**	**202.49**	**11.76**	**5.51**	**46.53**	**18.72**	**595.20**
Additions for the year	-	-	4.88	-	54.86	0.74	0.68	6.24	6.36	73.76
Deductions during the year	-	-	0.13	-	30.03	0.32	0.08	1.36	2.30	34.22
Balance as at 31st March, 2026	**178.95**	**2.69**	**107.40**	**25.90**	**227.32**	**12.18**	**6.11**	**51.41**	**22.78**	**634.74**
Accumulated Depreciation and Impairment										
Accumulated balance as at 1st April, 2024	**-**	**0.85**	**18.76**	**3.23**	**85.02**	**5.97**	**1.43**	**20.84**	**2.21**	**138.31**
Depreciation charge for the year*	-	0.03	5.94	0.91	30.19	1.33	0.72	7.51	3.63	50.26
Deductions during the year	-	-	0.01	-	10.11	2.81	0.69	4.28	2.17	20.07
Accumulated balance as 31st March, 2025	**-**	**0.88**	**24.69**	**4.14**	**105.10**	**4.49**	**1.46**	**24.07**	**3.67**	**168.50**
Depreciation charge for the year*	-	0.03	6.66	2.49	31.97	1.45	0.99	8.46	4.39	56.44
Deductions during the year	-	-	0.03	-	27.51	0.27	0.03	1.29	0.97	30.10
Accumulated balance as 31st March, 2026	**-**	**0.91**	**31.32**	**6.63**	**109.56**	**5.67**	**2.42**	**31.24**	**7.09**	**194.84**
Net Carrying value										
As at 31st March 2026	**178.95**	**1.78**	**76.08**	**19.27**	**117.76**	**6.51**	**3.69**	**20.17**	**15.69**	**439.90**
As at 31st March 2025	**178.95**	**1.81**	**77.96**	**21.76**	**97.39**	**7.27**	**4.05**	**22.46**	**15.05**	**426.70**

*During the year, the Group has capitalised depreciation of ₹ 2.10 crore (Previous year ₹ 2.68 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

Notes:

(i) There are no such title deeds of immovable property which are not held in name of the Group.

(ii) There have been no proceedings initiated on or are pending against the Group for holding benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.

(iii) The Group has not revalued its property, plant and equipment during the current or previous year.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

2B Capital work-in-progress ('CWIP')

(i) CWIP Movement

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Opening balance	14.17	11.42
Add: Additions during the year	63.21	74.37
Less: Capitalized during the year	68.63	71.62
Closing balance	**8.75**	**14.17**

(ii) CWIP Ageing schedule

₹ crore

As at 31-03-2026	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	7.63	0.26	0.16	0.70	8.75
Projects temporarily suspended	-	-	-	-	-
Total	**7.63**	**0.26**	**0.16**	**0.70**	**8.75**

₹ crore

As at 31-03-2025	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	10.08	1.58	0.08	-	11.74
Projects temporarily suspended	-	1.16	0.89	0.38	2.43
Total	**10.08**	**2.74**	**0.97**	**0.38**	**14.17**

There are no projects which have exceeded their orignial timeline or budget (Previous year Nil)

2C Right-of-Use assets

₹ crore

Gross carrying value	As at 31-03-2026	As at 31-03-2025
Opening Balance	236.35	143.84
Additions	70.24	138.48
Disposal / derecognized during the year	(0.90)	(45.97)
Closing Balance (a)	305.69	236.35

₹ crore

Accumulated depreciation	As at 31-03-2026	As at 31-03-2025
Opening Balance	71.48	67.61
Depreciation expense	52.41	47.06
Disposal / derecognized during the year	(0.12)	(43.19)
Closing Balance (b)	123.77	71.48
Net Carrying value (a-b)	**181.92**	**164.87**

Contd.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

Notes:

(a) The Group applied the exemption not to recognize right-of-use assets and liabilities for leases with less than 12 months of lease term and low value asset.

(b) Lease contracts entered by the Group pertains to warehouses, offices and plant & equipments taken on lease to conduct its business in the ordinary course. The Group does not have any lease restrictions and commitment towards variable rent as per the contract.

(c) The Group has several lease contracts that include extension and termination options. Significant judgement is exercised by management in determining whether these extension and termination options are reasonably certain to be exercised.

(d) The Group has not revalued its right-of-use assets during the current or previous year.

(e) For details on lease liability, refer note 32.

2D Goodwill

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Opening balance	1,285.46	1,285.46
Add: Goodwill arising during the year	-	-
Less: Impairment / write off during the year (refer note 28)	(506.05)	-
Closing balance	**779.41**	**1,285.46**

For impairment testing of goodwill, refer note 36

2E Other intangible assets

₹ crore

Particulars	Computer software	Technical knowhow	Trademark and Patents	Brand	Non-Compete	Distribution networks	Product development	Total
Gross carrying value								
Balance as at 1st April, 2024	**14.83**	**1.90**	**32.91**	**1,163.06**	**108.45**	**205.06**	**25.48**	**1,551.69**
Additions for the year (aquired separately)	0.61	-	-	-	-	-	-	0.61
Additions for the year (internally generated)	-	-	-	-	-	-	39.20	39.20
Deductions during the year	2.18	-	-	-	-	-	-	2.18
Balance as at 31st March, 2025	**13.26**	**1.90**	**32.91**	**1,163.06**	**108.45**	**205.06**	**64.68**	**1,589.32**
Additions for the year (aquired separately)	0.76	-	-	-	-	-	-	0.76
Additions for the year (internally generated)	-	-	-	-	-	-	12.76	12.76
Deductions during the year	-	-	-	-	-	-	-	-
Balance as at 31st March, 2026	**14.02**	**1.90**	**32.91**	**1,163.06**	**108.45**	**205.06**	**77.44**	**1,602.84**

₹ crore

Particulars	Computer software	Technical knowhow	Trademark and Patents	Brand	Non-Compete	Distribution networks	Product development	Total
Accumulated Amortisation and Impairment								
Accumulated balance as at 1st April, 2024	**11.37**	**1.89**	**-**	**-**	**43.38**	**51.26**	**7.71**	**115.61**
Amortisation charge for the year*	1.39	-	-	-	21.69	25.63	9.22	57.93
Deductions during the year	2.18	-	-	-	-	-	-	2.18
Accumulated balance as 31st March, 2025	**10.58**	**1.89**	**-**	**-**	**65.07**	**76.89**	**16.93**	**171.36**
Amortisation charge for the year*	1.23	-	-	-	21.69	25.63	17.13	65.68
Impairment charge for the year (Refer note 28)	-	-	32.91	159.99	2.99	14.10	-	209.99
Deductions during the year	-	-	-	-	-	-	-	-
Accumulated balance as 31st March, 2026	**11.81**	**1.89**	**32.91**	**159.99**	**89.75**	**116.62**	**34.06**	**447.03**
Net Carrying value								
As at 31st March 2026	**2.21**	**0.01**	**-**	**1,003.07**	**18.70**	**88.44**	**43.38**	**1,155.81**
As at 31st March 2025	**2.68**	**0.01**	**32.91**	**1,163.06**	**43.38**	**128.17**	**47.75**	**1,417.96**

*During the year, the Group has capitalised amortisation of ₹ 0.61 crore (Previous year ₹ 0.26 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

Note:

The Group has not revalued its intangible assets during the current or previous year.

2F Intangible Assets under Development ('IAUD')

(i) IAUD Movement

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Opening balance	20.13	47.06
Add: Additions during the year	13.83	12.27
Less: Capitalized during the year	12.76	39.20
Closing balance	**21.20**	**20.13**

(ii) IAUD Ageing schedule

₹ crore

As at 31-03-2026	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	14.97	3.81	1.72	0.70	21.20
Projects temporarily suspended	-	-	-	-	-
Total	**14.97**	**3.81**	**1.72**	**0.70**	**21.20**

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for the year ended 31st March, 2026

₹ crore

As at 31-03-2025	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	9.56	7.18	2.86	-	19.60
Projects temporarily suspended	-	-	-	0.53	0.53
Total	**9.56**	**7.18**	**2.86**	**0.53**	**20.13**

There are no projects which have exceeded their orignial timeline or budget (Previous year Nil)

2G Depreciation

₹ crore

Particulars	2025-26	2024-25
Depreciation on property, plant and equipment	56.44	50.26
Depreciation on Right-of-use assets	52.41	47.06
Amortisation of intangible assets	62.97	55.51
Total	**171.82**	**152.83**

3 Investments

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Current investments		
Measured at Fair value through Profit and Loss		
Investment in Bonds (Quoted)	156.91	162.32
Investment in Mutual funds (Quoted)	814.13	558.82
	971.04	**721.14**
Details of investments:		
Aggregate book value of quoted investments	971.04	721.14
Aggregate market value of quoted investments	971.04	721.14

Notes:

1. The investments are in compliance with Section 186(4) of the Companies Act, 2013.
2. The Group has complied with the number of layers prescribed under the Companies Act, 2013.
3. Refer Note 39 A for information about fair value measurement and Note 39 D (i) for credit risk of investments.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

4 Other financial assets

A Other financial assets - Non-current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Security deposits (unsecured, considered good)	16.26	16.46
Corporate Deposit with Financial Institutions	20.00	-
	36.26	**16.46**

B Other financial assets - current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Security deposits (unsecured, considered good)	14.09	16.20
Corporate Deposit with Financial Institutions	11.00	-
Fair value of derivative assets (Refer Note 39)	0.13	-
	25.22	**16.20**

5 Other assets

A Other assets - Non-current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Unsecured - considered good		
Capital advances (net) (Refer Note 29 B)	23.26	20.04
Expected recoverable from vendors against warranty	24.55	28.35
Amount paid under protest	40.16	40.06
	87.97	**88.45**

B Other assets - Current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Unsecured - considered good		
Advance to suppliers	111.96	20.18
Balances with Indirect tax authorities	9.93	7.36
Expected recoverable from vendors against warranty	66.65	68.01
Prepaid expenses	71.91	34.95
Contract Assets	0.24	0.26
Right to return goods (Refer note 18)	16.67	11.11
Others	30.53	57.59
	307.89	**199.46**

6 Inventories

(At lower of cost and net realisable value)

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
A. Raw materials	73.20	92.47
Add: Goods-in-transit	1.96	0.78
	75.16	**93.25**
B. Work-in-progress	**45.63**	**49.74**
C. Finished goods	163.35	178.76
Add: Goods-in-transit	20.11	49.56
	183.46	**228.32**
D. Stock-in-trade	344.31	378.20
Add: Goods-in-transit	55.86	94.66
	400.17	**472.86**
E. Stores, spares and packing materials	**39.76**	**37.50**
	744.18	**881.67**

Note:

Inventories are hypothecated with the bankers against working capital facilities (Refer Note 14)

7 Trade receivables

A Trade receivables - Non current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Unsecured		
Considered good	1.08	10.55
	1.08	**10.55**

B Trade receivables - Current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Unsecured		
Considered good	1,092.70	690.14
Having significant increase in credit risk	31.37	53.87
Credit impaired	25.83	26.34
	1,149.90	**770.35**
Less: Allowance for expected credit losses (Refer Note 39)	(65.26)	(67.92)
	1,084.64	**702.43**

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

Trade Receivables Ageing (Non-current and Current)

₹ crore

As at 31-03-2026	Not Due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months -1 year	1-2 Years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables - considered good	744.24	281.93	22.90	-	7.16	22.17	1078.40
(ii) Undisputed Trade receivables - which have significant increase in credit risk	-	-	1.62	20.19	-	-	21.81
(iii) Undisputed Trade receivables - credit impaired	-	-	-	-	4.34	12.72	17.06
(iv) Disputed Trade receivables - considered good	0.03	5.92	9.43	-	-	-	15.38
(v) Disputed Trade receivables - which have significant increase in credit risk	-	-	-	9.56	-	-	9.56
(vi) Disputed Trade receivables - credit impaired	-	-	-	-	5.82	2.95	8.77
Allowance for expected credit losses	(5.89)	(4.43)	(10.49)	(11.89)	(10.87)	(21.69)	(65.26)
Total	**738.38**	**283.42**	**23.46**	**17.86**	**6.45**	**16.15**	**1,085.72**

₹ crore

As at 31-03-2025	Not Due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months -1 year	1-2 Years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables - considered good	507.48	136.76	22.45	9.29	10.61	10.43	697.02
(ii) Undisputed Trade receivables - which have significant increase in credit risk	-	-	1.81	31.29	-	-	33.10
(iii) Undisputed Trade receivables - credit impaired	-	0.49	0.48	1.21	2.07	17.33	21.58
(iv) Disputed Trade receivables - considered good	-	1.10	2.57	-	-	-	3.67
(v) Disputed Trade receivables - which have significant increase in credit risk	-	-	-	20.77	-	-	20.77
(vi) Disputed Trade receivables - credit impaired	-	-	-	-	3.87	0.89	4.76
Allowance for expected credit losses	(6.09)	(5.08)	(6.54)	(25.98)	(8.95)	(15.28)	(67.92)
Total	**501.39**	**133.27**	**20.77**	**36.58**	**7.60**	**13.37**	**712.98**

Notes:

(a) The net carrying value of trade receivables is considered a reasonable approximation of fair value.

(b) Book debts are hypothecated with the bankers against Working capital demand loan & Term Bank loan. (Refer Note 14)

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

(c) Refer Note 39 for information about the Group's exposure to financial risks, and details of impairment losses for trade receivables and fair values.

(d) No trade receivables are due from directors or other officers of the Group either severally or jointly with any other person or firms or private companies in which any director is a partner, a director or a member.

(e) Trade receivables are non-interest bearing and are normally settled on 30 to 60 day terms.

8 Cash and cash equivalents

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Balance with banks:		
In current accounts	153.18	113.68
In deposit accounts with original maturity of 3 months or less	-	90.00
Cash on hand	0.00	-
	153.18	**203.68**

9 Bank balances (other than Cash and cash equivalents)

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Deposits with original maturity more than 3 months but less than 12 months	25.00	140.00
Earmarked balances with banks		
Unclaimed dividend account	5.23	5.31
Bank Balance as Margin money	0.52	4.05
	30.75	**149.36**

10 Loans

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Unsecured considered good		
Others (to employees)	0.02	0.13
	0.02	**0.13**

Note - In line with Circular No 04/2015 issued by Ministry of Corporate Affairs dated 10th March, 2015, loans given to employees as per the Group's policy are not considered for the purposes of disclosure under Section 186(4) of the Companies Act, 2013.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

11 Equity share capital

Particulars	As at 31-03-2026 Number	As at 31-03-2026 Amount ₹ crore	As at 31-03-2025 Number	As at 31-03-2025 Amount ₹ crore
Authorised capital				
Equity shares of ₹ 2 each	67,00,00,000	134.00	67,00,00,000	134.00
Issued, subscribed and paid-up				
Equity shares of ₹ 2 each, fully paid-up	64,39,14,875	128.78	64,38,09,163	128.76
	64,39,14,875	**128.78**	**64,38,09,163**	**128.76**

a. Reconciliation of the shares outstanding at the beginning and at the end of the reporting period

Particulars	As at 31-03-2026 Number	As at 31-03-2026 Amount ₹ crore	As at 31-03-2025 Number	As at 31-03-2025 Amount ₹ crore
Outstanding at the beginning of the year	64,38,09,163	128.76	64,31,06,979	128.62
Shares issued on account of exercising Employee stock option schemes (Refer Note 37)	1,05,712	0.02	7,02,184	0.14
Outstanding at the end of the year	**64,39,14,875**	**128.78**	**64,38,09,163**	**128.76**

b. Rights, preferences and restrictions on shares

The Group has one class of share capital, i.e., equity shares having face value of ₹ 2 per share. Each holder of equity share is entitled to one vote per share. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Group after distribution of all preferential amounts, in proportion to their shareholding.

c. Details of shareholders holding more than 5% shares in the Group

Particulars	As at 31-03-2026 Number	As at 31-03-2026 % holding	As at 31-03-2025 Number	As at 31-03-2025 % holding
Equity shares of ₹ 2 each fully paid				
HDFC Mutual Fund	6,32,28,040	9.82%	6,16,07,545	9.57%
Nippon Life India Trustee Ltd - A/C Nippon India Growth	5,76,05,199	8.95%	3,96,18,204	6.15%
Mirae Asset Nifty India Manufacturing ETF	5,86,64,648	9.11%	3,88,11,390	6.03%

d. Shares reserved for issuance under Stock Option Plans of the Group at face value of ₹ 2 (Also Refer Note 37)

Particulars	As at 31-03-2026		As at 31-03-2025	
	Number	Amount ₹ crore	Number	Amount ₹ crore
Crompton Stock Option Plan 2016 (ESOP 2016)	80,500	0.02	2,00,445	0.04
Crompton Stock Option Plan 2019 (ESOP 2019)	65,75,494	1.32	76,35,653	1.53

e. No class of shares have been issued as bonus shares or for consideration other than cash by the Group during the period of five years immediately preceding the current year end.

f. No class of shares have been bought back by the Group during the period of five years immediately preceding the current year end.

g. There are no shares reserved for issue under options and contracts/ commitments for the sale of shares/ disinvestment.

h. The Board of Directors have recommended payment of final dividend of ₹ 3 (Rupees Three only) per equity share of the face value of ₹ 2 each for the financial year ended 31st March, 2026.

i. Promoter Shareholding

Shares held by promoters at the end of the year 31-03-2026

Promoter name	No. of shares	% of total shares	% change during the year
NIL			
Total	-	-	

Shares held by promoters at the end of the year 31-03-2025

Promoter name	No. of shares	% of total shares	% change during the year
NIL			
Total	-	-	

Note:

As per records of the Group, including its register of shareholders/members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownerships of shares.

12 Other equity

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Capital reserve	0.05	0.05
Securities premium	392.60	389.25
Employee stock option outstanding account	74.25	75.27
Retained earnings	2,537.16	2,964.41
Other comprehensive income	0.35	(0.72)
Corpus Fund (from Section 8 subsidiary)	0.00	0.00
Equity - Loss on acquisition of NCI	(166.89)	(166.89)
	2,837.52	**3,261.37**

Note: For movements in reserves - refer Consolidated Statement of Changes in Equity.

Nature and purpose of reserves

Capital reserve

Capital reserve was created on cancellation of shares as per statutory requirement.

Securities premium

Securities premium was created on issue of shares at premium in accordance with Employee Stock Option Plans (ESOP).

Employee stock option outstanding

The fair value of the equity-settled share based payment transactions with employees is recognised in Statement of profit and loss with corresponding credit to Employee Stock Options Outstanding Account.

Retained earnings

Retained earnings are the profits that the Group has earned till date, net-off less any transfers to general reserve, dividends or other distributions paid to shareholders.

Equity - Loss on acquisition of NCI

Changes in a parent's ownership interest that do not result in a change in control of the subsidiary is accounted as equity transactions (i.e., no gain or loss is recognized in earnings). The carrying amount of the NCI is adjusted to reflect the change in the NCI's ownership interest in the subsidiary. Any difference between the amount by which the NCI is adjusted and the fair value of the consideration paid or received is recognized in equity and attributed to the equity holders of the parent.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

13 Non controlling interests

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Balance at the beginning of the year	**457.62**	**449.35**
Profit attributable during the year	11.41	8.13
Other comprehensive income attributable during the year	0.33	0.14
Balance at the end of the year	**469.36**	**457.62**

The table below provides information in respect of subsidiary as at 31st March, 2026:

Name of Subsidiary	Country of incorporation and operation	% of NCI	NCI
Butterfly Gandhimathi Appliances Limited	India	25%	469.36

The table below provides information in respect of subsidiary as at 31st March, 2025:

Name of Subsidiary	Country of incorporation and operation	% of NCI	NCI
Butterfly Gandhimathi Appliances Limited	India	25%	457.62

Notes to the Consolidated Financial Statements
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14 Borrowings

The Group has categorised all borrowings at Amortised Cost in accordance with the requirements of Ind AS 109.

A Borrowings - Non-current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Measured at amortized cost		
Secured		
7.65% Series B Redeemable Non-Convertible Debentures Tranche 2	-	300.00
	-	**300.00**
Less: Current maturities of long-term borrowings	-	(300.00)
	-	**-**

B Borrowings - current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Measured at amortized cost		
Secured		
Working capital demand loan from bank	-	0.01
Current maturities of non-convertible debentures (Refer Note 14 A)	-	300.00
Unamortized Non-Convertible Debentures Issue Expenses	-	(0.20)
	-	**299.81**

Notes:

(a) Non-Convertible Debentures

(i) Terms of Debentures:

Particulars of Debentures	Series B Tranche 2 (2022 issue)
Face value per debenture (₹)	1,000,000
Date of allotment	22nd July, 2022
As at 31st March, 2026 (₹ crore)	-
As at 31st March, 2025 (₹ crore)	300.00
Interest	7.65% p.a. payable annually
Terms of repayment	Due for redemption on 22-07-2025, with call option on 22-07-2024
Secured by charge	on 'Crompton' and 'Crompton Greaves Brand' (including assignment of license, agreements, if any)

(ii) Funds raised from Non-Convertible Debentures were utilised for the purpose it were obtained.

(iii) During the year, the Group redeemed Secured Non-Convertible Debentures amounting to ₹ 300 crore, Series B Tranche 2 (2022 issue), along with interest thereon, on 22nd July, 2025.

(b) Working capital loan facility is secured by way of charge on the Crompton's inventories and trade receivables.

(c) The Group has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

15 Provisions

A Provisions - Non-current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Provision for employee benefits		
Provision for Compensated absences (Refer Note 33)	3.95	19.88
Other provisions		
Provision for Warranty	140.20	157.93
Provision for Statutory dues	1.39	1.44
	145.54	**179.25**

B Provisions - current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Provision for employee benefits		
Provision for Compensated absences (Refer Note 33)	19.78	3.16
Provision for Gratuity (Refer Note 33)	15.50	2.74
Other provisions		
Provision for Warranty	65.86	107.37
Provision for Statutory dues	12.67	12.67
Provision for Other litigation Claims	0.07	0.10
Others	38.21	28.71
	152.09	**154.75**

Notes:

(1) Movement in other provisions (2025-26)

₹ crore

Particulars	Warranty	Statutory Dues	Other litigation claims
Carrying amount at the beginning of the year	**265.30**	**14.11**	**0.10**
Provision made during the year (net)	142.68	-	-
Amounts used during the year	(160.69)	(0.05)	(0.03)
Unused amounts reversed during the year	(41.23)	-	-
Carrying amount at the end of the year	**206.06**	**14.06**	**0.07**
Current	65.86	12.67	0.07
Non-Current	140.20	1.39	-

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

Movement in other provisions (2025-26)

₹ crore

Particulars	Others	Total
Carrying amount at the beginning of the year	**28.71**	**308.22**
Provision made during the year (net)	9.50	152.18
Amounts used during the year	-	(160.77)
Unused amounts reversed during the year	-	(41.23)
Carrying amount at the end of the year	**38.21**	**258.40**
Current	38.21	116.81
Non-Current	-	141.59

Movement in other provisions (2024-25)

₹ crore

Particulars	Warranty	Statutory Dues	Other litigation claims
Carrying amount at the beginning of the year	**271.93**	**14.34**	**0.16**
Provision made during the year (net)	143.37	0.23	-
Amounts used during the year	(108.36)	(0.46)	(0.06)
Unused amounts reversed during the year	(41.64)	-	-
Carrying amount at the end of the year	**265.30**	**14.11**	**0.10**
Current	107.37	12.67	0.10
Non-Current	157.93	1.44	-

Movement in other provisions (2024-25)

₹ crore

Particulars	Others	Total
Carrying amount at the beginning of the year	**78.51**	**364.94**
Provision made during the year (net)	(49.80)	93.80
Amounts used during the year	-	(108.88)
Unused amounts reversed during the year	-	(41.64)
Carrying amount at the end of the year	**28.71**	**308.22**
Current	28.71	148.85
Non-Current	-	159.37

(2) Nature of provisions:

(a) **Provision for employee benefits** represents liability on account of Compensated absences and Gratuity as per statutory requirements.

(b) **Product warranties:** The Group gives warranties on certain products and services, undertaking to repair / replace products, which fail to perform satisfactorily during the warranty period. Provision made represents the amount of the expected cost of meeting such obligation on account of repair / replacement. The timing of outflows is expected to be within a period of two to five years.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

(c) **Provision for Statutory dues** represents liability on account of non-collection of declaration forms and other legal matters which are in appeal under the Acts / Rules.

(d) **Provision for Other litigation obligation** claims represents liabilities that are expected to materialise in respect of matters in appeal.

(e) **Other provisions** represent provision for expenses.

16 Trade payables

A Trade payables - Non current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Total Outstanding dues of Micro Enterprises and Small Enterprises (Refer Note below)	-	-
Total Outstanding dues of creditors other than Micro Enterprises and Small Enterprises	20.62	15.94
	20.62	**15.94**

B Trade payables - Current

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Acceptances	85.07	87.53
Total Outstanding dues of Micro Enterprises and Small Enterprises (Refer Note below)	411.33	257.87
Total Outstanding dues of creditors other than Micro Enterprises and Small Enterprises	1,353.26	1,050.33
	1,849.66	**1,395.73**

Terms of supply chain facility:

The Group has arranged a supply chain facility from various banks to facilitate suppliers who are willing to get their bills (duly accepted by Crompton Greaves Consumer Electricals Limited) discounted. No security or guarantees are provided under these arrangements.

₹ crore

Particulars	As on 31st March, 2026	As on 31st March, 2025*
Carrying amount of liabilities		
Presented within trade and other liabilities	492.19	NA
Of which suppliers have received payment	492.19	NA
Presented within finance payables	-	NA
Of which suppliers have received payment	-	NA
Range of payment due dates:		
Liabilities that are part of the arrangements	30 to 90 days	NA
Comparable trade payables that are not part of the arrangements	30 to 90 days	NA

There were no material foreign exchange differences that would affect the liabilities under the supply chain facility in either period.

*The Group has not provided comparative information in respect of the amendments to Ind AS 7 and Ind AS 107 relating to supply chain facility, as it has applied the transitional relief available on initial adoption of these amendments, which allows entities not to present comparative disclosures for prior periods.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

Notes:

(a) Micro, Small and Medium enterprises have been identified by the Group on the basis of the information available. Total outstanding dues to suppliers which are outstanding for more than the stipulated period and other disclosures as per the Micro, Small and Medium Enterprises Development Act, 2006, (MSMED Act) as at 31st March, 2026. The disclosure pursuant to the said Act is as under:

₹ crore

Particulars	31-03-2026 / 2025-26	31-03-2025 / 2024-25
The principal amount and the interest due thereon remaining unpaid to any supplier at the end of each accounting year		
Principal	411.33	257.87
Interest	0.10	0.11
The amount of interest paid by the buyer in terms of Section 16 of the MSMED Act, 2006 along with the amount of the payment made to the supplier beyond the appointed day during each accounting year	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year	0.10	0.10
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under Section 23 of the MSMED Act, 2006	-	-

(b) Identification of micro and small enterprises is basis intimation received from vendors.

(c) Trade payables are non-interest bearing and are normally settled on 30 to 90 day terms.

Trade Payables Ageing (Non-current and Current)

₹ crore

As at 31-03-2026	Unbilled dues	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	-	284.11	127.22	-	-	-	411.33
(ii) Others	348.02	718.30	367.52	16.74	1.53	6.84	1,458.95
(iii) Disputed dues - MSME	-		-	-	-	-	-
(iv) Disputed dues - Others	-		-	-	-	-	-
Total	**348.02**	**1,002.41**	**494.74**	**16.74**	**1.53**	**6.84**	**1,870.28**

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

₹ crore

As at 31-03-2025	Unbilled dues	Not Due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	-	203.83	54.04	-	-	-	257.87
(ii) Others	258.56	477.82	370.33	13.52	8.59	24.98	1,153.80
(iii) Disputed dues - MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	**258.56**	**681.65**	**424.37**	**13.52**	**8.59**	**24.98**	**1,411.67**

17 Other current financial liabilities

₹ crore

Particulars	As on 31st March, 2026	As on 31st March, 2025
Interest accrued but not due on borrowings	-	15.91
Unclaimed dividend	5.23	5.31
Security deposits	41.47	39.35
Creditors for capital goods and services	1.11	0.87
	47.81	**61.44**

18 Other current liabilities

₹ crore

Particulars	As on 31st March, 2026	As on 31st March, 2025
Advances from customers	28.61	21.62
Statutory dues payables	40.27	55.15
Employee benefit payables	72.23	62.67
Refund liability*	23.63	14.37
Others	3.48	4.36
	168.22	**158.17**

*The Group has recognised a refund liability for the Sales return from customers amounting to ₹ 23.63 (Previous year: ₹ 14.37 crores), which is in the normal course of business. The Group has also recognised a right to recover the returned goods ₹ 16.67 (Previous year: ₹ 11.11 crores). The costs to recover the products are not material because the customers usually return the product in a saleable condition.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

19 Income taxes

A. Tax expense recognised in Statement of profit and loss comprises:

₹ crore

Particulars	2025-26	2024-25
Current tax	178.91	215.15
Adjustment of tax relating to earlier periods	-	(1.12)
Deferred tax credit	(27.45)	(21.90)
Tax expense for the year	**151.46**	**192.13**

B. Amounts recognised in Other comprehensive income

₹ crore

Particulars	2025-26			2024-25		
	Before tax	Tax (expense)/ benefit	Net of tax	Before tax	Tax (expense)/ benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurements gain/ (loss) on post employment defined benefit plans and tax thereon	1.87	(0.47)	1.40	(2.45)	0.89	(1.56)
	1.87	**(0.47)**	**1.40**	**(2.45)**	**0.89**	**(1.56)**

C. Reconciliation of effective tax rate

₹ crore

Particulars	2025-26		2024-25	
	Amount	Rate	Amount	Rate
Profit / (loss) before tax	(79.30)		756.21	
Less: Adjustment for Impairment of goodwill and other intangible assets (deferred tax assets not created)	683.13		-	
Adjusted Profit before tax	**603.83**		**756.21**	
Computed tax expense	**151.97**	**25.17%**	**190.32**	**25.17%**
Adjustment of tax relating to earlier periods (Refer Note below)	-	0.00%	(1.12)	(0.15%)
Corporate social responsibility disallowance	3.55	0.59%	3.37	0.45%
Impact of Share based payment expense	1.03	0.16%	(0.43)	(0.06%)
Others	(5.09)	(0.84%)	(0.01)	0.00%
Tax expense for the year	**151.46**	**25.08%**	**192.13**	**25.41%**

The tax rate used for reconciliation above is the corporate tax rate of 25.17% payable by corporate entities in India on taxable profits under Indian tax law.

Note:

In the previous year, the Group has written back an amount of ₹ 1.12 Crore for excess provision for taxes made in the earlier years. The said amount has been adjusted against tax expense for the year ended March 31, 2025.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

D. Components of deferred tax assets/ (liabilities) recognised in Balance sheet and Statement of profit and loss:

₹ crore

Sr. no.	Particulars	Balance sheet		Statement of profit and loss and other comprehensive income	
		As at 31-03-2026	As at 31-03-2025	2025-26	2024-25
(a)	Employee stock option outstanding	18.60	17.87	0.73	0.65
(b)	Provision allowed under tax on payment basis	14.93	13.88	1.05	(1.09)
(c)	Provision for doubtful debts and advances	16.44	16.41	0.03	0.48
(d)	Difference between Written down value of Property, Plant and Equipment and Intangible assets as per books of accounts and Income Tax	4.60	(10.71)	15.31	1.04
(e)	Fair valuation of Investments	(4.27)	(3.19)	(1.08)	0.41
(f)	Impact of Revenue recognition	11.60	18.46	(6.86)	5.86
(g)	Impact of Right-of-use asset	(45.79)	(39.04)	(6.75)	(12.65)
(h)	Impact of lease liabilities	50.12	34.14	15.98	11.07
(i)	Difference between fair value & book value of Property, plant and equipment and Intangible assets acquired through Business Combination	(30.01)	(46.41)	16.40	12.10
(j)	Provision for Advances	0.11	0.21	(0.10)	(0.10)
(k)	Other temporary differences (including tax related to items that will not be reclassified to profit or loss)	3.50	11.23	(7.73)	5.02
	Deferred tax income			**26.98**	**22.79**
	Net deferred tax asset/ (liabilities)	**39.83**	**12.85**		

Breakup of deferred tax asset/ (liabilities)

₹ crore

Particulars	As on 31st March, 2026	As on 31st March, 2025
Deferred tax assets	43.91	17.94
Deferred tax liabilities	4.08	5.09
Net deferred tax assets	**39.83**	**12.85**

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

E. Reconciliation of deferred tax assets/ (liabilities):

₹ crore

Sr. no.	Particulars	2025-26	2024-25
(a)	Opening balance as at 1st April	12.85	(9.94)
(b)	Tax income/ (expense) during the period recognised in:		
(i)	Statement of profit and loss in profit or loss	27.45	21.90
(ii)	Statement of profit and loss under OCI	(0.47)	0.89
	Closing balance as at 31st March	**39.83**	**12.85**

F. Tax assets and liabilities

₹ crore

Sr. no.	Particulars	As at 31-03-2026	As at 31-03-2025
(a)	Non-current tax assets (net of tax provision)	8.62	8.62
(b)	Current tax assets (net of tax provision)	0.80	0.76
(c)	Current tax liabilities (net of tax assets)	59.70	49.43

During the previous year, the Group has received income tax refunds including interest amounting to ₹ 19.79 crore for the FY 2022-23 and FY 2023-24.

20 Revenue from Operations

₹ crore

Particulars	2025-26	2024-25
Sales of products and services		
Revenue from contract with customers		
Sale of products (excluding Goods and Service tax)	7,952.92	7,774.05
Sale of services	103.28	52.70
	8,056.20	**7,826.75**
Other operating revenue		
Export benefits and other incentives	2.12	2.77
Scrap sales	37.20	34.56
	39.32	**37.33**
	8,095.52	**7,864.08**

(i) Timing of revenue recognition

₹ crore

Particulars	2025-26	2024-25
Goods transferred at a point in time	7,990.12	7,808.61
Services transferred at a point in time	103.28	52.70
Total revenue from contracts with customers	**8,093.40**	**7,861.31**
Add: Export incentive	2.12	2.77
Total revenue from operations	**8,095.52**	**7,864.08**

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

(ii) Disaggregation of revenue based on product or service

₹ crore

Particulars	2025-26	2024-25
Sale of products (excluding Goods and Service tax)		
(i) Electric consumer durables	5,973.68	5,936.04
(ii) Lighting products	1,075.74	1,015.27
(iii) Butterfly Products	903.50	822.74
	7,952.92	**7,774.05**
Sale of services		
(i) Electric consumer durables	96.82	48.96
(ii) Lighting products	6.45	3.73
(iii) Butterfly Products	0.01	0.01
	103.28	**52.70**
Total revenue from contracts with customers	**8,056.20**	**7,826.75**

(iii) Revenue by location of customers

The Group mainly caters to Indian Market, accordingly, secondary information/ geographical segment is not applicable.

(iv) Reconciliation of revenue recognised in statement of profit and loss with contracted price

₹ crore

Particulars	2025-26	2024-25
Revenue as per contracted price	9,678.26	8,809.82
Less: Cash Discount	118.91	124.82
Less: Sales return, incentives and commission	1,503.15	858.26
Total revenue from contract with customers	**8,056.20**	**7,826.75**
Add: Export benefits and other incentives	2.12	2.77
Add: Scrap sales	37.20	34.56
Total revenue from operations	**8,095.52**	**7,864.08**

(v) Performance obligation

Sale of products: Performance obligation in respect of sale of goods is satisfied when control of the goods is transferred to the customers, generally on delivery/ dispatch of the goods as applicable and payment is generally due as per the terms of contract with customers.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

Sale of services: Performance obligation in respect of installation services is satisfied at a point in time when the services are completed and control is transferred to the customer, generally upon successful installation. Payment for such services is typically due as per the terms of the contract with customers.

(vi) Contract liabilities and contract assets

a Contract liabilities

₹ crore

Particulars	2025-26	2024-25
Balance at the beginning of the year	35.99	31.45
Revenue recognised/ other adjustments (net) during the year	130.49	130.61
Addition during the year	146.74	135.15
Balance at the end of the year	**52.24**	**35.99**

b Contract assets

The Group has contract asset of ₹ 16.91 crore as at 31st March, 2026 (Previous year: ₹ 11.37 crore) (Refer Note 5)

(vii) Information about major customers

There are no customers having revenue exceeding 10% of total revenues.

(For segment related information, refer note 38)

21 Other income

₹ crore

Particulars	2025-26	2024-25
Interest income	32.12	31.66
Fair value gain on investments measured at fair value through profit or loss	32.30	36.17
Others	1.21	0.47
	65.63	**68.30**

22 Cost of materials consumed

₹ crore

Particulars	2025-26	2024-25
Opening inventories	93.25	88.85
Add: Purchases	1,548.31	1,598.73
Less: Closing inventories	(75.16)	(93.25)
Cost of raw materials consumed	**1,566.40**	**1,594.33**
Add: Sub-contracting charges	26.48	34.35
	1,592.88	**1,628.68**

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

23 Purchases of stock-in-trade

₹ crore

Particulars	2025-26	2024-25
Electric consumer durables	2,942.57	3,001.48
Lighting products	738.18	614.07
Butterfly Products	119.92	78.71
	3,800.67	**3,694.26**

24 Changes in inventories of finished goods, stock-in-trade and work-in-progress

₹ crore

Particulars	2025-26	2024-25
Opening inventories:		
Finished goods	228.32	244.38
Stock-in-trade	472.86	413.47
Work-in-progress	49.74	43.52
	750.92	**701.37**
Less:		
Closing inventories:		
Finished goods	183.46	228.32
Stock-in-trade	400.17	472.86
Work-in-progress	45.63	49.74
	629.26	**750.92**
Changes in inventories:		
Finished goods	44.86	16.06
Stock-in-trade	72.69	(59.39)
Work-in-progress	4.11	(6.22)
	121.66	**(49.55)**

25 Employee benefits expense

₹ crore

Particulars	2025-26	2024-25
Salaries, wages, bonus and other benefits	597.30	559.28
Contribution to provident and other funds (Refer Note 33)	20.31	17.82
Gratuity (Refer Note 33)	5.12	5.41
Compensated absences (Refer Note 33)	5.74	6.84
Staff welfare expenses	44.79	40.82
Share-based payments to employees (Refer Note 37)	8.07	8.86
	681.33	**639.03**

Notes:

(a) For remuneration paid to key management personnel Refer Note 34

(b) During the year, the Group has capitalised Employee benefits expense of ₹ 7.55 crore (Previous year ₹ 8.99 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

26 Finance costs

₹ crore

Particulars	2025-26	2024-25
Interest on borrowing	8.13	34.46
Interest on lease liability (Refer Note 32)	13.95	13.24
Discounting charges	21.82	12.50
Interest other	0.09	0.09
Others finance cost	0.04	0.19
	44.03	**60.48**

27 Other expenses

₹ crore

Particulars	2025-26	2024-25
Consumption of stores and spares	16.31	13.47
Power and fuel	17.14	17.46
Rent	19.09	18.19
Repair to property, plant and equipment	7.51	6.72
Insurance	4.41	4.64
Rates and taxes	2.61	3.68
Freight and forwarding outward	283.67	271.11
Packing materials	73.91	79.36
After sales service	98.38	86.96
Sales promotion	152.65	150.87
Corporate social responsibility expenses (Refer Note 31)	14.09	14.14
Advertising	150.51	154.88
Legal and professional charges	107.48	93.49
Payment to the auditors (Refer Note below)	1.09	1.08
Bad Debts written off	16.36	29.21
Allowance for credit losses	(1.12)	-
Extended Producer's Responsibility	18.27	19.82
Miscellaneous expenses	89.26	85.36
	1,071.62	**1,050.44**

Notes:

(a) Other expenses include expenditure on research and costs not eligible for capitalisation (Refer Note 30)

(b) During the year, the Group has capitalised Other expenses of ₹ 2.07 crore (Previous year ₹ 2.73 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

Payment to the auditors

₹ crore

Particulars	2025-26	2024-25
Auditors' remuneration (excluding Goods and Service tax)		
Statutory audit fees	0.59	0.59
Other services		
(i) Certification work	0.03	0.04
(ii) Others	0.37	0.37
Reimbursement of expenses	0.10	0.08
	1.09	**1.08**

28 Exceptional items

₹ crore

Particulars	2025-26	2024-25
New Labour Codes impact (Refer Note a below)	20.04	-
Restructuring Cost (Refer Note b below)	20.36	-
Impairment of Goodwill (Refer Note c below)	506.05	-
Impairment of Other intangible assets (Refer Note c below)	209.99	-
	756.44	**-**

Note:

a Pursuant to the notification issued by the Ministry of Labour and Employment, twenty-nine existing labour regulations have been consolidated into a unified framework comprising four Labour Codes, collectively referred to as the 'New Labour Codes' which became effective from 21st November, 2025. The Group has reassessed its employee benefit obligations in accordance with the New Labour Codes and accordingly, an incremental liability of ₹ 20.04 crore has been recognized as an Exceptional Item. As the rules to the New Labour Codes are yet to be notified, the differential impact, if any, of those will be accounted in the period in which they are notified.

b The Holding Company recognized ₹ 20.36 crore towards restructuring of Vadodara plant operations from a lighting facility into a multi-business facility as an Exceptional Item.

c The Holding Company has recognised an impairment of ₹ 716.04 crore on its investment in material subsidiary Butterfly Gandhimathi Appliances Limited ("Butterfly") and the associated trademarks acquired on 30th March 2022, leading to a diminution in the carrying value of goodwill and other associated intangible assets. The impairment is based on a valuation performed by an independent valuer and has been recognised in accordance with Ind AS 36 – Impairment of Assets.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

29 Contingent liabilities and commitments

₹ crore

Sr no.	Particulars	As at 31-03-2026	As at 31-03-2025
A	**Contingent Liabilities:**		
	(to the extent not provided for)		
(a)	Claims against the Group not acknowledged as debts	35.76	32.14
(b)	Income tax liability that may arise in respect of matters in appeal	143.87	113.79
(c)	Excise duty/ customs duty / service tax liability that may arise in respect of matters in appeal	11.33	12.00
(d)	GST/ Entry Tax/ Sales tax / VAT liability that may arise in respect of matters in appeal	225.37	217.71
(e)	Extended Producer's Responsibility	88.52	24.18
B	**Commitments:**		
	Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	15.56	11.91

Notes:

(a) Claims against the Group not acknowledged as debts represent various claims made by third parties in respect of contractual obligations, commercial disputes and other matters. The management, based on legal advice, does not consider these claims as valid liabilities and has therefore not recognized any provision in the consolidated financial statements.

(b) The Group has received demands from the income tax authorities pertaining to various assessment years, which have been disputed and are currently pending before appellate authorities. Based on the assessment of the facts of the case and advice received from tax consultants, the management believes that it has adequate grounds to contest these demands. Accordingly, no provision has been recognized and the same has been disclosed as a contingent liability.

(c) This represents indirect tax demands raised by the respective authorities relating to excise duty, customs duty and service tax, primarily pertaining to periods prior to the implementation of GST. These matters are under dispute and pending at various appellate forums. The Group has contested these demands and based on legal advice, expects a favorable outcome. Accordingly, no provision has been recognized and the same has been disclosed as a contingent liability.

(d) The Group has disputed various demands raised by tax authorities in respect of GST as well as pre-GST levies such as entry tax, sales tax and VAT. These cases are pending before appropriate appellate authorities. The management, based on its evaluation and legal advice, believes that the likelihood of an outflow is not probable. Therefore, these liabilities have not been recognized in the books of account and are disclosed as contingent liabilities.

(e) As per E-waste (Management) Rules, 2022, as amended, the Group has an obligation to complete the Extended Producer Responsibility (EPR) targets. The Group has fulfilled its obligation for the current and previous financial year at the rates prevailing/charged in the market by the EPR agencies. Further, Central Pollution Control Board ("the Board") of India has notified higher floor prices for exchange of EPR certificates, which has been legally challenged before the Delhi High Court by several producers in similar businesses. Since the matter is sub judice, the liability arising from difference between the floor prices notified by the Board and the rates prevailing/charged in the market is disclosed as a contingent liability in the consolidated financial statements.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

(f) It is not practicable to estimate the timing of cash outflows, if any, in respect of matters at (a) to (e) above, pending resolution of the arbitration/appellate proceedings.

(g) The Group does not expect any reimbursements in respect of the above contingent liabilities.

(h) Capital commitments represent the estimated value of contracts entered by the Group for acquisition of property, plant and equipment and other capital assets, which remain to be executed as at the balance sheet date. These obligations are contractual in nature and are not recognized as liabilities since the related assets have not yet been received or the services have not yet been rendered. Accordingly, these are disclosed as commitments and indicate future cash outflows.

30 Expenditure on research and development

₹ crore

Sr no.	Particulars	2025-26	2024-25
(a)	**Capital expenditure***	33.90	25.75
	Sub-total (a)	**33.90**	**25.75**
(b)	**Revenue expenditure**		
	Raw materials consumed	2.21	2.71
	Employee benefits	38.49	30.45
	Depreciation and amortisation	24.02	15.14
	Other expenses		
	Consumption of stores and spares	1.95	1.51
	Repairs and maintenance	0.40	0.19
	Miscellaneous expenses	15.69	12.57
	Sub-total (b)	**82.76**	**62.57**
	Total (a) + (b)	**116.66**	**88.32**

*includes ₹ 12.33 crore (Previous year ₹ 14.83 crore) capitalised under Product Development & IAUD as a Development cost as per Ind AS 38.

31 Expenditure on Corporate Social Responsibility (CSR)

₹ crore

Particulars	2025-26	2024-25
Gross amount required to be spent by the Group during the year	14.08	14.13
Amount approved by the Board to be spent by the Company during the year Amount of expenditure incurred by the Group during the year	14.08	14.13
(i) Construction / acquision of any asset	-	-
(ii) On purposes other than (i) above:		
- **In cash**		
Nature of CSR activities		
Community Development	1.75	2.34
Monitoring & Evaluation	0.44	0.11
Skill Development	6.40	5.09
Water Conservation	4.83	6.00
Administration	0.67	0.60
- **Yet to be paid In cash**	-	-
Total CSR expenditure	**14.09**	**14.14**
Contribution to Crompton (CSR) Foundation- a trust controlled by the Holding Company	12.68	12.78

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

32 Leases

Group as lessee

A Lease liabilities

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Opening balance	178.78	84.22
Addition	70.18	138.10
Accredition of interest	13.95	13.24
Payments	(62.85)	(52.79)
Adjustments for derecognition	(0.89)	(3.99)
Closing balance	199.17	178.78
Current maturities of lease liabilities	**49.82**	**39.66**
Non-current lease liabilities	**149.35**	**139.12**

B Amounts recognised in Statement of profit and loss

₹ crore

Particulars	2025-26	2024-25
Depreciation expense of Right-of-use assets	52.41	47.06
Interest expense on lease liabilities	13.95	13.24
Short term and low value leases	33.84	23.89
Total	**100.20**	**84.19**

C Maturity analysis of lease liabilities (undiscounted)

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Less than 3 months	16.23	13.30
3 months to 6 months	15.65	13.08
6 months to 1 year	30.28	24.85
1 year to 5 years	140.84	117.69
More than 5 years	35.69	51.41
Total	**238.69**	**220.33**

D Amounts recognised in statement of Cash Flows

₹ crore

Particulars	2025-26	2024-25
Total Cash outflow for leases	62.85	52.79

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

33 Employee Benefits

A Holding Company (Crompton)

(a) Defined contribution plans (Refer Accounting Policy Note 1.4 (k))

Amount of ₹ 25.42 crore (Previous year ₹ 24.41 crore) is recognised as an expense and included in Employee benefits expense as under the following defined contribution plans: (Refer Note 25)

₹ crore

Benefits (Contribution to)	2025-26	2024-25
Provident fund	13.99	12.22
Superannuation fund	0.86	1.00
Employee state insurance scheme	0.03	0.07
Labour welfare scheme	0.00	0.01
Gratuity	3.21	3.62
National Pension Scheme	2.38	1.83
Compensated absences	4.95	5.66
Total	**25.42**	**24.41**

Note:- During the year, the Holding Company has capitalised employees benefits of ₹ 0.42 crore (previous year - ₹ 0.32 crore) under Product Development & Intangible assets under development as a Development cost as per Ind AS 38.

(b) Defined Benefit Plans (Refer Accounting Policy Note 1.4 (k)) as per Actuarial Valuation are as under:

₹ crore

	Particulars	Gratuity 2025-26 (Funded)	Gratuity 2024-25 (Funded)
I	**Change in present value of defined benefit obligation during the year**		
	Present value of defined benefit obligation at the beginning of the year	34.20	32.68
	Amount recognised in statement of profit and loss		
	Interest cost	2.64	2.36
	Current service cost	2.53	3.85
	Past service cost	17.08	-
	Amount recognised in other comprehensive income		
	Actuarial losses / (gains)	(1.87)	0.03
	Benefits paid	(8.32)	(4.72)
	Present Value of defined benefit obligation at the end of the year	**46.26**	**34.20**
II	**Change in fair value of plan assets during the year**		
	Fair value of plan assets at the beginning of the year	35.00	35.99
	Expected return on plan assets	2.39	2.59
	Contributions	-	(4.00)
	Benefits paid from the fund	-	-
	Amount recognised in other comprehensive income	-	-
	Actuarial gain / (loss)	(1.80)	0.42
	Fair value of plan assets at the end of the year	**35.59**	**35.00**

Contd.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

₹ crore

	Particulars	Gratuity 2025-26 (Funded)	Gratuity 2024-25 (Funded)
III	**Actual return on plan assets**		
	Expected return on plan assets	2.39	2.59
	Actuarial gain / (loss)	(1.80)	0.42
	Actual return on plan assets	**0.59**	**3.01**
IV	**Net asset / (liability) recognised in the balance sheet**		
	Present Value of defined benefit obligation at the end of the year	(46.26)	(34.20)
	Fair value of plan assets at the end of the year	35.59	35.00
	Asset / (Liability) recognised in the balance sheet (Refer Note 15 for current and non-current classification)	**(10.67)**	**0.80**
V	**Expenses recognised in the statement of profit and loss**		
	Current service cost	2.53	3.85
	Interest cost	0.25	(0.23)
	Past Service cost	17.08	-
		19.86	**3.62**
VI	**Expenses recognised in the Other comprehensive income**		
	Actuarial (Gain)/ Loss on Obligation For the Period	(1.87)	0.03
	Return on Plan Assets, Excluding Interest Income	1.80	(0.42)
	Change in Asset Ceiling	-	-
	Net (Income)/Expense For the Period Recognized in OCI	**(0.08)**	**(0.39)**
VII	**The major categories of plan assets as a percentage of total plan**		
	Insurer managed funds	100%	100%
VIII	**Sensitivity analysis for significant assumptions:**		
	Increase/(Decrease) on present value of defined benefits obligation at the end of the year		
	1% increase in discount rate	(2.70)	(1.87)
	1% decrease in discount rate	3.05	2.09
	1% increase in salary escalation rate	3.05	2.09
	1% decrease in salary escalation rate	(2.76)	(1.90)
	1% increase in employee turnover rate	0.01	0.06
	1% decrease in employee turnover rate	(0.03)	0.05
	1% increase in Medical inflation rate	-	-
	1% decrease in Medical inflation rate	-	-
IX	**Maturity profile of defined benefit obligations**	-	-
	Within the next 12 months	7.20	5.00
	Between 1 and 5 years	16.08	13.58
	Between 5 and 10 years	21.38	15.78
X	**Actuarial assumptions**		
	Discount rate (p.a.)	7.24%	6.84%
	Expected Return on Plan Assets (p.a.)	7.24%	6.84%
	Employee turnover rate	6.00%	6.00%
	Salary escalation rate	6.00%	6.00%
	Mortality rate during employment	Indian Assured Lives Mortality (2012-14)	Indian Assured Lives Mortality (2012-14)
	Medical premium inflation rate	N.A	N.A

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

(c) The sensitivity analysis above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the year and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. When calculating the sensitivity to the assumption, the same method used to calculate the liability recognised in the balance sheet has been applied. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared with the previous year.

(d) The Holding Company makes contributions to the Gratuity Trust, which manages the investment. The Trust is a funded defined benefit plan for qualifying employees. The Scheme provides for lump sum payment to vested employees at retirement, death while in employment or on termination of employment as per the Compant's Gratuity Scheme. Vesting occurs as per the Payment of Gratuity Act, 1972.

(e) The actuarial valuation of plan assets and the present value of the defined benefit obligation were carried out at 31st March, 2026 and 31st March, 2025. The present value of the defined benefit obligation and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

(f) Discount rate is based on the prevailing market yields of Indian Government securities as at the balance sheet date for the estimated term of the obligations.

(g) Expected rate of return on the plan assets is based on the average long-term rate of return expected on investments of the Fund during the estimated term of the obligations.

(h) The salary escalation rate considered in the actuarial valuation is arrived after taking into consideration the seniority, the promotion, inflation and other relevant factors.

(i) The average duration of the defined benefit plan obligation at the end of the reporting period is 7.61 years (Previous year 7.16 years)

Compensated absences

In respect of compensated absences, accrual is made on the basis of a year-end actuarial valuation as at balance sheet date. The actuarial valuation is done as per Project unit credit method.

The leave obligation cover the Holding Company's liability for earned leave. The amount of the provision of ₹ 1.46 crore (Previous year ₹ 17.15 crore) is presented as non-current and ₹ 19.71 (Previous year ₹ 2.87 crore) is presented as current. The Holding Company has recognised ₹ 4.95 (Previous year ₹ 5.66 crore) for compensated absences in the Statement of Profit and Loss.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

B Subsidiary Company (Butterfly)

(a) Defined contribution plans (Refer Accounting Policy Note 1.4 (k))

Amount of ₹ 6.03 crore (Previous year ₹ 6.04 crore) is recognised as an expense and included in Employee benefits expense as under the following defined contribution plans: (Refer Note 25)

₹ crore

Benefits (Contribution to)	2025-26	2024-25
Provident fund	2.39	2.54
Employee deposit linked insurance scheme	0.09	0.10
Labour welfare scheme	0.01	0.01
Gratuity	2.47	1.79
National Pension Scheme	0.20	0.11
Compensated absences	0.64	1.18
Employee state insurance scheme	0.23	0.31
Total	**6.03**	**6.04**

(b) Defined Benefit Plans (Refer Accounting Policy Note 1.4 (k)) as per Actuarial Valuation are as under:

₹ crore

Particulars	Gratuity 2025-26 (Funded)	Gratuity 2024-25 (Funded)
I Change in present value of defined benefit obligation during the year		
Present value of defined benefit obligation at the beginning of the year	11.45	11.61
Amount recognised in statement of profit and loss		
Interest cost	0.76	0.75
Current service cost	2.16	1.64
Past service cost	1.59	-
Amount recognised in other comprehensive income		
Actuarial loss / (gain)	(1.80)	(0.78)
Benefits paid	(1.15)	(1.77)
Present Value of defined benefit obligation at the end of the year	**13.01**	**11.45**
II Change in fair value of plan assets during the year		
Fair value of plan assets at the beginning of the year	8.71	8.96
Expected return on plan assets	0.58	0.60
Contributions	0.05	0.95
Benefits paid from the fund	(1.15)	(1.77)
Amount recognised in other comprehensive income	-	-
Actuarial (loss) / gain	(0.01)	(0.03)
Fair value of plan assets at the end of the year	**8.18**	**8.71**

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₹ crore

Particulars	Gratuity 2025-26 (Funded)	Gratuity 2024-25 (Funded)
III Actual return on plan assets		
Expected return on plan assets	0.58	0.60
Actuarial (loss) / gain	(0.01)	(0.03)
Actual return on plan assets	0.57	0.57
IV Net liability recognised in the balance sheet		
Present Value of defined benefit obligation at the end of the year	(13.01)	(11.45)
Fair value of plan assets at the end of the year	8.18	8.71
Liability recognised in the balance sheet (Refer Note 15 for current and non-current classification)	**(4.83)**	**(2.74)**
V Expenses recognised in the statement of profit and loss		
Current service cost	2.16	1.64
Interest cost	0.18	0.15
Past Service cost	1.59	-
	3.93	**1.79**
VI Expenses recognised in the Other comprehensive income		
Actuarial (Gain)/ Loss on Obligation For the Period	(1.80)	(0.78)
Return on Plan Assets, Excluding Interest Income	0.01	0.03
Change in Asset Ceiling	-	-
Net (Income)/ Expense For the Period Recognized in OCI	**(1.79)**	**(0.75)**
VII The major categories of plan assets as a percentage of total plan		
Insurer managed funds	100%	100%
VIII Sensitivity analysis for significant assumptions:		
Increase/(Decrease) on present value of defined benefits obligation at the end of the year		
0.50% increase in discount rate	(0.59)	(0.58)
0.50% decrease in discount rate	0.64	0.59
0.50% increase in salary escalation rate	0.64	0.60
0.50% decrease in salary escalation rate	(0.60)	(0.60)
0.50% increase in employee turnover rate	-	-
0.50% decrease in employee turnover rate	-	-
IX Maturity profile of defined benefit obligations	-	-
Within the next 12 months	0.91	0.48
Between 1 and 5 years	3.20	3.15
Between 5 and 10 years	5.52	5.04
X Actuarial assumptions		
Discount rate (p.a.)	7.48%	6.66%
Expected Return on Plan Assets (p.a.)	7.48%	6.66%
Employee turnover rate	3.00%	3.00%
Salary escalation rate	7.00%	7.00%

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(c) The sensitivity analysis above have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the year and may not be representative of the actual change. It is based on a change in the key assumption while holding all other assumptions constant. When calculating the sensitivity to the assumption, the same method used to calculate the liability recognised in the balance sheet has been applied. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared with the previous year.

(d) The subsidiary makes contributions to the Insurer Managed Funds (LIC).

(e) The actuarial valuation of plan assets and the present value of the defined benefit obligation were carried out at 31st March, 2026 and 31st March, 2025. The present value of the defined benefit obligation and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

(f) Discount rate has been determined by reference to market yields on 31st March, 2026, on government bonds of term consistent with estimated term of the obligations as per para 83 of Ind AS 19. The source of determining the market yields is the Zero Coupon Sovereign Rupee Yield Curve estimated by the Clearing Corporation of India Limited (CCIL) as on 31st March, 2026.

(g) Expected rate of return on the plan assets is based on the average long-term rate of return expected on investments of the Fund during the estimated term of the obligations.

(h) The salary escalation rate considered in the actuarial valuation is arrived after taking into consideration the seniority, the promotion, inflation and other relevant factors.

(i) The Average duration of the defined benefit obligation at the end of the reporting period is 11.15 Years (Previous Year 11.20 Years)

Compensated absences

In respect of compensated absences, accrual is made on the basis of a year-end actuarial valuation as at balance sheet date. The actuarial valuation is done as per Project unit credit method.

The leave obligation cover the Subsidiary Company's liability for earned leave. The amount of the provision of ₹ 2.49 crore (Previous year ₹ 2.72 crore) is presented as non-current and ₹ 0.07 crore (Previous year ₹ 0.26 crore) is presented as current. The Subsidiary Company has recognised ₹ 0.79 crore (Previous year ₹ 1.18 crore) for compensated absences in the Statement of Profit and Loss.

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34 Related Party Disclosures

i) Post employment benefit plans with whom transactions were carried out during the year:

Crompton Greaves Consumer Electricals Limited Employees' Gratuity Trust

Crompton Greaves Consumer Electricals Limited Employees' Superannuation Fund

Butterfly Gandhimathi Appliances Limited Employees Group Gratuity Trust Fund

ii) Key Management Personnel:

Crompton Greaves Consumer Electricals Limited

Mr. D. Sundaram, Chairman and Non-Executive, Non-Independent Director (Non-Independent Director from 18th September, 2025)

Mr. P. M. Murty, Independent Director (upto 24th July, 2025)

Ms. Smita Anand, Independent Director

Mr. P.R. Ramesh, Independent Director

Ms. Hiroo Mirchandani, Independent Director

Mr. Anil Chaudhry, Independent Director

Mr. Sanjiv Kakkar, Independent Director

Mr. Promeet Ghosh, Managing Director and Chief Executive Officer

Mr. Shantanu Khosla, Vice Chairman and Executive Director (from 1st May, 2023 to 30th April, 2024); Non executive Vice Chairman (from 1st May, 2024 to 31st December, 2025)

Mr. Kaleeswaran Arunachalam, Chief Financial Officer

Ms. Rashmi Khandelwal, Company Secretary & Compliance Officer (upto 23rd April, 2026)

Butterfly Gandhimathi Appliances Limited

Mr. M. Padmanabhan, Independent Director (upto 31st July, 2024)

Mr. A. Balasubramanian, Independent Director (upto 31st July, 2024)

Mr. G.S. Samuel, Independent Director (upto 31st July, 2024)

Mr. T.R. Srinivasan, Independent Director (upto 31st July, 2024)

Ms. Maheshwari Mohan, Independent Director (upto 20th August, 2025)

Mr. K.E. Ranganathan, Independent Director

Mr. Rangarajan Sriram, Managing Director (upto 14th June, 2024)

Ms. Swetha Sagar G, Manager & Chief Business Officer (from 15th June, 2024)

Mr. P.M.Murty - Chairman, Non- Executive Director

Mr. Shantanu Khosla, Non- Independent Director (upto 31st December, 2025)

Mr. Promeet Ghosh, Non- Independent Director

Ms. Smita Anand, Independent Director

Mr. Kaleeswaran Arunachalam, Non-Independent Director

Mr. Nithiyanandam Anandkumar, Non-Independent Director

Mr. Viral Sarvaiya - Company Secretary & Compliance Officer (upto 7th April, 2025)

Mr. V A Joseph - Chief Financial Officer

Mr. Jayant Barde – Company Secretary & Compliance Officer (from 13th May, 2025)

Notes to the Consolidated Financial Statements
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iii) Details of related party transactions:

₹ crore

Sr. No.	Nature of transaction	2025-26	2024-25
1	**Contributions (Employer's) to Post Retirement Funds**		
	Crompton Greaves Consumer Electricals Limited Employees' Superannuation Fund	0.86	1.00
	Total	**0.86**	**1.00**
2	**Compensation to Key Management Personnel**		
	Short-term benefits*	27.60	33.84
	Share-based Payments (Refer Note b below)	7.53	6.99
	Termination benefits	-	-
	Other long-term benefits	-	-
	Total	**35.13**	**40.83**

*Short-term benefits for the current year include Directors' sitting fees and commission of ₹ 0.91 crore and ₹ 3.32 crore respectively (previous year: ₹ 0.90 crore and ₹ 3.45 crore respectively)

Notes:

a) Liabilities for post retirement benefits being Gratuity and Leave encashment are provided on actuarial basis for the Group as a whole. The amount pertaining to Key management personnel are not included above.

b) The Group has granted shares under various Schemes to the eligible Key Management Personnel. The amount mentioned is the fair value of the grant (credited) / charged to Statement of profit and loss.

iv) Amount due to / from related parties

₹ crore

Sr. No.	Nature of transaction	As at 31-03-2026	As at 31-03-2025
1	**Other Receivable**		
	Crompton Greaves Consumer Electricals Limited Employees' Gratuity Trust	-	0.80
	Total	**-**	**0.80**
2	**Other Payable**		
	Crompton Greaves Consumer Electricals Limited Employees' Gratuity Trust	10.67	-
	Crompton Greaves Consumer Electricals Limited Employees' Superannuation Fund	0.06	0.08
	Commission Payable to Key Management Personnel	3.32	3.45
	Total	**14.05**	**3.53**

Terms and conditions of transactions with related parties

All Related Party Transactions entered during the year were in ordinary course of the business and on arm's length basis. Outstanding balances at the year-end with related parties are unsecured and interest free, and will be settled/ recovered in cash.

The Group has not made any allowance for bad or doubtful debts in respect of related party trade receivables nor has any guarantee been given or received during the year ended 31st March 2026 and 31st March 2025 relating to related party transactions.

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for the year ended 31st March, 2026

35 Earnings Per Share (EPS)

Basic EPS amounts are calculated by dividing the profit for the year attributable to equity holders of the Group by the weighted average number of Equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit attributable to equity holders of the Group by the weighted average number of Equity shares outstanding during the year plus the weighted average number of Equity shares that would be issued on conversion of all the dilutive potential Equity shares into Equity shares.

			2025-26	2024-25
(a)	**Basic earnings per share**			
	Numerator for earnings per share			
	Profit/ (Loss) after tax	₹ crore	(242.17)	555.95
	Denominator for earnings per share			
	Weighted number of equity shares outstanding during the year	Nos	64,38,81,441	64,35,11,955
	Earnings per share - Basic (one equity share of ₹ 2 each)	₹	(3.76)	8.64
(b)	**Diluted earnings per share**			
	Numerator for earnings per share			
	Profit/ (Loss) after tax	₹ crore	(242.17)	555.95
	Denominator for earnings per share			
	Weighted number of equity shares outstanding for basic EPS during the year	Nos	64,38,81,441	64,35,11,955
	Add: Weighted average number of potential equity shares on account of Employee Stock Option Schemes (refer note below)	Nos	-	-
	Weighted number of equity shares outstanding for diluted EPS during the year	Nos	64,38,81,441	64,35,11,955
	Earnings per share - Diluted (one equity share of ₹ 2 each)	₹	(3.76)	8.64

Note:

66,55,994 (previous year: 78,36,098) number of share options are outstanding as on 31st March, 2026 which are anti-dilutive in nature.

36 Impairment testing of Goodwill

For the purpose of impairment testing, goodwill is allocated to the Group's operating division (not at segment level), which is not higher than the Group's operating segments. The aggregate carrying amounts of goodwill allocated to each unit are as follows:

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Electric Consumer Durables	590.10	590.10
Lighting Products	189.31	189.31
Butterfly (Refer note 28 c)	-	506.05
Total	**779.41**	**1,285.46**

The recoverable amount is based on a value-in-use calculation using the discounted cash flow method. The value-in-use calculation is made using exit multiple and pre-tax budgeted EBITDA projections of the next five years which is considered by the Board as a reasonable period.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

The key assumptions used in value-in-use calculations are as follows:

a) Earnings (before interest and tax) margin: The margins have been estimated based on past experience after considering incremental revenue and savings from the efficiencies and cost saving initiatives driven by the Group.

b) Discount rate: Discount rate reflects the current market assessment of the risks specific to a cash generating unit and is estimated based on the weighted average cost of capital.

c) Long-term growth rate: The growth rates used are in line with the long-term average growth rates of the Group and are consistent with the internal / external sources of information.

The assumptions used are reviewed annually as part of management's budgeting and strategic planning cycles. These estimates may differ from actual results. The values assigned to each of the key assumptions reflect the Management's past experience as their assessment of future trends, and are consistent with external / internal sources of information.

Based on the above assumptions and analysis, no impairment was identified for Electric Consumer Durables and Lighting Products as at 31st March 2026 and 31st March, 2025 as the recoverable value of the cash generating unit exceeded the carrying value.

The Group has also performed sensitivity analysis calculations on the projections used (revenue growth and EBITDA margin) and discount rate applied. An analysis of the sensitivity of the computation to a change in key parameters (operating margin, discount rates and average growth rate), based on reasonable assumptions, did not identify any probable scenario in which the recoverable amount of the cash generating units would decrease below its carrying amount.

37 Share-based Payments

Employee stock options - equity settled

(a) The Members of the Group have approved by way of postal ballots grant of Employee stock options under various Schemes. The plan envisaged grant of shares to eligible employees at market price/pre-determined value as determined by the Nomination and Remuneration Committee (NRC) of the Board of Directors from time to time.

Disclosures:

₹ crore

Particulars	31-03-2026/ 2025-26	31-03-2025/ 2024-25
Share-based Payments to employees	8.07	8.86
Employee Stock option outstanding	74.25	75.27

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

(b) The position of the existing schemes is summarized as under -

Particulars	31-03-2026/ 2025-26		31-03-2025/ 2024-25	
	ESOP 2019	ESOP 2016	ESOP 2019	ESOP 2016
Date of Shareholder's approval	19-01-2020 and amended on 06-01-2021	22-10-2016	19-01-2020 and amended on 06-01-2021	22-10-2016
Total number of options approved under ESOS	98,00,000	40,00,000	98,00,000	40,00,000
Vesting requirements	1-5 Years	1-5 Years	1-5 Years	1-5 Years
Exercise price or pricing formula (₹)	Exercise Price is the closing market price on the Stock Exchange, as on the day prior to the date on which the NRC approves the Grant.		Exercise Price is the closing market price on the Stock Exchange, as on the day prior to the date on which the NRC approves the Grant.	
Maximum term of Options granted (years)	Options granted under ESOP 2019 would vest not earlier than one year and not later than 5 years from the date of grant.	Options granted under ESOP 2016 would vest not earlier than one year and not later than 5 years from the date of grant.	Options granted under ESOP 2019 would vest not earlier than one year and not later than 5 years from the date of grant.	Options granted under ESOP 2016 would vest not earlier than one year and not later than 5 years from the date of grant.
Source of shares (Primary, Secondary or combination)	Primary			
Variation in terms of options	There have been no variations in the terms of the options			

(c) Options movement during the year:-

Particulars	2025-26		2024-25	
	ESOP 2019	ESOP 2016	ESOP 2019	ESOP 2016
No. of options outstanding at the beginning of the year	76,35,653	2,00,445	78,83,560	6,06,233
No. of options granted during the year	20,983	-	9,50,000	-
No. of options forfeited / lapsed during the year	10,81,142	14,233	9,01,511	-
No. of options vested during the year	9,68,911	-	10,15,249	-
No. of options exercised during the year	-	1,05,712	2,96,396	4,05,788
Money realised by exercise of options (₹)	-	2,36,56,657	11,22,19,471	9,15,94,433
No. of options outstanding at the end of the year	65,75,494	80,500	76,35,653	2,00,445
No. of options exercisable at the end of the year	36,30,761	80,500	32,24,403	2,00,445
Weighted Average Remaining Contractual Life (in years)	3.62	1.59	4.47	1.98

Notes to the Consolidated Financial Statements

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(d) Weighted average information for year:

Particulars	2025-26		2024-25	
	ESOP 2019	ESOP 2016	ESOP 2019	ESOP 2016
Weighted average exercise price of options granted during the year whose				
Exercise price equals market price (₹)	-	-	432.05	-
Exercise price is greater than market price (₹)	351.85	-	-	-
Exercise price is less than market price (₹)	-	-	-	-
Weighted average fair value of options granted during the year whose				
Exercise price equals market price (₹)	-	-	118.64	-
Exercise price is greater than market price (₹)	98.03	-	-	-
Exercise price is less than market price (₹)	-	-	-	-

(e) The Black-Scholes Valuation Model has been used for computing weighted average fair value considering the following inputs:-

Particulars	2025-26	2024-25
	ESOP 2019	ESOP 2019
Price of the underlying share in market at the time of the option grant (₹)	349.60	432.05
Exercise price (₹)	351.85	432.05
Risk free interest rate (based on government securities)	5.83%	6.56%
Expected life (years)	3.50	3.04
Expected volatility	29.85%	29.86%
Dividend yield	0.86%	0.69%

(f) Number and Weighted Average Exercise Price of Options

Particulars	2025-26		2024-25	
	Number of options	Weighted Average Exercise Price (₹)	Number of options	Weighted Average Exercise Price (₹)
Outstanding at the beginning of the year	78,36,098	365.44	84,89,793	353.40
Granted during the year	20,983	351.85	9,50,000	432.05
Forefeited during the year	10,95,375	372.94	9,01,511	380.77
Exercised during the year	1,05,712	223.78	7,02,184	290.26
Expired during the year	-	-	-	-
Outstanding at the end of the year	66,55,994	366.42	78,36,098	365.44
Exercisable at the end of the year	37,11,261	379.41	34,24,848	383.57

(g) Weighted average share price of options exercised during the year is ₹ 320.09 (Previous year ₹ 419.43).

Notes to the Consolidated Financial Statements

for the year ended 31st March, 2026

38 Operating Segments

A. General Information

The Group has determined following reporting segments based on the information reviewed by the Group's Chief Operating Decision Maker ("CODM").

a) Electric Consumer Durables

b) Lighting Products

c) Butterfly (acquisition through business combination)

The above business segments have been identified considering:

a) the nature of products and services

b) the differing risks and returns

c) the internal organisation and management structure, and

d) the internal financial reporting systems.

The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Management Committee as explained in the Director's Report section.

B. Information about reportable segments

₹ crore

2025-26	Reportable segments			
Particulars	**Electric Consumer Durables**	**Lighting Products**	**Butterfly**	**Total**
Revenue				
External Customers	6,095.90	1,084.60	915.02	8,095.52
Inter-segment	-	-	-	-
Total revenue	**6,095.90**	**1,084.60**	**915.02**	**8,095.52**
Segment profit	808.96	141.90	56.77	1,007.63
Segment profit includes:				
Depreciation and amortization expense	35.60	7.40	23.95	66.95
Segment assets	**1,991.20**	**351.78**	**555.63**	**2,898.61**
Segment liabilities	**1,854.60**	**442.13**	**170.33**	**2,467.06**
Other disclosures				
Capital expenditure	51.12	2.85	14.82	68.79

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₹ crore

2024-25	Reportable segments			
Particulars	**Electric Consumer Durables**	**Lighting Products**	**Butterfly**	**Total**
Income				
External Customers	6,010.00	1,020.27	833.81	7,864.08
Inter-segment	-	-	-	-
Total income	**6,010.00**	**1,020.27**	**833.81**	**7,864.08**
Segment profit	928.33	119.63	46.91	1,094.87
Segment profit includes:				
Depreciation and amortization expense	22.67	8.42	23.09	54.18
Segment assets	**1,670.84**	**347.68**	**461.85**	**2,480.37**
Segment liabilities	**1,468.48**	**387.93**	**139.92**	**1,996.33**
Other disclosures				
Capital expenditure	52.16	3.85	6.46	62.47

C. Reconciliations of information on reportable segments

₹ crore

Particulars	**2025-26**	**2024-25**
(a) Income		
Total income for reportable segments	8,095.52	7,864.08
Total income (Refer Note 20)	**8,095.52**	**7,864.08**
(b) Profit before tax		
Total profit before exceptional items and tax for reportable segments	1,007.63	1,094.87
Unallocated amounts:		
Expense on share-based payment to employees	(8.07)	(8.86)
Finance costs	(44.03)	(60.48)
Other unallocable expenditure net of unallocable Income	(278.39)	(269.32)
Total profit before exceptional items and tax from operations as reported in Statement of profit and loss	**677.14**	**756.21**
(c) Assets		
Total assets for reportable segments	2,898.61	2,480.37
Other unallocated amounts:		
Goodwill	779.41	1,285.46
Other assets	2,360.62	2,562.37
Deferred tax assets (net)	43.91	17.94
Total assets as reported in Balance sheet	**6,082.55**	**6,346.14**
(d) Liabilities		
Total liabilities for reportable segments	2,467.06	1,996.33
Other unallocated amounts:		
Borrowings	-	300.00
Deferred tax liabilities (net)	4.08	5.09
Other liabilities	175.75	196.97
Total liabilities as reported in Balance sheet	**2,646.89**	**2,498.39**

39 Financial instruments – Disclosures

A. Accounting classification and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

₹ crore

As at 31-03-2026	Carrying amount			Fair value*			
	FVTPL (mandatory designation)	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets							
Non-current financial assets							
Non-current investment	-	-	-	-	-	-	-
Trade receivables	-	1.08	1.08	-	-	-	-
Other non-current financial assets	-	36.26	36.26	-	-	-	-
Current financial assets							
Current investments	971.04	-	971.04	971.04	-	-	971.04
Trade receivables	-	1,084.64	1,084.64	-	-	-	-
Cash and cash equivalents	-	153.18	153.18	-	-	-	-
Bank balance other than cash and cash equivalents	-	30.75	30.75	-	-	-	-
Loans		0.02	0.02	-	-	-	-
Derivative assets	0.13	-	0.13	0.13			0.13
Other current financial assets	-	25.09	25.09	-	-	-	-
	971.17	**1,331.02**	**2,302.19**	**971.17**	**-**	**-**	**971.17**
Financial liabilities							
Non-current financial liabilities							
Borrowings	-	-	-	-	-	-	-
Lease Liabilities	-	149.35	149.35	-	-	-	-
Trade payables	-	20.62	20.62	-	-	-	-
Current financial liabilities							
Borrowings	-	-	-	-	-	-	-
Lease Liabilities	-	49.82	49.82	-	-	-	-
Trade payables	-	1,849.66	1,849.66	-	-	-	-
Derivative liabilities	-	-	-	-	-	-	-
Other current financial liabilities	-	47.81	47.81	-	-	-	-
	-	**2,117.26**	**2,117.26**	**-**	**-**	**-**	**-**

As at 31-03-2025	Carrying amount			Fair value*			
	FVTPL (mandatory designation)	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets							
Non-current financial assets							
Non Current Investment	-	-	-	-	-	-	-
Trade receivables	-	10.55	10.55	-	-	-	-
Other non-current financial assets	-	16.46	16.46	-	-	-	-
Current financial assets							
Current investments	721.14	-	721.14	721.14	-	-	721.14
Trade receivables	-	702.43	702.43	-	-	-	-
Cash and cash equivalents	-	203.68	203.68	-	-	-	-
Bank balance other than cash and cash equivalents	-	149.36	149.36	-	-	-	-
Loans	-	0.13	0.13	-	-	-	-
Derivative assets	-	-	-	-	-	-	-
Other current financial assets	-	16.20	16.20	-	-	-	-
	721.14	**1,098.81**	**1,819.95**	**721.14**	**-**	**-**	**721.14**
Financial liabilities							
Non-current financial liabilities							
Borrowings	-	-	-	-	-	-	-
Lease Liabilities	-	139.12	139.12	-	-	-	-
Trade payables	-	15.94	15.94	-	-	-	-
Current financial liabilities							
Borrowings	-	299.81	299.81	-	-	-	-
Lease Liabilities	-	39.66	39.66	-	-	-	-
Trade payables	-	1,395.73	1,395.73	-	-	-	-
Derivative liabilities	-	-	-	-	-	-	-
Other current financial liabilities	-	61.44	61.44	-	-	-	-
	-	**1,951.70**	**1,951.70**	**-**	**-**	**-**	**-**

* There have been no transfers between Level 1, Level 2 and Level 3 for the years ended 31st March, 2026 and 31st March, 2025.

The management assessed that cash and cash equivalents, trade receivables, trade payables, other current financial assets and other current financial liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

B. Fair value heirarchy

The fair value of financial instruments as referred to in note (A) above have been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and lowest priority to unobservable inputs (Level 3 measurements).

The categories used are as follows:

- Level 1: Quoted prices for identical instruments in an active market;
- Level 2: Directly or indirectly observable market inputs, other than Level 1 inputs; and
- Level 3: Inputs which are not based on observable market data.

C. Measurement of fair values

Valuation techniques and significant unobservable inputs

The following tables show the valuation techniques used in measuring Level 1, Level 2 and Level 3 fair values, as well as the significant unobservable inputs used.

Financial instruments measured at fair value

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Derivative instruments – forwards foreign exchange contracts	The Group has used discounted mark to market of forward contracts using current forward rates for remaining tenure of the forward contract as provided by respective banks.	Not applicable	Not applicable
Derivative instruments – options foreign exchange contracts	Fair value of foreign currency options contract is provided by bank's with whom the derivatives are entered into.	Not applicable	Not applicable
Investment in mutual funds	The fair value of the units of mutual fund scheme are based on net asset value at the reporting date.	Not applicable	Not applicable
Non current financial assets and liabilities measured at amortised cost	Discounted cash flows: The valuation model considers the present value of expected receipt/ payment discounted using appropriate discounting rates.	Not applicable	Not applicable

D. Financial risk management

The Group has exposure to the following risks arising from financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk

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Risk management framework

The Group's Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The Group has constituted a Risk Management Committee (RMC) for identification, evaluation and mitigation of operations, strategic and external risks. RMC has the overall responsibility for monitoring and recovering the Risk Management Plan and associated practices of the Group.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The RMC oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

i. Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers, investment in mutual funds and cash and cash equivalents. The Group makes provision on trade receivables based on Expected Credit loss (ECL) method based on provision matrix.

The carrying value of financial assets represent the maximum credit risk. The maximum exposure to credit risk was ₹ 2,118.26 crores and ₹ 1,466.91, as at 31st March, 2026 and 31st March, 2025 respectively, being the total carrying value of trade receivables, investments, loans and other financial assets.

Trade receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. Credit risk is managed through credit approvals, establishing credit limits and continuously monitoring the creditworthiness of customers to which the Group grants credit terms in the normal course of business. The Group has a detailed review mechanism of overdue trade receivables at various levels in the organisation to ensure proper attention and focus on realisation.

Trade receivables ageing schedule

₹ crore

As at 31-03-2026	Not Due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months -1 year	1-2 Years	2-3 years	More than 3 years	
Gross carrying amount	744.27	287.85	33.95	29.75	17.32	37.84	1,150.98
Expected loss rate	0.79%	1.54%	30.90%	39.97%	62.76	57.32%	5.67%
Expected credit losses	5.89	4.43	10.49	11.89	10.87	21.69	65.26

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

₹ crore

As at 31-03-2025	Not Due	Outstanding for following periods from due date of payment: Less than 6 months	6 months -1 year	1-2 Years	2-3 years	More than 3 years	Total
Gross carrying amount	507.48	138.35	27.31	62.56	16.55	28.65	780.90
Expected loss rate	1.20%	3.67%	23.95%	41.53%	54.08%	53.33%	8.70%
Expected credit losses	6.09	5.08	6.54	25.98	8.95	15.28	67.92

Expected credit loss assessment

Exposures to customers outstanding at the end of each reporting period are reviewed by the Group to determine incurred and expected credit losses. Management believes that the unimpaired amounts that are past due are still collectible in full, based on historical payment behaviour and extensive analysis of customer credit risk.

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

Particulars	₹ crore
Balance as at 01-04-2024	**68.77**
Impairment loss recognised	28.36
Write off of bad debts	(29.21)
Balance as at 01-04-2025	**67.92**
Impairment loss recognised	13.70
Write off of bad debts	(16.36)
Balance as at 31-03-2026	**65.26**

Cash and cash equivalents and bank deposits

The Group held cash and cash equivalents and bank deposits with banks and financial institutions. The credit worthiness of such banks and financial institutions is evaluated by the management on an on-going basis and is considered to be good. Investment of surplus funds are made in bank deposits and other risk free securities.

Derivatives

The derivatives (forwards and options for foreign currency payments) are entered into with banks and financial institution counterparties with good credit ratings.

Investment in mutual funds

The Group limits its exposure to credit risk by investing only with counterparties that have a good credit rating. The Group does not expect any losses from non performance by these counter parties.

Other than trade receivables, the Group has no other financial assets that are past due but not impaired.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

ii. Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they become due at reasonable price. The Group manages its liquidity risk by ensuring, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risk to the Group's reputation.

The Group monitors cash flow requirements and aims at optimising its cash return on investments and to maintain the level of its cash and bank balance and other highly marketable mutual fund investments at an amount in excess of expected cash outflows on financial liabilities.

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The contractual cash flows are gross and undiscounted, and include estimated interest payments.

₹ crore

As at 31-03-2026	Contractual cash flows: Total	1 year or less	1-2 years	2-5 years	More than 5 years
Non current financial liabilities					
Lease liabilities (undiscounted)	176.53	-	52.94	87.90	35.69
Trade payables	20.62	-	20.62	-	-
Current financial liabilities					
Short term Borrowings (including interest)	-	-	-	-	-
Lease liabilities (undiscounted)	62.16	62.16	-	-	-
Trade payables	1,849.66	1,849.66	-	-	-
Other financial liabilities	46.70	46.70	-	-	-

₹ crore

As at 31-03-2025	Contractual cash flows: Total	1 year or less	1-2 years	2-5 years	More than 5 years
Non current financial liabilities					
Lease liabilities (undiscounted)	169.10	-	42.20	75.49	51.41
Trade payables	15.94	-	15.94	-	-
Current financial liabilities					
Short term Borrowings (including interest)	315.72	315.72	-	-	-
Lease liabilities (undiscounted)	51.23	51.23	-	-	-
Trade payables	1,395.73	1,395.73	-	-	-
Other financial liabilities	44.66	44.66	-	-	-

iii. Market risk

Market risk is the risk that changes in market prices – such as foreign exchange rates, interest rates and equity prices – will affect the Group's income or the value of its holdings of financial instruments. Market risk is attributable to all market risk sensitive financial instruments including foreign currency receivables and payables. The Group is exposed to market risk primarily related to foreign exchange rate risk, interest rate risk and the market value of investments. Thus, Group's exposure to market risk is a function of investing and revenue generating and operating activities in foreign currency. The objective of market risk management is to avoid excessive exposure in our foreign currency revenues and costs.

Market risk comprises three types of risks: currency risk, interest rate risk and other price risk

a) Currency risk

The Group is exposed to currency risk on account of its receivable and payables in foreign currency. The functional currency of the Group is Indian Rupee. The Group uses forward foreign exchange contracts and options foreign exchange contracts to hedge its currency risk, with a maturity of less than one year from the reporting date.

The Group does not use derivative financial instruments for trading or speculative purposes.

Following is the derivative financial instruments to hedge the foreign exchange rate risk:

Category	Instrument	Currency	Cross Currency	Amounts ($ in million)	Buy/Sell	Year
Hedges of recognised liabilities	Option Contract	USD	INR	0.33	Buy	As at 31-03-2026
Hedges of recognised liabilities	Forward Contract	USD	INR	-	Buy	As at 31-03-2026

Exposure to currency risk

The currency profile of financial assets and financial liabilities denominated in USD are as below:

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Financial assets		
Trade receivables	0.96	6.65
	0.96	**6.65**
Financial liabilities		
Trade payables	7.73	10.65
	7.73	**10.65**
Net foreign currency exposure	**(6.77)**	**(4.00)**

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

Sensitivity analysis

A reasonably possible strengthening/ (weakening) of the Indian Rupee against foreign currencies at reporting date would have affected the measurement of financial instruments denominated in foreign currencies and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

₹ crore

Effect	Movement	Profit or loss	
		Strengthening	Weakening
31-03-2026			
USD	5%	(0.34)	0.34
		(0.34)	**0.34**

₹ crore

Effect	Movement	Profit or loss	
		Strengthening	Weakening
31-03-2025			
USD	5%	(0.20)	0.20
		(0.20)	**0.20**

b) Interest rate risk

Interest rate risk can be either fair value interest rate risk or cash flow interest rate risk. Fair value interest rate risk is the risk of changes in fair values of fixed interest bearing investments because of fluctuations in the interest rates. Cash flow interest rate risk is the risk that the future cash flows of floating interest bearing investments will fluctuate because of fluctuations in the interest rates.

Exposure to Interest Rate Risk / Sensitivity

The Group's interest rate risk arises from borrowings. The interest rate profile of the Group's interest-bearing financial instruments as reported to the management of the Group is as follows.

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Fixed-rate instruments		
Financial assets		
Bank deposits including corporate deposits with Financial Institution	56.52	234.05
Total	**56.52**	**234.05**
Financial liabilities		
Non-current borrowings	-	-
Current borrowings	-	299.80
Variable-rate Instruments		
Financial liabilities		
Current borrowings	-	0.01
Total	**-**	**299.81**

Fair value sensitivity analysis for fixed-rate instruments

The Group does not account for any fixed-rate financial assets or financial liabilities at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

c) Other price risk

The Company is mainly exposed to the other price risk due to its investment in mutual funds (AAA rated and debt instruments). The price risk arises due to uncertainties about the future market values of these investments. At 31st March, 2026, the investments in mutual funds amounts to ₹ 814.13 Crores (31st March, 2025: ₹ 558.82 Crores). These are exposed to price risk. The Company has laid policies and guidelines which it adheres to in order to minimise price risk arising from investments in mutual funds. A 1% increase/(decrease) in prices would increase/(decrease) the equity and profit or loss by the amounts shown below.

Sensitivity Analysis of 1% change in price:

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Impact on profit/loss		
Increase by 1%	8.14	5.59
Decrease by 1%	(8.14)	(5.59)

40 Financial performance ratios:

Particulars	Numerator	Denominator	31-03-2026	31-03-2025	Variance	Refer Note
A. Performance Ratios						
Net Profit Margin (in %)	Profit after tax	Total Income	(2.83%)	7.11%	(139.80%)	(a)
Net Capital Turnover ratio (in times)	Revenue from operations	Working Capital	8.17	7.74	5.57%	
Return on Capital Employed (in %)	Earnings before interest and taxes	Tangible Capital Employed	50.53%	78.01%	(35.23%)	(b)
Return on equity (in %)	Net Profit after Taxes	Average Shareholder's Equity	(6.34%)	15.46%	(141.01%)	(a)
Return on Investment (in %)	Net gain on investment	Weighted average investments	6.78%	7.91%	(14.29%)	
Debt Service Coverage Ratio (in times)	Earnings before interest, taxes, depreciation and amortization	Finance Cost + Repayments made during the year	2.40	2.50	(3.81%)	
B. Leverage Ratio						
Debt-Equity Ratio (in times)	Total Debt	Equity	-	0.08	(100.00%)	(c)
C. Liquidity Ratio						
Current ratio (in times)	Current Assets	Current liabilities excl. current Borrowings	1.43	1.55	(7.81%)	
D. Activity Ratios						
Inventory Turnover (in times)	Cost of goods sold	Average Inventory	6.78	6.16	10.13%	
Debtors Turnover (in times)	Revenue from operations	Average Trade Receivables	9.00	10.80	(16.62%)	
Trade Payables Turnover ratio (in times)	Cost of goods sold	Average Accounts payables	3.36	3.85	(12.68%)	

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

Note: Explanation for change in the ratio by more than 25%

(a) Variance is owing to decrease in Profit after tax in current year due to exceptional items (Refer Note 28)

(b) Variance is owning to increase in the tangible capital employed on account of increase in trade receivables and investments.

(c) Movement in ratios is on account of repayment of borrowings during the year.

41 Assets Pledged as Security

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

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
a) Inventories		
Raw Material	70.92	93.09
Finished Goods	494.54	638.79
Work in progress	37.10	40.04
b) Trade receivables	1,016.15	624.99
Total assets pledged as security (a+b)	**1,618.71**	**1,396.91**

Notes:

(a) Borrowings were applied for the purpose for which they were obtained. Bank returns/ stock statements filed by the Holding Company with its bankers are in agreement with books of accounts.

(b) According to the sanction terms laid out by the consortium lenders, there is exclusive first pari passu chargeonstockofrawmaterials,semi-finishedandfinishedgoods,storesandspares,billsreceivablesandbook debts, both present and future.

42 Details of relationship with struck-off companies

₹ crore

Name of the struck off company	Nature of transactions with struck off company	Balance outstanding as at 31st March, 2026	Balance outstanding as at 31st March, 2025	Relationship with the struck off company, if any, to be disclosed
Federro Electronics Private Limited	Advance from customer	0.00	0.00	Customer
H.K. Power Corporation Private Limited	Advance from customer	0.01	0.01	Customer
Hammer Head Technologies Private Limited	Advance from customer	0.00	0.00	Customer
Kapson Power Technology Private Limited	Advance from customer	0.00	0.00	Customer
Kiapco Infrastructure Private Limited	Advance from customer	0.01	0.01	Customer
Ncs Infocomm Private Limited	Advance from customer	0.01	0.01	Customer
Revive Industries Private Limited	Advance from customer	0.00	0.00	Customer
Seven Hills Impex Limited	Advance from customer	0.01	0.01	Customer
Shakedi Shengtai Electrics Private Limited	Advance from customer	0.00	0.00	Customer
Shreeskanda Systems Private Limited	Receivables	0.01	0.01	Customer
Suzusons Care Private Limited	Advance from customer	0.00	0.00	Customer
Takkar Interna.Trademart Private Limited	Advance from customer	0.00	0.00	Customer
Techno India Wtr & Waste Wtr Private Limited	Advance from customer	0.00	0.00	Customer
Triveni Machinery Private Limited	Receivables	2.47	6.08	Customer
Venus Dealmark Private Limited	Advance from customer	0.00	0.00	Customer

43 Capital Management

Equity share capital and other equity are considered for the purpose of Group's capital management. The Group manages its capital so as to safeguard its ability to continue as a going concern and to optimize returns to shareholders. The capital structure of the Group is based on management's judgement of its strategic and day-to-day needs with a focus on total equity so as to maintain investor, creditors and market confidence. The management and the Board of Directors monitors the return on capital as well as the level of dividends to shareholders. The Group may take appropriate steps in order to maintain, or if necessary adjust, its capital structure.

The Board of Directors seeks to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position.

The Group monitors capital using a ratio of 'adjusted net debt' to 'total equity'. For this purpose, adjusted net debt is defined as total liabilities, comprising interest-bearing loans and borrowings, less cash and cash equivalents and other bank balances. Total equity comprises all components of equity.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

The Group's adjusted net debt-to-equity ratio at 31st March, 2026 was as follows:

₹ crore

Particulars	As at 31-03-2026	As at 31-03-2025
Total equity	**3,435.66**	**3,847.75**
Total borrowings (including current portion of long-term debts)	-	299.81
Less: cash and cash equivalents	153.18	203.68
Less: other bank balances	30.75	149.36
Net debt	**(183.93)**	**(53.23)**
Overall financing	3,251.73	3,794.52
Gearing ratio	**(0.06)**	**(0.01)**

No changes were made in the objectives, policies or processes for managing capital during the current and previous year.

In order to achieve this overall objective, the Group's capital management, among other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. There have been no breaches in the financial covenants of any interest-bearing loans and borrowing during the current and previous year.

44 Additional Information pursuant to Schedule III to the Companies Act, 2013

For the year ended 31st March, 2026

Name of Entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or (loss)		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated net assets	Amount (₹ crore)
Parent Company								
Crompton Greaves Consumer Electricals Limited	88.65%	3,045.98	120.35%	(277.72)	4.29%	0.06	121.05%	(277.66)
Indian Subsidiaries								
Pinnacles Lighting Project Private Limited	0.24%	8.23	(0.23%)	0.53	0.00%	-	(0.23%)	0.53
Nexustar Lighting Project Private Limited	0.27%	9.19	(0.34%)	0.79	0.00%	-	(0.34%)	0.79
Butterfly Gandhimathi Appliances Limited	10.84%	372.26	(19.78%)	45.64	95.71%	1.34	(20.48%)	46.98
Crompton (CSR) Foundation	0.00%	-	0.00%	-	0.00%	-	0.00%	-

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

For the year ended 31st March, 2025

Name of Entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or (loss)		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated net assets	Amount (₹ crore)
Parent Company								
Crompton Greaves Consumer Electricals Limited	91.04%	3,502.70	93.91%	529.73	135.90%	(2.12)	93.79%	527.61
Indian Subsidiaries								
Pinnacles Lighting Project Private Limited	0.24%	9.34	0.14%	0.77	0.00%	-	0.14%	0.77
Nexustar Lighting Project Private Limited	0.27%	10.43	0.19%	1.05	0.00%	-	0.19%	1.05
Butterfly Gandhimathi Appliances Limited	8.45%	325.28	5.76%	32.53	(35.90%)	0.56	5.88%	33.09
Crompton (CSR) Foundation	0.00%	-	0.00%	-	0.00%	-	0.00%	-

45 Separate Financial Statements

The Group has following subsidiary companies:

S. No	Name of the subsidiary companies	Principal place of business	Proportion of direct ownership as on 31st March, 2026	Proportion of direct ownership as on 31st March, 2025
1	Pinnacles Lighting Project Private Limited	India	100%	100%
2	Nexustar Lighting Project Private Limited	India	100%	100%
3	Butterfly Ganthimathi Appliances Limited	India	75%	75%
4	Crompton (CSR) Foundation	India	100%	100%

46 There has been no delay in charges or satisfaction to be registered with ROC beyond the statutory period.

47 The Holding Company and its Subsidiaries does not have any transactions not recorded in the books of accounts that has been surrendered or disclosed as income during the year in tax assessments under the Income-tax Act, 1961.

48 The Holding Company and its Subsidiaries has not traded or invested in crypto currency or virtual currency during the current and previous year.

Notes to the Consolidated Financial Statements
for the year ended 31st March, 2026

49 Utilisation of Borrowed funds and share premium

The Holding Company and its Subsidiaries has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or

b. provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries

The Holding Company and its Subsidiaries has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:

a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

b. provide any guarantee, security or the like on behalf of the ultimate beneficiaries

50 The Company Secretary & Compliance Officer of the Holding Company, resigned with effect from April 23, 2026. Consequently, the said position remained vacant as at the date of the consolidated financial statements. Accordingly, signatures of the Company Secretary on the consolidated financial statements have not been affixed.

51 No significant subsequent events have been observed which may require an adjustments to the financial statements.

52 Amount shown as ₹ 0.00 represents amount below ₹ 50,000 (Rupees Fifty Thousand).

53 Figures for the previous year have been regrouped wherever necessary.

As per our report of even date attached

For **M S K A & Associates LLP**
(Formerly known as M S K A & Associates)
Chartered Accountants
Firm's Registration No. 105047W/W101187

Vishal Vilas Divadkar
Partner
Membership No. 118247

Mumbai
13th May, 2026

For and on behalf of Board of Directors

D. Sundaram
Chairman
DIN: 00016304

Sanjiv Kakkar
Director
DIN: 00591027

Mumbai
13th May, 2026

Promeet Ghosh
Managing Director and Chief Executive Officer
DIN: 05307658

Kaleeswaran Arunachalam
Chief Financial Officer

Mumbai
13th May, 2026

Independent Assurance Statement

To the Directors and Management,
Crompton Greaves Consumer Electricals Limited,
05 GBD, Godrej Business District, Pirojshanagar,
Vikhroli (West), Mumbai – 400079

Crompton Greaves Consumer Electricals Limited (hereinafter referred to as "CROMPTON" or the "Reporting Organization") engaged TUV India Private Limited ("TUVI") to conduct independent external assurance of the Non-Financial Information disclosed in its Integrated Report (hereinafter 'the Report'), prepared based on the Integrated Reporting Framework published by the International Integrated Reporting Council (IIRC) and in reference to the Global Reporting Initiative ("GRI") Standards and the requirements of BRSR disclosures. The scope of assurance covers the BRSR Core disclosures, all nine BRSR principles (including Essential and Leadership Indicators), and selected GRI disclosures. CROMPTON has prepared an Integrated Annual Report for the period April 1, 2025 to March 31, 2026. The Integrated Annual Report incorporates the Business Responsibility and Sustainability Report ("BRSR"), which contains the BRSR Core disclosures (the "09 attributes") and all nine BRSR principles, including Essential and Leadership Indicators. The BRSR forms part of the Integrated Annual Report and is also published as a standalone document. The Integrated Annual Report additionally includes selected GRI disclosures with reference to the GRI Standards 2021 (collectively referred to as the "Sustainability Information"). TUVI confirms that, prior to acceptance of the engagement, the preconditions for the assurance engagement were assessed in accordance with ISAE 3000 (Revised). TUVI determined that the subject matter is supported by suitable criteria (SEBI BRSR Core framework, GRI Standards 2021 and GHG Protocol), management has acknowledged its responsibility for the preparation and presentation of the sustainability information and for providing access to relevant records, and that sufficient appropriate evidence was expected to be available to support the assurance conclusion. Accordingly, the engagement was accepted and performed in accordance with ISAE 3000 (Revised). The assurance process was conducted with reference to the following applicable frameworks and guidelines. The primary criteria for the BRSR Core reasonable assurance engagement is the SEBI BRSR Core framework (Annexure I KPIs, SEBI circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated 20 December 2024). The secondary / supplementary criteria include the GRI Standards 2021 and the GHG Protocol, applicable to the limited assurance scope and selected topic-specific disclosures:

i. *Regulation 34(2)(f) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, requiring disclosure of the Business Responsibility and Sustainability Report (BRSR);*
ii. *The Industry Standards on Reporting of BRSR Core, as per SEBI circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177, dated 20 December 2024;*
iii. *SEBI circular SEBI/HO/CFD/CMD-2/P/CIR/2021/562, dated 10 May 2021;*
iv. *The SEBI notification SEBI/LAD-NRO/GN/2023/131, dated 14 June 2023, related to BRSR reporting requirements;*
v. *The BRSR Core – Framework for Assurance and ESG Disclosures for the Value Chain, as stipulated by SEBI circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated 12 July 2023;*
vi. *GRI Standards 2021; and*
vii. *World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standard).*

The assurance engagement comprised: (i) a reasonable assurance engagement over the BRSR Core indicators / nine attributes; and (ii) a limited assurance engagement over the non-Core BRSR disclosures covering the nine BRSR principles, including Essential Indicators and applicable Leadership Indicators (excluding BRSR Core indicators), and the selected GRI disclosures listed in this statement, following the requirements of International Standard on Assurance Engagements ISAE 3000 (Revised).

Management's Responsibility

CROMPTON developed its sustainability information forming part of the Integrated Annual Report (based on BRSR and GRI framework) and holds full responsibility for the collection, analysis, preparation, and disclosure of the information presented in the Integrated Annual Report, including its availability in both web-based and printed formats. This responsibility also extends to the maintenance and integrity of the website where the Integrated Annual Report is published. Management is responsible for ensuring the disclosed data is accurate, reliable, and free from material misstatements, for BRSR Core requirements, applicable non-Core BRSR disclosures, and the selected GRI disclosures referenced in this statement. Additionally, CROMPTON is responsible for the archiving and reproduction of the disclosed information and for ensuring that such data is made available to relevant stakeholders and regulatory authorities upon request. The Reporting Organization is responsible for complying with applicable laws.

Scope and Boundary

The scope of this assurance engagement conducted by TUVI covered the verification of BRSR disclosures (contained in the BRSR, which forms part of the Integrated Annual Report and is also published as a standalone document) and the selected GRI disclosures included in the Integrated Annual Report. The Integrated Annual Report includes disclosures related to the organization's ESG performance, including the BRSR, as mandated under Regulation 34(2)(f) of the SEBI (Listing Obligations

and Disclosure Requirements) Regulations, 2015, which requires listed entities to include a BRSR as part of their Annual Report.

The assurance engagement included the following activities:

1. Review of General Disclosures, Management and Process Disclosures, and CROMPTON's responses to all nine BRSR principles;
2. Review and evaluation of the nine attributes specified under Annexure I – Format of BRSR Core, as disclosed in the BRSR;
3. Assessment of the quality, clarity, and completeness of the reported information; and
4. Verification of supporting evidence on a sample basis, involving:
   a) Limited assurance for GRI-based disclosures and nine BRSR principles, including Essential and applicable Leadership Indicators (except BRSR Core indicators), and
   b) Reasonable assurance for the nine attributes as per the BRSR Core framework.

This approach ensured an assessment aligned with the principles of ISAE 3000 (Revised). Basis for Assurance Level Selection: Reasonable assurance was mandated by SEBI LODR Reg. 34(2)(f) and ISF circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 (20 December 2024) for the BRSR Core nine attributes. Limited assurance was applied to non-Core BRSR and GRI disclosures, consistent with SEBI guidance and proportionality — qualitative non-Core disclosures do not warrant the additional intensity of reasonable assurance, providing an independent and objective evaluation of the reliability and accuracy of CROMPTON's ESG disclosures.

TUVI has verified the Essential and Leadership Indicators listed below in accordance with the BRSR Principles. The verified KPIs correspond to disclosures made in the respective Principles and sections of the Integrated Annual Report. The table below maps the verified indicators to the assurance level applied (Reasonable Assurance for BRSR Core Annexure I attributes; Limited Assurance for all other indicators and GRI disclosures) in line with the ISAE 3000 (Revised) Assurance Standard.

Principles**	**Essential Indicators**	**Leadership Indicators**
Principle 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.	1,2,3,4,5,6,7,8,9	1, 2
Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe.	1,2,3,4	1,2, 3, 4*, 5
Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains.	1,2,3,4,5,6,7,8,9,10,11,12, 13,14,15	1,2,3,4, 5, 6
Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders.	1,2	1,2,3
Principle 5: Businesses should respect and promote human rights.	1,2,3,4,5,6,7,8,9,10, 11	1,2,3, 4, 5
Principle 6: Businesses should respect and make efforts to protect and restore the environment.	1,2*,3,4,5,6,7,8,9,10,11,12*, 13	1,2,3*,4*, 5, 6,7, 8
Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.	1,2	1
Principle 8: Businesses should promote inclusive growth and equitable development.	1*,2*,3,4, 5	1*,2,3*, 4*, 5*, 6
Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner	1,2,3,4*,5,6*, 7	1,2,3, 4

Note:

*Marked indicators not applicable as per the nature of company's product and service offerings.

**Butterfly has included its manufacturing plant located at Pudupakkam, the Mambakkam facility operational up to July 2025, one office in Chennai, one warehouse at Chennai–Tiruvallur, and one guest house at Pudupakkam within the BRSR reporting boundary. The reporting is limited to disclosures under Principle 6 only, and no other BRSR Principal disclosures have been assured as part of this assurance engagement.

TUVI has verified the below *09 attributes as per Annexure I - Format of BRSR Core* disclosed in the BRSR with reference to the Industry Standards on Reporting of BRSR Core (SEBI circular dated 20 December 2024) as part of the applicable assurance criteria.

Attributes **	KPI
Greenhouse Gas (GHG) Footprint	Total Scope 1 emissions (with breakup by type) - GHG (CO_2e) Emission in MT - Direct emissions from organization's owned- or controlled sources – Monitored
	Total Scope 2 emissions in MT - Indirect emissions from the generation of energy that is purchased from a utility provider – renewable energy and grid electricity – Monitored
	GHG Emission Intensity (Scope 1+2), Total Scope 1 and Scope 2 emissions (MT) / Total Revenue from Operations adjusted for PPP – Calculated
Water footprint	Total water consumption (in kL) – Monitored and estimated

	Water consumption intensity - kL / Total Revenue from Operations adjusted for PPP – Calculated	
	Water consumption intensity - kL / Total output of Product or Services in terms of kL/million USD – Calculated	
	Water Discharge by destination and levels of Treatment (kL) – Calculated based on estimated values	
Energy footprint	Total energy consumed in GJ – calculated on measured for owned premised and estimates for co-sharing offices	
	% of energy consumed from renewable sources - In % terms - Monitored	
	Energy intensity - energy consumed (GJ)/ Total Revenue from Operations	
	Energy intensity -GJ/ Rupee adjusted for PPP – Calculated	
Embracing circularity - details related to waste management by the entity	Plastic Waste (A) – Monitored, E-waste (B) – Monitored, Bio-medical waste (C) – Monitored, Construction and Demolition waste – (D) Monitored, Battery waste (E) – Monitored, Radioactive waste (F) – NA	
	Other Hazardous waste (G) – see the list below	
	Lead Scrap, Used Cloth, Grinding Ash, Empty Containers, Used Oil, Residue Containing Oil, Spent Solvent, Process Waste, ETP Sludge – Monitored	
	Other Non-hazardous waste generated (H) – see the list below	
	Organic waste: Corrugated Boxes and Pipes, Plastic Waste, Aluminum Scrap, Copper Scrap, MS Scrap, Cast Iron, Rotor Ring, Poly Bags, Paper, Garbage, Wood Scrap – Monitored;	
	Total waste generated (A +B + C + D + E + F + G + H) in MT –Monitored;	
	Waste intensity • MT /Revenue from Operations • MT /Revenue from Operations adjusted for PPP	
	Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (MT) – Monitored	
	Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (Intensity), kg of Waste Recycled Recovered /Total Waste generated - Calculated	
	For each category of waste generated, total waste disposed by nature of disposal method (MT)- Monitored	
	For each category of waste generated, total waste disposed by nature of disposal method (Intensity) kg of Waste Recycled Recovered /Total Waste generated - Calculated	
Enhancing Employee Wellbeing and Safety	Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the company - In % terms – Monitored and calculated	
	Details of safety related incidents for employees and workers (including contract-workforce e.g. workers in the company's construction sites) Number of Permanent Disabilities – Monitored Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked) – Monitored No. of fatalities – Monitored	
Enabling Gender Diversity in Business	Gross wages paid to females as % of wages paid - In % terms – Calculated	
	Complaints on POSH	1) Total Complaints on Sexual Harassment (POSH) reported – Monitored
		2) Complaints on POSH as a % of female employees / workers – Monitored
		3) Complaints on POSH upheld – Monitored
Enabling Inclusive Development	Input material sourced from following sources as % of total purchases – Directly sourced from MSMEs/ small producers and from within India - In % terms – As % of total purchases by value – Monitored	
	Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent /on contract) as % of total wage cost - In % terms – As % of total wage cost – Monitored	
Fairness in Engaging with Customers and Suppliers	Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events - In % terms – Monitored	
	Number of days of accounts payable - (Accounts payable *365) / Cost of goods/services procured - Calculated	
Open-ness of business	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties	1) Purchases from trading houses as % of total purchases
		2) Number of trading houses where purchases are made from
		3) Purchases from top 10 trading houses as % of total purchases from trading houses
		1) Sales to dealers / distributors as % of total sales
		2) Number of dealers / distributors to whom sales are made
		3) Sales to top 10 dealers / distributors as % of total sales to dealers / distributors
		Share of RPTs (as respective %age) in- Purchases, Sales, Loans & advances, Investments - Calculated

ISF Compliance Declaration: TUVI confirms that this assurance engagement has been conducted in compliance with the Industry Standards on Reporting of BRSR Core as specified in SEBI circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated 20 December 2024. The nine BRSR Core attributes (Annexure I KPIs), scope of reasonable assurance, assurance methodology, and reporting format adopted in this engagement are fully aligned with the requirements of the said ISF circular. TUVI has verified the below-mentioned GRI disclosures included in the Integrated Annual Report and has conducted a limited assurance engagement in line with ISAE 3000 (Revised).

GRI Assurance Scope Clarification: For clarity, this GRI limited assurance covers the accuracy and completeness of the selected GRI disclosures against GRI Standards 2021 reporting quality principles.

The limited assurance engagement over the selected GRI disclosures covers the accuracy, completeness, and consistency of disclosed data and information against the applicable GRI Standards 2021 reporting requirements. This assurance does not constitute a GRI-certified conformity assessment, a GRI-claim compliance audit, or a declaration of GRI "In Accordance" status. The assurance conclusion is limited to the disclosures listed in this statement and does not extend to all GRI Standards disclosures made elsewhere in the Integrated Annual Report.

General Disclosures 2021[**]	2-1,2-2,2-3,2-5, 2-7
GRI-3 Material Topic[**]	3-1,3-2,3-3
Topic Standards[**]	**Disclosure**
Procurement Practices[**]	GRI 204-1
Energy	GRI-302: 1,3, 4, 5
Water and Effluents	GRI-303: 1,3,4,5
Emissions	GRI-305: 1,2,4,5,7
Waste	GRI-306: 1,2,3,4,5
Employment[**]	GRI-401: 1,2,3
Occupational Health and Safety[**]	GRI-403: 1-10
Training and Education[**]	GRI-404: 1-3
Diversity and Equal Opportunity[**]	GRI-405: 2
Local Communities[**]	GRI-413: 1
Supplier Social Assessment[**]	GRI-414: 1-2
Public Policy[**]	GRI 415: 1
Customer Health and Safety[**]	GRI 416: 1

Page-level references for each GRI disclosure listed above are available in the GRI Content Index in CROMPTON's Integrated Annual Report. Users are directed to the GRI Content Index section of the Integrated Annual Report for complete cross-referencing of the disclosed GRI Standards to the corresponding pages in the Integrated Annual Report.

Notes:

Energy and GHG: *Average electricity bills are considered for March-2026 for offices, guest house and warehouse,*
Offices: *- Kolkata, Patna, Bhubaneshwar, Madurai, Chennai, Cochin, Bangalore, & Thane.*
Guest House: *Bethora & Baroda.*
Warehouse: - *Kolkata 1 & 2, Ranchi 1 & 2, Cuttack 1& 2, Guwahati. Kundali, Kharkhoda, Lucknow, Jaipur, Bhiwandi and Ganaur.*
Water consumption in offices and warehouses: *All warehouses and the offices located derived water consumption based on standard assumption of 45 lit/person/day to estimate water withdrawal except Delhi, Vikhroli (R&D) and Vikhroli Head Office account water consumption on actual basis.*
Offices: - *Kolkata, Ranchi, Bhubaneshwar, Madurai, Cochin, Vijayawada, Coimbatore, Hyderabad, Jalandhar, Butterfly Chennai Office.*
Warehouse: *- Guwahati, Kundali, Jaipur, Banur, Ganaur and Chennai.*

Boundary Reconciliation: The ESG reporting boundary is consistent with the operational control approach adopted by CROMPTON for financial reporting purposes, covering all entities and sites over which CROMPTON exercises operational control. No material differences were identified between the financial reporting boundary (as per the audited consolidated financial statements for FY 2025-26) and the ESG reporting boundary applied in the BRSR.

The reporting boundaries includes 07 manufacturing plants (Ahmednagar, Baddi Plant 1, Baddi Plant 2, Baddi Plant 3, Baroda, Bethora, Kundaim), 01 Corporate Office (Mumbai) and 22 offices, 03 guest house (Chennai, Bethora, Baroda {Baroda guest house was closed down in the month of on February 2026 and no more operational}) and 16 warehouses at 13 locations ({13 Nos of Existing +3 Nos new Added, East Zone {07}, North Zone {04}, Central Zone {05}). In addition, the Butterfly has 01 manufacturing plant located at Pudupakkam and 01 facility at Mambakkam (functional upto July-2025), 01 Office (Chennai) and 01 Warehouse (Chennai-Tiruvallur Warehouse), 01 guest house (Pudupakkam) were added into the BRSR reporting.

On-site verifications were conducted at,

1. Crompton Greaves Crompton Greaves Consumer Electricals Ltd. Bethora Industrial Estate Goa pin- 403409 - 26/02/2026,
2. Plant 02 — Crompton Greaves Consumer Electricals Ltd. Kundaim Industrial Estate Goa pin - 403115 - 27/02/2026,
3. Crompton Greaves Consumer Electricals Limited, 05 GBD, Godrej Business District, Pirojshanagar, Vikhroli (West), Mumbai – 400079 – 23/03/2026

The assurance activities were carried out together with a desk review of all remaining sites within the reporting boundary.

Limitations

TÜV India Pvt. Ltd. (TUVI) did not perform assurance procedures on forward-looking or prospective information disclosed in the Integrated Annual Report or the BRSR, including targets, expectations, ambitions, ESG goals, or claims, and therefore expresses no conclusion on such information. In accordance with SEBI's disclosure norms and consistent with the safe harbor provisions, this assurance statement does not constitute assurance on any forward-looking statements, projections, or targets included in the Integrated Annual Report or the BRSR. Actual results may differ materially from those projected, and TUVI assumes no responsibility for any reliance placed on such statements. No limitations were encountered in relation to the agreed scope of the assurance engagement. TUVI has relied on financial figures from the audited financial statements of CROMPTON, and CROMPTON remains solely responsible for the appropriate application, authenticity, completeness, and accuracy of such data. The assurance procedures are subject to inherent limitations, including the use of estimates, assumptions, sampling, and reliance on internal controls and data systems maintained by CROMPTON; accordingly, material misstatements or omissions may not be detected, particularly where disclosures involve estimation uncertainty or management judgment. TUVI disclaims liability for any decisions or consequences arising from this assurance statement or inaccurate data provided by CROMPTON, and any reliance placed by third parties on disclosed KPIs is at their own risk. For the purposes of this engagement, a material misstatement is defined as a misstatement, individually or in aggregate, that could reasonably be expected to influence the economic decisions of users made on the basis of the sustainability information. TUVI applied a KPI-specific materiality approach comprising two tiers: (i) a 5% quantitative materiality threshold relative to the applicable KPI base value (e.g., total emissions, total energy, total water consumption) was applied to volume-based and aggregated KPIs, supplemented by qualitative considerations including the nature and context of the disclosure and the risk of error; and (ii) a qualitative zero-tolerance threshold was applied to high-risk ESG indicators — specifically fatalities, permanent disabilities, POSH complaints upheld, instances of regulatory non-compliance or material breaches of applicable law, and customer data breaches — where any single occurrence, misstatement, or omission is treated as material irrespective of its magnitude. For these high-risk indicators, qualitative judgment overrides the 5% quantitative threshold. This KPI-specific materiality framework ensures that qualitative issues of significant stakeholder or regulatory concern are not understated by the application of a uniform quantitative threshold. The application of this assurance statement is limited with respect to *SEBI circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated Jul 12, 2023 and Industry Standards on Reporting of BRSR Core, circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177, dated 20/12/2024)*. This assurance statement does not endorse any environmental and social claims (related to the product, manufacturing process, packaging, disposal of product etc.) as well as advertisements by the reporting organization. TUVI does not permit use of this statement for Greenwashing or misleading claims. The reporting Organization is responsible for ensuring adherence to relevant laws. This assurance statement should be read in its entirety to avoid misinterpretation and does not cover value chain disclosures unless specifically included within the defined assurance scope.

Our Responsibility

TUVI's responsibility in relation to this engagement is to perform a reasonable level of BRSR Core assurance and a limited level of assurance over BRSR Principles and GRI disclosures, and to express a conclusion based on the work performed. Our engagement did not include an assessment of the adequacy or the effectiveness of CROMPTON's strategy, management of ESG-related issues or the sufficiency of the BRSR against BRSR reporting principles, other than those mentioned in the scope of the assurance. TUVI's responsibility regarding this verification is in reference to the agreed scope of work, which includes assurance of non-financial quantitative and qualitative information disclosed by CROMPTON. Reporting Organization is responsible for archiving the related data for a reasonable time period. The primary intended user of this assurance statement is CROMPTON (Board, shareholders, and regulators); however, the client may use it at their own discretion in accordance with their specific requirements. This assurance engagement is based on the assumption that the data and information provided to TUVI by CROMPTON are complete and true.

Assurance Methodology

During the assurance engagement, TUVI adopted a risk-based approach, focusing verification efforts on disclosures and issues of high material relevance to CROMPTON and its stakeholders. The objective was to assess the reliability and accuracy of the non-financial information disclosed, with emphasis on the robustness of data management systems, internal controls, and information flows.

TUVI's assurance activities included:

1. Document and Data Review
   i. Examination of documents, datasets, and supporting evidence provided by CROMPTON for Section A and B of the BRSR, covering all nine BRSR principles, including Essential and Leadership Indicators, as well as the nine attributes listed in Annexure I – Format of BRSR Core (non-financial disclosures).
   ii. Evaluation of disclosures related to Management Approach and performance indicators.
2. Stakeholder Interviews
   i. Conducted interviews with key representatives, including data owners, process managers, and decision-makers across various departments.
   ii. Reviewed CROMPTON's approach to stakeholder engagement and materiality determination to validate qualitative statements included in the Integrated Annual Report.
   iii. Interviews were conducted through both onsite visits and remote assessments, as applicable.
3. Process and System Assessment
   i. Review of systems and processes for:
      a) Implementing ESG and sustainability-related policies, as described in the BRSR; and
      b) Collecting, managing, and reporting both quantitative data and qualitative information for the reporting period.
   ii. Assessment of data management systems and internal processes supporting the preparation of ESG disclosures, including review of data flows, aggregation procedures, and supporting records, to understand the context in which reported data was prepared. This review was undertaken as part of the substantive verification procedures and does not constitute an assessment of, or opinion on, the design adequacy or operating effectiveness of IT general controls or ESG application controls.

4. Substantive and Control Testing

   TUVI performed walkthrough procedures to understand ESG data flows and processes, and substantive testing including document verification, recalculation, analytical review, and data traceability checks for selected KPIs and disclosures. The substantive procedures performed provided sufficient appropriate evidence in accordance with ISAE 3000 (Revised). Examples of KPI-category procedures applied: (a) GHG Emissions — recalculation of Scope 1 and Scope 2 emissions from primary fuel and energy consumption data using IPCC/GHG Protocol emission factors; reconciliation of Scope 1 fugitive emission records; (b) Energy — cross-verification of meter readings against utility bills for manufacturing plants; validation of renewable energy certificates and consumption mix; (c) Water — review of water intake records at plant level, traceability to municipal supply invoices and ground water extraction permits; estimation methodology reviewed for offices and warehouses; (d) Safety — verification of Lost Time Injury Frequency Rate (LTIFR) calculations against plant-level incident registers and HR records; (e) Waste — reconciliation of hazardous and non-hazardous waste disposal records against Pollution Control Board returns and third-party disposal manifests.
5. Sampling methodology
   i. TUVI applied a risk-based sampling methodology to select representative samples of ESG disclosures, considering materiality thresholds, risk of misstatement, data complexity, estimation uncertainty, nature and scale of operations, geographical spread of facilities, and site contribution to ESG impacts. Sample selection prioritised locations with significant operational impact and KPIs with higher inherent risk, including those relevant to BRSR Core indicators, non-Core BRSR disclosures, and selected GRI disclosures.
   ii. **Site Verification Coverage:** TUVI conducted onsite verification at 2 of 7 manufacturing plants (Bethora and Kundaim, Goa), complemented by a complete desk review of BRSR Core data across all 7 manufacturing plants. The quantitative coverage basis for the BRSR Core KPIs, combining onsite verification and complete desk review, is as follows: Scope 1 and Scope 2 GHG emissions — all plants covered; total energy consumption — all plants covered; total water consumption — all plants covered; total waste generated — all plants covered; workforce and HR KPIs (safety, POSH, wages, wellbeing spend) — 100%, as these are centrally managed and reported by the Corporate Office (Vikhroli, Mumbai), which was also verified onsite. The Corporate Office onsite verification covered all head-office-managed financial, HR, and governance KPIs for the full reporting entity. The basis of representativeness is as follows: BRSR Core data for GHG emissions, energy, water, waste, and safety KPIs was subject to complete desk review across all 7 manufacturing plants, with onsite verification conducted at Bethora and Kundaim (Goa); the Corporate Office (Vikhroli, Mumbai) covers 100% of centrally managed HR, financial, governance, and safety KPIs for the full reporting entity; and a detailed desk review and comprehensive verification of reported data were conducted for all relevant parameters across all remaining offices and warehouse locations, with samples weighted by site contribution (greater than 5% of KPI total) and inherent risk. The combined onsite verification and complete desk review of BRSR Core data across all plants ensures 100% coverage of the key environmental and safety KPIs. Accordingly, the verification coverage provides a fully evidenced and representative basis for the reasonable assurance conclusion on BRSR Core attributes.
   iii. **A KPI-specific materiality approach** was applied to selected samples: (i) a 5% quantitative threshold was applied to volume-based KPIs (GHG emissions, energy, water, waste), determined based on benchmarking with industry practice for non-financial ESG assurance engagements, inherent risk assessment of each KPI category, and relative contribution of sampled sites to total reported values; and (ii) a qualitative zero-tolerance threshold was applied to high-risk ESG indicators — fatalities, permanent disabilities, POSH complaints upheld, regulatory non-compliances, and customer data breaches — for which any occurrence, misstatement, or omission is treated as material irrespective of magnitude, with qualitative judgment overriding the quantitative threshold for these KPIs. For disclosures based on estimation (water consumption in offices/warehouses using 45 litres/person/day assumption; average energy bills for guest houses), the estimation uncertainty is acknowledged and the reported values carry a confidence range of ±10%. TUVI has noted these estimation-based disclosures and factored the inherent uncertainty into the assurance conclusion.
6. Reporting Framework Adherence
   i. Verified adherence to reporting requirements under:
      a) SEBI's BRSR guidelines, and
      b) GRI Standards.

TUVI evaluated the GRI-based disclosures against the following GRI principles: Stakeholder Inclusiveness, Materiality, Responsiveness, Completeness, Neutrality, Relevance, Sustainability Context, Accuracy, Reliability, Comparability, Clarity, Timeliness. This methodology enabled TUVI to provide a balanced and evidence-based assurance on the information disclosed, while maintaining alignment with ISAE 3000 (Revised) standards for non-financial assurance.

Opportunities for Improvement

The following are the opportunities for improvement reported to CROMPTON. These align well with CROMPTON management's existing objectives and programs. CROMPTON has already identified these focus areas, and the assurance team endorses their continued implementation to advance the organization's Sustainability Goals:

i. CROMPTON can further enhance its energy management practices by pursuing certification under ISO 50001 at its manufacturing plants, strengthening its approach to energy efficiency and performance optimization.

ii. CROMPTON can further enhance reporting of its environmental performance by establishing an automated emissions accounting system for real-time tracking of monitoring parameters across its operations.
iii. CROMPTON has established a strong base through its existing sustainable procurement policies and practices. CROMPTON may further strengthen this framework by progressively aligning it with the principles of ISO 20400.

The assurance team endorses the continued implementation of all three improvement areas, and CROMPTON is encouraged to establish measurable targets and track progress annually in its Integrated Annual Report.

Conflict of Interest

In the context of BRSR requirements set by SEBI, addressing conflict of interest is crucial to maintain high integrity and independence of assurance engagements. As per SEBI guidelines, assurance providers need to disclose any potential conflict of interest that could compromise the independence or neutrality of their assessments. TUVI diligently identifies any relationships, affiliations, or financial interests that could potentially cause conflict of interest. We proactively implement measures to mitigate or manage these conflicts, ensuring independence and impartiality in our assurance engagements. We provide clear and transparent disclosures about any identified conflicts of interest in our assurance statement. We recognize that failure to address conflict of interest adequately could undermine the credibility of the assurance process and the reliability of the reported information. Therefore, we strictly adhere to SEBI guidelines and take necessary measures to avoid, disclose, or mitigate conflicts of interest effectively.

In addition, TUVI maintains organizational safeguards to ensure impartiality despite performing scheme owner, verifier, and certification functions within the same organization. Independence is ensured through segregation of responsibilities, independent technical review, documented conflict-of-interest controls, and oversight mechanisms in accordance with ISO 14064-3:2019 and ISO 17029:2019. TUVI confirms that the engagement was performed under a system of quality management consistent with quality control, independence, and ethical requirements, thereby addressing the requirements of ISAE 3000 (Revised).

Our Conclusion

Engagement Type: Independent combined assurance engagement — (i) Reasonable Assurance over BRSR Core indicators / nine attributes as per Annexure I, and (ii) Limited Assurance over non-Core BRSR disclosures (nine BRSR principles, Essential and applicable Leadership Indicators) and selected GRI Standards 2021 disclosures. The engagement was conducted in accordance with ISAE 3000 (Revised). Applicable Criteria: Primary criteria — SEBI BRSR Core framework and Annexure I KPIs (SEBI circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated 20 December 2024). Secondary criteria — GRI Standards 2021 and GHG Protocol (WRI/WBCSD). The practitioner applied professional judgment and maintained professional scepticism throughout the engagement, consistent with the requirements of ISAE 3000 (Revised). The assurance conclusions for each level are presented separately below. The assurance opinion on the effectiveness of internal controls is expressed only for BRSR Core disclosures (9 attributes) under reasonable assurance; no assurance opinion is expressed on the effectiveness of internal controls for disclosures covered under limited assurance (including GRI and other non-BRSR Core disclosures).

Disclosures: TUVI is of the opinion that the reported disclosures generally meet the BRSR requirements. CROMPTON refers to general disclosure to report contextual information about CROMPTON, while the Management & Process disclosures describe the management approach for each indicator *09 BRSR principles covering Essential and Leadership Indicators* as well as *09 attributes as per Annexure I - Format of BRSR Core*.

Limited Assurance Conclusion: Based on the procedures performed, nothing has come to our attention that causes us to believe that the selected non-Core BRSR disclosures and selected GRI disclosures subject to the limited assurance engagement were not prepared, in all material respects, in accordance with the applicable reporting criteria.

Reasonable Assurance Conclusion: Based on the procedures performed and evidence obtained, in our opinion, the BRSR Core Key Performance Indicators (KPIs) presented in Crompton Greaves Consumer Electricals Limited's Integrated Annual Report for the period 01 April 2025 to 31 March 2026 have been prepared, in all material respects, in accordance with the applicable BRSR Core criteria, including the requirements of the SEBI BRSR Core framework and Annexure I KPIs, and fairly represent the nine attributes within the defined scope without material misstatement. A detailed desk review and comprehensive verification of the reported data were conducted for the relevant parameters across all remaining plants, offices, and warehouse locations, in line with the requirements of a reasonable assurance engagement.

BRSR complies with the below requirements

a) Governance, leadership and oversight: The messages of top management, the business model to promote inclusive growth and equitable development, action and strategies, focus on services, risk management, protection and restoration of environment, and priorities are disclosed appropriately.
b) Connectivity of information: CROMPTON discloses *09 BRSR principles covering Essential and Leadership Indicators* and *09 attributes as per Annexure I - Format of BRSR Core* and their inter-relatedness and dependencies with factors that affect the organization's ability to create value over time.
c) Stakeholder responsiveness: The Integrated Annual Report covers mechanisms of communication with key stakeholders to identify major concerns to derive and prioritize the short, medium and long-term strategies. The Integrated Annual Report provides insights into the organization's relationships (nature and quality) with its key stakeholders. In addition, the Integrated Annual Report provides a fair representation of the extent to which the organization understands, takes into account and responds to the legitimate needs and interests of key stakeholders.

d) Materiality: The materiality assessment process has been carried out based on the requirements of the BRSR and GRI Standards, considering topics that are internal and external to CROMPTON's range of businesses. Material issues within the 9 attributes and corresponding KPIs as per BRSR requirements are adequately identified and reported. In our view, the BRSR meets the requirements.
e) Conciseness: The Report reproduces the requisite information and communicates clear information in as few words as possible. The disclosures are expressed briefly and to the point sentences, graphs, pictorial, tabular representation is applied. At the same time, due care is taken to maintain continuity of information flow in the BRSR.
f) Reliability and completeness: CROMPTON has established internal data aggregation and evaluation systems to derive the performance. CROMPTON confirms that, all data provided to TUVI, has been passed through QA/QC function. The majority of the data and information was verified by TUVI's assurance team (on sample basis) during the BRSR verification and found to be fairly accurate. All data, is reported transparently, in a neutral tone and without material error.
g) Consistency and comparability: The information presented in the BRSR is on an annual basis and was found to be presented in a reliable and complete manner. Thus, the principle of consistency and comparability is established. Year-on-Year Comparability: TUVI reviewed the reported FY 2025-26 data in the context of prior year (FY 2024-25) disclosures for the key BRSR Core KPIs (GHG emissions, energy consumption, water consumption, and safety indicators). No material inconsistencies in methodology, boundary, or reporting approach were identified that would impair comparability between the two reporting periods. Where methodological changes have occurred (boundary additions — Butterfly units), these have been appropriately disclosed by CROMPTON.

GRI Disclosures

In our opinion, based on the scope of this assurance engagement, the "disclosures on ESG performance" and reference information provide a fair representation of the material topics, related strategies, and meet the general content and quality requirements of the GRI Standards.

CROMPTON appropriately discloses the KPIs and actions that focus on the creation of value over the short, medium and long term. The selected KPIs disclosures by CROMPTON are fairly represented. On the basis of the procedures we have performed, nothing has come to our attention that causes us to believe that the information subject to the limited assurance engagement has not been prepared, in all material respects, in accordance with the applicable reporting criteria.

TUVI did not perform any assurance procedures on the prospective information, such as targets, expectations, and ambitions, disclosed in the ESG information. Consequently, TUVI draws no conclusion on the prospective information. This assurance statement has been prepared in reference with the terms of our engagement.

Disclosures: TUVI is of the opinion that the reported disclosures generally meet the GRI Standards reporting requirements. CROMPTON refers to general disclosure to Report contextual information about CROMPTON, while the 'Management Approach' is discussed to Report the management approach for each material topic.

Universal Standard: CROMPTON followed GRI 1: Foundation 2021: Requirements and principles for using the GRI Standards; GRI 2: General Disclosures 2021: Disclosures about the reporting organization. General Disclosures were followed when reporting information about an organization's profile, strategy, ethics and integrity, governance, stakeholder engagement practices, and reporting process and GRI 3: Material Topics 2021: Disclosures and guidance about the organization's material topics. GRI3 was selected for Management's Approach on reporting information about how an organization manages a material topic.

TUVI is of the opinion that this report has been prepared in reference with the GRI Standards.

Topic Specific Standard: 300 series (Environmental topics), and 400 series (Social topics); These Topic- specific Standards were used to Report information on the organization's impacts related to environmental and social topics. TUVI is of the opinion that the reported material topics and Topic-specific Standards that CROMPTON used to prepare its Report are appropriately identified and addressed.

Limited Assurance Conclusion: Based on the procedures we have performed, nothing has come to our attention that causes us to believe that the information subject to the limited assurance engagement was not prepared, in all material respects, in accordance with the applicable reporting criteria.

Evaluation of Adherence to Contemporary Principles

Stakeholder Inclusiveness: Stakeholder identification and engagement has been carried out by CROMPTON on a periodic basis to bring out key stakeholder concerns as material topics of significant stakeholders. In our view, the Integrated Annual Report meets the requirements.

Sustainability Context: CROMPTON established the relationship between ESG and organizational strategy within the Integrated Annual Report, as well as the context in which disclosures are made. In our view, the Integrated Annual Report meets the requirements with regards to the ESG Context.

Materiality: The materiality assessment process has been carried out, based on the requirements of the GRI Standards, considering topics that are internal and external to the CROMPTON's range of businesses. The Integrated Annual Report fairly brings out the aspects and topics (KPIs), and its respective boundaries of the diverse operations of CROMPTON. In our view, the Integrated Annual Report meets the requirements.

Responsiveness: TUVI believes that the responses to the material aspects are fairly articulated in the report, i.e. disclosures on CROMPTON policies and management systems including governance. In our view, the Integrated Annual Report meets the requirements.

Impact: CROMPTON communicates its ESG performance through regular, transparent internal and external reporting

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throughout the year, aligned with BRSR, GRESB, GRI as part of its policy framework that include POSH, ESG, Code of Conduct Policy, Whistle Blower Policy etc. (https://www.crompton.co.in/pages/corporate-governance). CROMPTON Reports on ESG performance to Board of Directors, who oversees and monitors the implementation and performance of objectives, as well as progress against goals and targets for addressing ESG related issues. CROMPTON completed the process of establishing contemporary goals and targets against which performance will be monitored and disclosed periodically.

Completeness: The Integrated Annual Report has fairly disclosed the selected non-financial KPIs, as per GRI Standards. In our view, the Integrated Annual Report meets the requirements.

Reporting Principles for defining report quality: The majority of the data and information was verified by TUVI's assurance team during the remote assessment and found to be fairly accurate. The disclosures related to ESG issues and performances are reported in a balanced manner and are clear in terms of content and presentation. In our view, the Integrated Annual Report meets the requirements

Reliability: The majority of the data and information was verified by TUVI's assurance team and found to be fairly accurate. Some inaccuracies in the data identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and these errors have been corrected. Therefore, in reference with the GRI Standards and limited level assurance engagement, TUVI concludes that the ESG data and information presented in the Integrated Annual Report is fairly reliable and acceptable. In our view, the Integrated Annual Report meets the requirements.

Neutrality: The disclosures related to ESG issues and performance are reported in a neutral tone, in terms of content and presentation. In our view, the Integrated Annual Report meets the requirements.

Independence and Code of Conduct: TUVI follows IESBA (International Ethics Standards Board for Accountants) Code which, adopts a threats and safeguards approach to independence. We recognize the importance of maintaining independence in our engagements and actively manage threats such as self-interest, self-review, advocacy, and familiarity. The assessment team was safeguarded from any type of intimidation. By adhering to these principles, we uphold the trust and confidence of our clients and stakeholders. In line with the requirements of the SEBI *circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated 12/07/2023 and Industry Standards on Reporting of BRSR Core, circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177, dated 20/12/2024*.

TUVI solely focuses on delivering verification and assurance services and does not engage in the sale of service or the provision of any non-audit/non-assurance services, including consulting.

Quality control: The assurance team complies with quality control standards, ensuring that the engagement partner possesses requisite expertise and the assigned team collectively has the necessary competence to perform engagements in reference with standards and regulations. Assurance team follows the fundamental principles of integrity, objectivity, professional competence, due care, confidentiality and professional behavior. In accordance with International Standard on Quality Control, TUVI maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Assurance Team and Independence

TÜV India Pvt. Ltd. (TUVI) is an independent and neutral third-party assurance provider with qualified environmental and social specialists and confirms its independence, impartiality, and objectivity in accordance with ISAE 3000 (Revised) through internal conflict-of-interest checks, adherence to a documented code of ethics, separation of assurance and advisory functions, reviewer oversight, and quality control procedures. TUVI confirms that no non-assurance services were provided to CROMPTON that could create self-review, advocacy, familiarity, self-interest, or other independence threats, including preparation of BRSR/Global Reporting Initiative disclosures, ESG strategy development, target setting, ESG data system design, GHG inventory calculations, internal ESG audits, materiality assessments, or KPI improvement advisory services. TUVI further confirms that no engagements during the reporting year compromised its independence, and it was not involved in preparing report content or underlying data, except for this assurance statement, thereby ensuring an objective, unbiased, and transparent assurance process. Rotation and Tenure Policy: In line with best practice and the ISF Guidelines for independence, TUVI maintains a documented engagement partner rotation policy. The lead assurance practitioner for this engagement has not exceeded the maximum tenure threshold prescribed under TUVI's internal quality and independence framework. TUVI's independence and quality control procedures are reviewed periodically by the internal technical review function. The assurance team comprised qualified professionals with multidisciplinary competencies, including: (i) GHG accounting and emissions verification; (ii) ESG and sustainability reporting frameworks; (iii) social compliance and human rights due diligence; and (iv) non-financial assurance methodology in accordance with ISAE 3000 (Revised). This cross-disciplinary composition ensured that the assurance conclusions across all subject matter areas are supported by adequate technical expertise.

For and on behalf of TUV India Private Limited

Manojkumar Borekar
Product Head – Sustainability Assurance Service
TUV India Private Limited

Date: 03/07/2026
Place: Mumbai, India
Project Reference No: 8124547282

Revision:10

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Statement of use	Crompton Greaves Consumer Electricals Limited has reported in accordance with the GRI Standards for the period 1st April 2025 to 31st March 2026.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	SECTION	LOCATION
General disclosures			
GRI 2: General Disclosures 2021	2-1 Organizational details	Company Overview , BRSR (Section A Q1-Q24)	8-17,368-371
	2-2 Entities included in the organization's sustainability reporting	About the report, BRSR (Section A Q23)	4-5,371
	2-3 Reporting period, frequency and contact point	About the report, BRSR (Section A)	4-5, 368
	2-5 External assurance	About the report, BRSR Section A	4-5, 368
	2-6 Activities, value chain and other business relationships	Value Chain Partners, BRSR (Section - A), Section - B, Principle 1 LQ-1, Principle 3- LQ 5, LQ-6, Principle 5, LQ-4, Principle 6-LQ-6, LQ-7	142-144,368-378,389,401,408,
	2-7 Employees	Communities, Bord's Report ,BRSR (Section-A Q20)	162-163,258,370
	2-9 Governance structure and composition	Governance framework, CG Report	176-196,291-364
	2-10 Nomination and selection of the highest governance body	Report on Corporate Governance	319
	2-11 Chair of the highest governance body	BRSR (Section-B Q8)	377
	2-12 Role of the highest governance body in overseeing the management of impacts	BRSR (Section-B Q9)	377
	2-13 Delegation of responsibility for managing impacts	BRSR (Section-B Q9)	377
	2-14 Role of the highest governance body in sustainability reporting	BRSR (Section-B Q8)	377
	2-15 Conflicts of interest	BRSR (Principle 1 EQ6 & EQ7), L2	388-389,
	2-16 Communication of critical concerns	BRSR (Section - A Q25)	371-372
	2-17 Collective knowledge of the highest governance body	BRSR (Principle 1 EQ1)	380-387
	2-18 Evaluation of the performance of the highest governance body	Board evaluation	187
	2-19 Remuneration policies	Report on Corporate Governance-Nomination and Remuneration Policy, BRSR - Principle 5 EQ3	319, 406
	2-20 Process to determine remuneration	BRSR (Section B 1a, Principle 5 EQ3)	375, 406
	2-21 Annual total compensation ratio	Board Report , BRSR (Principle 5 EQ3)	281, 406
	2-22 Statement on sustainable development strategy	BRSR (Section-B Q7)	377
	2-23 Policy commitments	BRSR (Section-B Q-5)	375
	2-24 Embedding policy commitments	BRSR (Section-B Q10)	377

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	SECTION	LOCATION
	2-25 Processes to remediate negative impacts	BRSR (Section-A Q26)	373
	2-26 Mechanisms for seeking advice and raising concerns	BRSR (Section-A Q26)	373
	2-27 Compliance with laws and regulations	Governance and ethics ,BRSR (Principle 1 EQ2, Principle 6 E Q13)	196, 388, 420
	2-28 Membership associations	Governance and ethics - Memberships and collaborations, BRSR (Principle 7 EQ1a, 1b)	180-181, 426
	2-29 Approach to stakeholder engagement	Engaging with our stakeholders, BRSR (Pricipe 4 EQ1 and Q2)	115, 402-403
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality assessment	118-119
	3-2 List of material topics	Materiality assessment	118-119
Biodiversity			
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Environment - Biodiversity Managment , BRSR (Principe 6 LQ-3)	171, 424
	101-2 Management of biodiversity impacts	Environment - Biodiversity Managment , BRSR (Principe 6 LQ-3)	171, 424
	101-3 Access and benefit-sharing	Environment - Biodiversity Managment , BRSR (Principe 6 LQ-3)	171, 424
	101-4 Identification of biodiversity impacts	Environment - Biodiversity Managment , BRSR (Principe 6 LQ-3)	171, 424
	101-5 Locations with biodiversity impacts	Environment - Biodiversity Managment , BRSR (Principe 6 LQ-3)	171, 424
	101-6 Direct drivers of biodiversity loss	Environment - Biodiversity Managment , BRSR (Principe 6 LQ-3)	171, 424
	101-7 Changes to the state of biodiversity	Environment - Biodiversity Managment , BRSR (Principe 6 LQ-3)	171, 424
	102-4 GHG emissions reduction targets and progress	Environment , BRSR (Principe 6 EQ-6,EQ-7)	173, 414-415
	102-5 Scope 1 GHG emissions	Environment , BRSR (Principe 6 EQ-6,EQ-7)	173, 414-415
	102-6 Scope 2 GHG emissions	Environment , BRSR (Principe 6 EQ-6,EQ-7)	173, 414-415
	102-7 Scope 3 GHG emissions	Environment , BRSR (Principe 6 EQ-6,EQ-7)	173, 414-415
	102-8 GHG emissions intensity	Environment , BRSR (Principe 6 EQ-6,EQ-7)	173, 414-415
	102-9 GHG removals in the value chain	Environment , BRSR (Principe 6 EQ-6,EQ-7)	173, 414-415
Energy			
	103-2 Energy consumption and self-generation within the organization	BRSR Principle 6 EQ-1	409-410
	103-4 Energy intensity	BRSR Principle 6 EQ-1	409-410
	103-5 Reduction in energy consumption	BRSR Principle 6 EQ-1	409-410

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	SECTION	LOCATION
Economic performance			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic value generated and distributed	123
	201-2 Financial implications and other risks and opportunities due to climate change	Risk Management, BRSR (Section-A Q26)	198-207, 373
	201-3 Defined benefit plan obligations and other retirement plans	BRSR (Principle 3 EQ2), (Principle 3 LQ4)	295, 401
	201-4 Financial assistance received from government	BRSR (Section-A Q26)	373-374,
Market presence			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	BRSR (Principle 5 EQ2)	405
Indirect economic impacts			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	BRSR (Principle 8 EQ4)	427
Procurement practices			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	BRSR (Principle 8 EQ4)	427
Anti-corruption			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	BRSR (Principle 1 EQ4, EQ5)	388
	205-2 Communication and training about anti-corruption policies and procedures	A Culture of Integrity, BRSR (Principle 1 EQ1)	189, 380
	205-3 Confirmed incidents of corruption and actions taken	BRSR (Principle 1 EQ5, EQ7)	388, 389
Anti-competitive behavior			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	BRSR (Principle 7 EQ2)	426
Tax			
GRI 207: Tax 2019	207-1 Approach to tax	Investors	120-121
	207-2 Tax governance, control, and risk management	risk management, Section-A- Q26, (Principle 1 EQ2, EQ3)	198-207, 373,388
	207-3 Stakeholder engagement and management of concerns related to tax	Engaging with our stakeholders, (BRSR Principle 4 EQ1, EQ2)	114-117, 402-403
Materials			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Environment	169
	301-2 Recycled input materials used	BRSR Principle 2, EQ-3, LQ3, LQ4	3,91,393
	301-3 Reclaimed products and their packaging materials	Environment , BRSR (Principle 2- EQ3, LQ5)	169, 390-391

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	SECTION	LOCATION
Water and effluents			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environment , BRSR (Principle 6 EQ3, EQ4, LQ1)	170, 411-413
	303-2 Management of water discharge-related impacts	Environment -170, BRSR (Principle 6 EQ3, EQ4, LQ1)	170, 411-413
	303-3 Water withdrawal	Environment -170, BRSR (Principle 6 EQ3, EQ4, LQ1)	170, 411-413
	303-4 Water discharge	Environment -170, BRSR (Principle 6 EQ3, EQ4, LQ1)	170, 411-413
	303-5 Water consumption	Environment -170, BRSR (Principle 6 EQ3, EQ4, LQ1)	170, 411-413
Emissions			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	BRSR (Principle 6 EQ7)	414-415
	305-2 Energy indirect (Scope 2) GHG emissions	BRSR (Principle 6 EQ7)	414-415
	305-4 GHG emissions intensity	BRSR (Principle 6 EQ7)	414-415
	305-5 Reduction of GHG emission	BRSR (Principle 6 EQ7)	414-415
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	BRSR (Principle 6 EQ6)	414-415
Waste			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	BRSR (Principle 6 EQ9)	170,417-419
	306-2 Management of significant waste-related impacts	Environment , BRSR (Principle 6 EQ9)	170,417-419
	306-3 Waste generated	Environment , BRSR (Principle 6 EQ9)	170,417-419
	306-4 Waste diverted from disposal	Environment , BRSR (Principle 6 EQ9)	170,417-419
	306-5 Waste directed to disposal	BRSR (Principle 6 EQ9)	417-419
Supplier environmental assessment			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Value chain partners	143
	308-2 Negative environmental impacts in the supply chain and actions taken	BRSR (Principle 6 LQ6)	425
Employment			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	BRSR Section A, Point 22	371
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	BRSR (Principle 3 EQ2)	395
	401-3 Parental leave	BRSR (Principle 3 EQ5)	395

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	SECTION	LOCATION
Occupational health and safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and safety performance, BRSR (Principle 3 EQ10, EQ12)	Governance and ethics - 179, 397-399
	403-2 Hazard identification, risk assessment, and incident investigation	Enterprise risk management framework, BRSR Principle 3 EQ10 (b), (c)	199-205, 397-398
	403-3 Occupational health services	Health and safety performance, BRSR (Principle 3, EQ10(d))	Governance and ethics - 179, 398
	403-4 Worker participation, consultation, and communication on occupational health and safety	BRSR (Principle 3 EQ8)	397
	403-5 Worker training on occupational health and safety	BRSR (Principle 3 EQ8)	397
	403-6 Promotion of worker health	Health and safety performance, BRSR (Principle 3 EQ12, EQ13)	179, 400
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Stakeholder Value and Sustainability , BRSR (Principle 3 EQ15)	143-145,400
	403-8 Workers covered by an occupational health and safety management system	BRSR Principle 3 EQ10(a)	397
	403-9 Work-related injuries	Health and safety performance, BRSR (Principle 3 EQ11)	179, 399
	403-10 Work-related ill health	Health and safety performance, BRSR (Principle 3 EQ11)	179, 399
Training and education			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	BRSR (Principle 1 EQ1, Principle 3 EQ8)	380, 397
	404-2 Programs for upgrading employee skills and transition assistance programs	People, BRSR (Principle 3 EQ8)	132-141, 397
	404-3 Percentage of employees receiving regular performance and career development reviews	BRSR (Principle 3 EQ9)	397
Diversity and equal opportunity			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	BRSR (Section A Q21)	370
	405-2 Ratio of basic salary and remuneration of women to men	BRSR (Principle 5 EQ3)	406
Non-discrimination			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	BRSR (Principle 5 EQ6)	407
Child labor			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	BRSR (Principle 5 EQ6)	407

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	SECTION	LOCATION
Forced or compulsory labor			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	BRSR (Principle 5 EQ6)	407
Security practices			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	BRSR (Principle 5 EQ1)	405
Local communities			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Communities, BRSR (Principle 8 LQ6)	147-163, 428
	413-2 Operations with significant actual and potential negative impacts on local communities	Communities, BRSR (Principle 8 LQ6)	147-163, 428
Supplier social assessment			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Value chain partners -Supplier selection process	143
	414-2 Negative social impacts in the supply chain and actions taken	BRSR (Principle 8 LQ1)	428
Public policy			
GRI 415: Public Policy 2016	415-1 Political contributions	Governance and ethics - Donations and political contributions	181
Customer health and safety			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	BRSR (Principle 9 EQ2)	429
Marketing and labeling			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	BRSR (Principle 9 LQ4)	431
Customer privacy			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Digital enablement, BRSR (Principle 9 EQ3)	47, 429

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