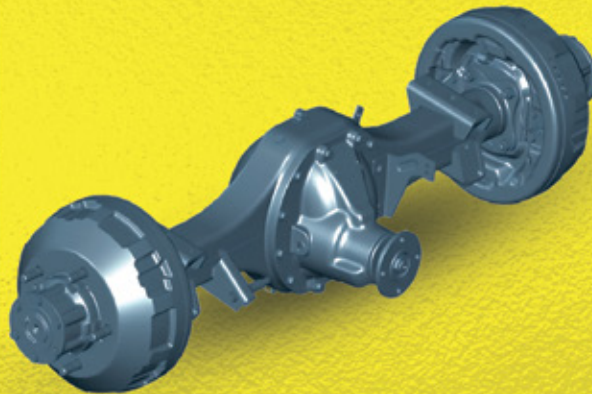
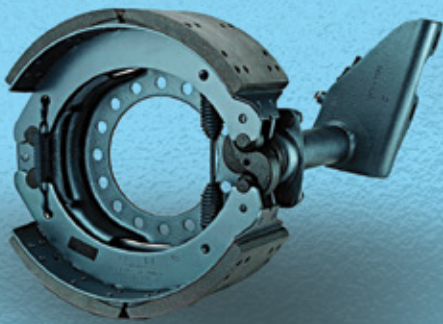


Growth and Sustainability

Through Technology
and Empowerment

45th Annual Report 2025-26



Contents

Corporate Overview	Statutory Reports	Financial Statements
01 Key Performance Indicators	06 Board's Report	94 Independent Auditor's Report
02 Chairman's Message	24 Business Responsibility and Sustainability Reporting	104 Balance Sheet
	61 Management Discussion and Analysis	105 Statement of Profit & Loss
	73 Report on Corporate Governance	106 Cash Flow Statement
		108 Statement of Changes in Equity
		109 Notes to the Financial Statements
	158 Notice	

Corporate Information

Board of Directors

Dr. Babasaheb N Kalyani
Chairman

Mr. Kenneth James Hogan
Non-Executive Director

Mr. Girish Dinanath Nadkarni
Independent Director

Dr. Venkata Ramana
Murthy Piniseti
Independent Director

Ms. Bijal Tushar Ajinkya
Independent Director

Mr. Nagaraja Gargeshwari
President & Whole-time Director

Key Managerial Personnel

Mr. Nagaraja Gargeshwari
President & Whole-time Director

Mr. Raman K
Interim Chief Financial Officer

Mr. Debadas Panda
*Company Secretary and
Compliance Officer*

Statutory Auditors

S R Batliboi & Associates LLP
Bengaluru

Secretarial Auditors

Pracheta & Associates, Mysuru

Internal Auditors

Deloitte Touche Tohmatsu India LLP,
Bengaluru.

Bankers

HDFC Bank Limited

State Bank of India

Axis Bank Limited

The Federal Bank Limited

Registrar & Share Transfer Agents (RTA)

Integrated Registry Management
Services Private Limited*

#30, Ramana Residency,
4th cross Sampige Road,
Malleshwaram

Bangalore – 560 003

Ph: 080-23460815-818;

E-mail: irg@integratedindia.in

* RTA: Earlier name: Integrated
Enterprises (India) Limited

Registered Office

Hootagalli Industrial Area,
Off Hunsur Road,
Mysuru, Karnataka - 570 018
Ph: 0821-7197500
Website: www.autoaxle.com
Email: sec@autoaxle.com

Works

Mysuru

Hootagalli Industrial Area,
Off Hunsur Road, Mysore,
Karnataka – 570 018

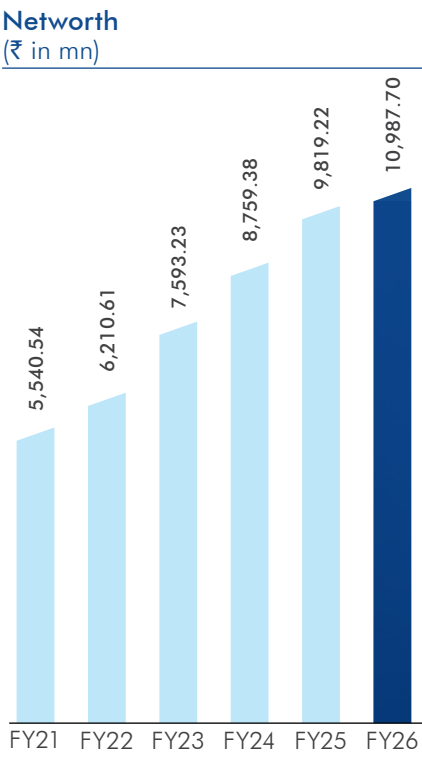
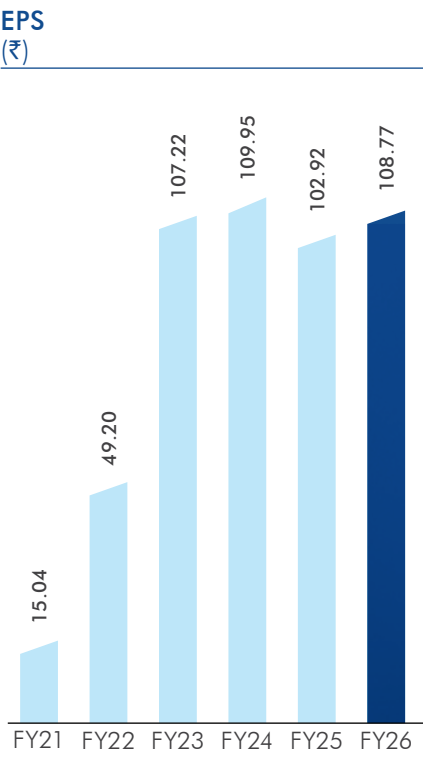
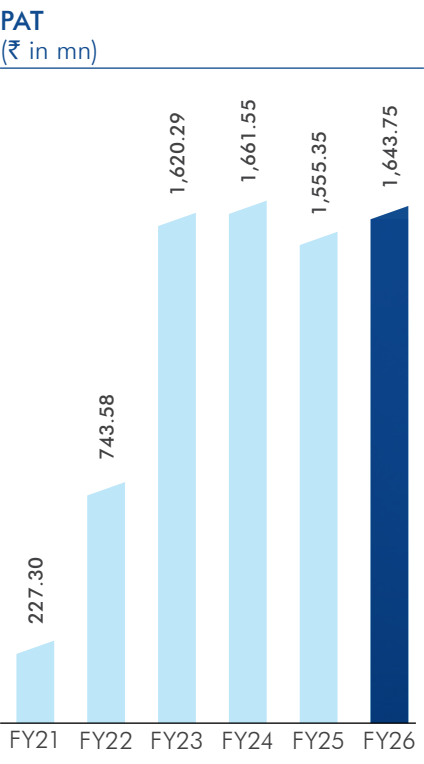
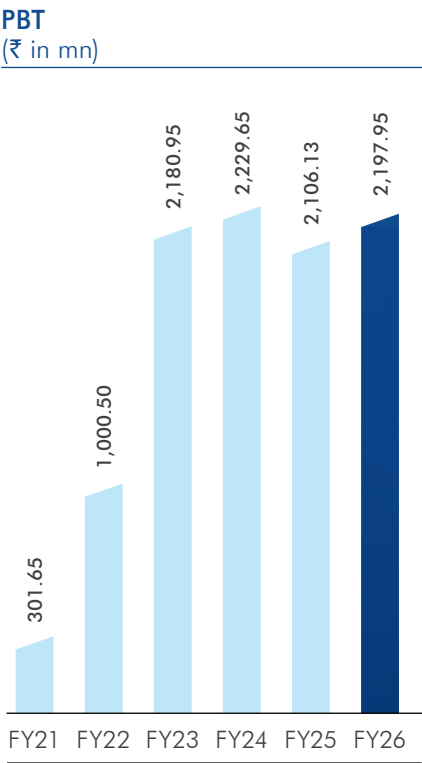
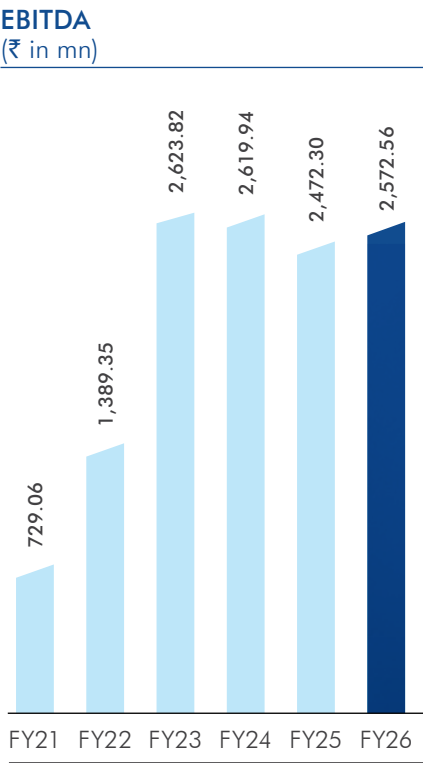
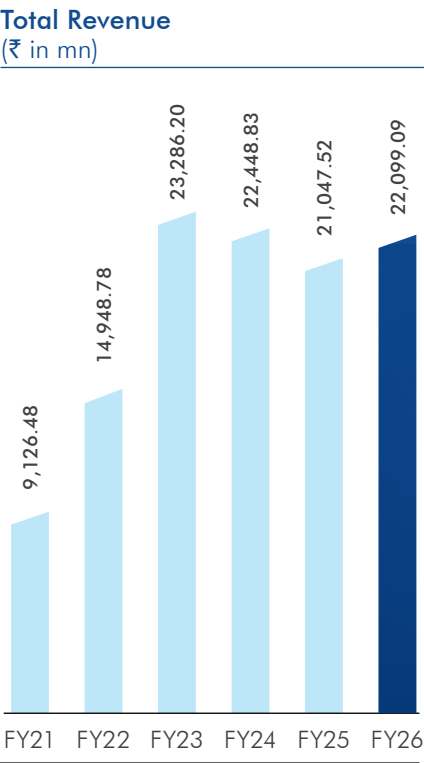
Rudrapur

Plot No. 3, ITBT Park, SIIDCUL
- IEE, Pantnagar, (NH-4),
Dist. Udham Singh Nagar,
Uttarakhand - 263 150

Jamshedpur

Old Khakripara,
Village & Post – Chhota
Govindpur, Jamshedpur,
Dist. E. Singhbhum,
Jharkhand – 831 015

Key Performance Indicators



Chairman's Message

“

The Indian automobile industry recorded another milestone year, supported by favourable macroeconomic conditions, improving consumer sentiment and continued infrastructure investments. Strong growth across vehicle categories, particularly commercial vehicles and utility vehicles, underscored the underlying strength of the domestic market.





Dear Shareholders,

It is my privilege to present to you our Annual Report for FY 2025-26. This year reflected the resilience of our business, the strength of our customer relationships, and the dedication of our employees in navigating a dynamic operating environment. At Automotive Axles, we remained focused on enhancing operational performance, advancing technology capabilities, and building a future-ready organisation capable of delivering sustainable value.

What gives me the greatest confidence is the progress we have made in accelerating our transformation journey. Through focused investments in automation, digitalisation, advanced manufacturing technologies and workforce capability development, we continued to enhance our competitiveness while reinforcing our focus on quality, innovation and customer satisfaction. These efforts position us well to capture emerging opportunities in an evolving mobility landscape.

Economic Environment

The global economy continued to demonstrate resilience during the year, although growth moderated amid geopolitical tensions, trade uncertainties and evolving supply chain dynamics. Volatility across energy and commodity markets, coupled with ongoing trade realignments, continued to influence business sentiment worldwide. Nevertheless, investments in infrastructure, advanced manufacturing and industrial technologies remained supportive of long-term economic activity, reinforcing the importance of resilient and localised supply chains across industries.

Against this backdrop, India remained one of the fastest-growing major economies globally, with GDP growth estimated at 7.6% during FY 2025-26. Strong domestic consumption, sustained public investments, improving industrial activity and expanding manufacturing capabilities continued to support economic momentum. Government-led investments in infrastructure, logistics, industrial corridors and manufacturing ecosystems are creating a favourable environment for growth while strengthening India's position as a global manufacturing hub. As India progresses towards becoming a leading industrial economy, sectors such as commercial vehicles, construction equipment, logistics and engineering are expected to remain key beneficiaries of these structural growth drivers.



India remained one of the fastest-growing major economies globally, with GDP growth estimated at 7.6% during FY 2025-26. Strong domestic consumption, sustained public investments, improving industrial activity and expanding manufacturing capabilities continued to support economic momentum.

Automobile and Automobile Ancillary Industry Overview

The Indian automobile industry recorded another milestone year, supported by favourable macroeconomic conditions, improving consumer sentiment and continued infrastructure investments. Strong growth across vehicle categories, particularly commercial vehicles and utility vehicles, underscored the underlying strength of the domestic market. Rising urbanisation, improved rural demand, enhanced financing accessibility and policy support continued to drive vehicle demand across segments.

Alongside this growth, the automotive ecosystem is undergoing a significant transformation. Electrification, digitalisation, localisation and sustainability are reshaping the industry's future. Supported by initiatives such as Make in India and Production Linked Incentive schemes, India is steadily strengthening its position as a preferred global manufacturing destination.

The automotive component industry also maintained steady momentum, supported by resilient OEM demand, a growing aftermarket and expanding export opportunities. Increasing localisation, technology adoption and the shift towards higher-value mobility solutions are creating new avenues for growth. As vehicle architectures evolve and mobility solutions become more sophisticated, component manufacturers with strong engineering capabilities and innovation-led approaches will be well-positioned to capitalise on emerging opportunities.

Chairman's Message

Performance in FY 2025-26

We closed FY 2025-26 on a strong note, supported by robust commercial vehicle demand, successful execution of strategic initiatives and growing acceptance of our new-generation product platforms. Guided by our priorities, we continued to strengthen manufacturing capabilities, improve efficiency and enhance competitiveness across markets.

During the year, revenue increased by 5.0% to ₹22,099 million from ₹21,048 million in the previous year. EBITDA stood at ₹2,573 million, representing a margin of 11.8%, compared with approximately 12.0% in the previous year. Profit after tax increased to ₹1,644 million, reflecting disciplined execution, productivity improvements and sustained focus on operational excellence. We also maintained a strong balance sheet and healthy cash generation, enabling us to invest confidently in future growth opportunities.

Operationally, we maintained healthy capacity utilisation levels of around 90% while consistently achieving delivery performance exceeding 95%, demonstrating the reliability of our manufacturing systems and our ability to meet evolving customer requirements.

A key highlight of the year was the ramp-up of our advanced axle platforms, particularly the MS185 programme, which continued to gain traction across leading OEMs. The industry is witnessing a gradual shift towards higher-tonnage vehicles and tractor-trailer configurations, driven by evolving freight economics and productivity requirements. Through focused investments over the past several years, we have built a comprehensive portfolio of heavy-duty axle solutions that positions us favourably to participate in this transition.

We also accelerated our manufacturing transformation journey through investments in automation, digitalisation and advanced manufacturing technologies. Investments in robotic welding, advanced inspection systems, furnace modernisation, intelligent material handling and Industry 4.0-enabled processes enhanced productivity, traceability and process consistency while improving overall operational efficiency. These initiatives continue to strengthen our position as a world-class manufacturing organisation.

At the same time, we continued to strengthen our capabilities across commercial vehicle, off-highway, defence and export segments while advancing the development of next-generation drivetrain solutions aligned with future mobility requirements.

Sustainability and Responsible Growth

We drive our sustainability agenda through focused action across environmental, social and governance priorities. During FY 2025-26, we achieved a significant milestone by sourcing more than 90% of our electrical energy requirements from renewable energy sources, reinforcing our focus on responsible growth and sustainability objectives.

We further strengthened our environmental initiatives through resource conservation programmes, waterbody restoration activities, tree plantation drives, plastic waste collection campaigns, cleaner manufacturing technologies and enhanced environmental awareness initiatives across our facilities.

Equally important is our focus on people. We continued to invest in leadership development, capability building, employee engagement, workplace well-being and diversity and inclusion initiatives. During the year, we also enhanced employee welfare measures and reinforced industrial harmony through the successful signing of a four-year agreement with the recognised union at our Mysore facility.



We also accelerated our manufacturing transformation journey through investments in automation, digitalisation and advanced manufacturing technologies. Investments in robotic welding, advanced inspection systems, furnace modernisation, intelligent material handling and Industry 4.0-enabled processes enhanced productivity, traceability and process consistency while improving overall operational efficiency.



Our governance framework remains anchored in transparency, accountability, ethical conduct and effective risk management. Supported by robust internal controls and active Board oversight, we continue to uphold the highest standards of corporate governance while fostering a culture of integrity and responsible decision-making.

Outlook

The opportunities before us remain significant. India's growth fundamentals continue to be supported by infrastructure development, expanding industrial activity, rising freight movement and increasing manufacturing investments. These factors provide a strong foundation for sustained growth in the commercial vehicle ecosystem.

To support future growth, we are progressing with the next phase of our capacity expansion programme, which is expected to be completed by the end of calendar year 2026. These investments will not only enhance capacity but also introduce advanced manufacturing technologies that further strengthen productivity, efficiency and quality performance.

We also continue to strengthen our global supply strategy, with exports expected to play an increasingly important role in our growth journey. Our investments are designed to support both domestic demand and emerging export opportunities while enhancing our participation in global supply chains. Simultaneously, we remain focused on expanding our presence in defence, off-highway and advanced mobility applications, including e-axle and next-generation drivetrain technologies.

Our priorities for the coming year remain clear: timely completion of capacity expansion projects, strengthening our position in targeted growth segments, accelerating technology-led product development and pursuing export opportunities while maintaining our focus on operational excellence and profitability.

Acknowledgment

I extend my sincere gratitude to all our employees, customers, suppliers, business partners, investors, auditors and the Government of India for their continued trust and support.

As we look ahead, we remain confident about the opportunities before us. Supported by strong engineering capabilities, advanced manufacturing infrastructure, technology-led transformation initiatives and a talented workforce, Automotive Axles is well positioned to participate in the next phase of growth within the automotive and mobility ecosystem.

Our focus on innovation, operational excellence, customer centricity and sustainable growth will continue to guide our actions as we build on our legacy and create enduring value for all stakeholders.

I look forward to your continued support as we pursue new milestones together.

Warm regards,

Dr. B N Kalyani
Chairman

Board's Report

To the Members,

Your Directors have the pleasure in presenting the 45th Annual Report on the business and operations of your Company together with the Audited Financial Statements for the financial year ended March 31, 2026:

Financial Highlights:

Particulars	(₹ in million)	
	2025-2026	2024-2025
Total Revenue	22,099.09	21,047.52
Profit before depreciation, exceptional item & tax	2,676.75	2,442.58
Less : Depreciation, amortization expenses	358.93	336.45
Profit before exceptional item & tax	2,317.82	2,106.13
Less: Exceptional Item	119.87	-
Profit before tax	2,197.95	2,106.13
Tax expenses	554.20	550.78
Profit for the year after tax	1,643.75	1,555.35
Other comprehensive income/(Loss) for the year, net of tax	(14.35)	(11.91)
Total comprehensive income for the year	1,629.40	1,543.44

Dividend

The Board of Director ("The Board"), at its meeting held on May 19, 2026, is pleased to recommend a Final Dividend of ₹ 32/- (Rupees Thirty-Two) per Equity Share of the face value of ₹ 10/- each (320%) for the financial year ended March 31, 2026 subject to the approval of members at the ensuing Annual General Meeting ("the AGM") to be held on Wednesday, August 12, 2026.

Previous year, dividend was declared and paid of ₹ 30.50 per equity share of ₹ 10/- each (305%).

The total amount of Dividend outflow aggregates to ₹ 483.58 million.

The register of members and share transfer books will remain closed from August 06, 2026 to August 12, 2026 (both days inclusive) for the payment of final dividend to the eligible members of the Company, for the year ended on March 31, 2026.

The Final Dividend, if approved by the members, will be paid electronically pursuant to the amendment to Regulation 12 notified by the Securities and Exchange Board of India vide the SEBI (Listing Obligations and Disclosure Requirements) (Fifth Amendment) Regulations, 2025, effective November 19, 2025. Accordingly, the Company would be unable to pay dividend through warrants and cheques.

The Dividend will be paid to members within 30 days from the date of declaration of dividend to whose names appear in the Register of Members (including Beneficial Owners) as on Wednesday, August 05, 2026 and as per the Dividend Distribution Policy of the Company.

Pursuant to the Finance Act, 2020, dividend income is taxable in the hands of the shareholders effective April 1, 2020 and the Company is required to deduct tax at source from dividend paid to the Members at prescribed rates as per the Income Tax Act, 2025.

The Dividend Distribution Policy, in terms of Regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") is available on the Company's website at <https://www.autoaxle.com/Downloads/Dividend%20Distribution%20Policy.pdf>

Transfer to Investor Education and Protection Fund (IEPF):

(i) Transfer of unclaimed dividend to IEPF

Pursuant to provisions of the Companies Act, 2013, the declared dividends, which remained unpaid or unclaimed for a period of seven consecutive years or more, shall be transferred by the Company to the Investor Education and Protection Fund ("The IEPF") established by the Central Government.

In terms of the provisions of the Companies Act, 2013 and Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 a sum of ₹ 4,41,181/- which is unpaid/unclaimed dividends pertaining to the FY 2017-18 was transferred to the Investor Education and Protection Fund during the year 2025-26.



(ii) Transfer of shares to IEPF

Pursuant to Section 124(6) of the Companies Act, 2013 read with Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 as amended, all shares in respect of which dividend has not been paid or claimed for seven consecutive years or more, shall be transferred by the Company to the demat account of the IEPF Authority. The said requirements do not apply to shares in respect of which there is a specific order of Court, Tribunal or Statutory Authority, restraining any transfer of the shares. Accordingly, the Company has transferred 1,527 Shares of face value ₹ 10/- per share to the demat account of the IEPF Authority during year 2025-26.

As on March 31, 2026, a total of No. of 41,098 equity shares are lying with the Investor Education and Protection Fund Authority.

(iii) Claim from IEPF Authority

Accordingly, the Company has sent notice to the respective members who have not claimed their dividends for seven consecutive years or more and the newspaper advertisement stating the same has been published in the newspapers.

The list of equity shareholders whose shares are transferred to IEPF can be accessed on the website of the Company at below mentioned link: <https://www.autoaxle.com/agm> under the head IEPF Transfers.

The Members or Claimants, whose unclaimed dividends or shares have been transferred to IEPF, may contact the Company or RTA and submit the required documents for issue of Entitlement Letter. The Members or Claimants can attach the Entitlement Letter and other documents mentioned thereon and file Form IEPF-5 for claiming the dividend/shares available on www.mca.gov.in.

Mr. Debadas Panda, Company Secretary and Compliance Officer of the Company appointed as the Nodal Officer as per the Companies (Investor Education and Protection Fund Authority) Rules, 2016.

Performance of the Company

The total income for the financial year under review was ₹ 22,099.09 million as against ₹ 21,047.52 million for the previous financial year. The Profit before tax (PBT) was 2,197.95 million for the financial year under review, as against ₹ 2,106.13 million for the previous financial year. Overall performance detail has been covered as part of the Management Discussion and Analysis which is presented in a separate section forming part of the Annual Report.

Material Changes and Commitment affecting the Financial Position :

There have been no material changes and commitments, affecting the financial position of the Company, that have occurred between the end of the financial year to which the financial statements relate and the date of this Report.

Share Capital

The paid-up Equity Share Capital as on March 31, 2026 stood at ₹ 151.12 million. During the year under review, the Company has not issued any shares with differential voting rights or has granted any stock options or sweat equity.

Deposits

Your Company has not accepted any deposits under Chapter V of the Companies Act, 2013 during the year.

Transfer to Reserve

The company has not proposed any amount to be transferred to the General Reserves.

Listing on stock exchanges

The equity shares of the Company are listed with BSE Limited and National Stock Exchange of India Limited. There are no arrears on account of payment of listing fees to the Stock Exchanges.

Directors & Key Managerial Personnel

As on March 31, 2026 there were six (6) Directors on the Board of your Company, consisting of three (3) Independent Directors, one (1) Executive Director and two (2) Non-Executive Directors of whom one is the Chairman.

During the year, Mr. Ranganathan S, Chief Financial Officer and Key Managerial Personnel of the Company superannuated w.e.f November 22, 2025 and Mr. Raman K was appointed as an Interim Chief Financial Officer and Key Managerial Personnel w.e.f February 4, 2026 until a new Chief Financial Officer is appointed by the Board. There were no changes to the Board Composition of the Company.

As on March 31, 2026, the following are the Key Managerial Personnel ('KMPs') of the Company as per Sections 2(51) and Section 203 of the Companies Act 2013:

1. Mr. Nagaraja Gargeshwari, President and Wholetime Director
2. Mr. Debadas Panda, Company Secretary and Compliance Officer
3. Mr. Raman K, Interim Chief Financial Officer

In terms of the provisions of the Companies Act, 2013, Mr. Kenneth James Hogan (DIN: 09161738), Director of the Company, retires by rotation at the ensuing Annual General Meeting and, being eligible, offers himself for re-appointment.

Declaration by Independent Directors

The Company has received declarations from all the Independent Directors of the Company confirming that they meet with the criteria of independence and that there has been no change in the circumstances which may affect their status as an independent director during the year as prescribed under sub-section (6) of Section 149 of the Companies Act, 2013 and Securities and Exchange Board

of India (Listing Obligations and Disclosure requirements) Regulations, 2015.

Further the names of the Independent Directors of the Company have been included in the Data bank maintained by the Indian Institute of Corporate Affairs as per the provisions of the Companies Act, 2013 and the rules made thereunder.

Independent Directors have complied with the Code for Independent Directors prescribed in Schedule IV to the Companies Act, 2013.

Company has received a confirmation from the Directors and senior management personnel of the company w.r.t. compliance with the code of conduct required under Regulation 26 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Board Evaluation

The Companies Act, 2013 states that a formal Annual Evaluation needs to be made by the Board of its own performance and that of its committees and individual Directors. Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, mandates that the Board shall monitor and review the Board evaluation framework. Pursuant to these provisions, the Company has developed a framework for the Board evaluation. The framework includes evaluation on various parameters such as information flow, Board dynamics, decision making, company performance and strategy, Board and committee's effectiveness and peer evaluation.

The evaluation of all the Directors and the Board as a whole was conducted based on the criteria and framework as recommended by the Nomination and Remuneration Committee and adopted by the Board.

During the year 2025-26, Independent Directors met on March 11, 2026, discussed and reviewed the below:

- Performance of Non-Independent Directors;
- Performance of the Chairman;
- Performance of the Board Committees;
- Discussed on the quality, quantity and timeliness of flow of information between the Company management and the Board Members;
- Overall performance of the Company;

Familiarization program for the Board Members

Your Company has in place a structured induction and familiarization program for all its directors including Independent Directors and new appointee(s) to the Board. Through such programs, the Directors are briefed on the background of your Company, their roles, rights, responsibilities, nature of the industry in which it operates, business model operations, ongoing events, regulatory updates and their impact on the Company etc.

The Board members are provided with the necessary documents, brochures, reports and internal policies to enable them to familiarize with the Company's procedure and practice.

Periodic presentations are made at the Board Meetings and Board Committee Meetings on business and overall performance updates of the Company, business strategy and risk involved.

The details of programs for Familiarization for Independent Directors are posted on the website of the Company and can be accessed at below weblink:

<https://www.autoaxle.com/assets/pdf/46SEBI/Familiarisation%20Programme%20for%20Independent%20Directors.pdf>

Directors' Responsibility Statement

Pursuant to the requirements under Section 134(5) of the Companies Act, 2013 with respect to Directors' Responsibility Statement, your Directors make the following statements:

- (a) in the preparation of the annual accounts for the year ended March 31, 2026, the applicable accounting standards have been followed along with proper explanation relating to material departures if any;
- (b) we have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the company as at March 31, 2026 and of the profit of the company for the year ended on that date;
- (c) we have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the company and for preventing and detecting fraud and other irregularities;
- (d) we have prepared the annual accounts on a going concern basis;
- (e) we have laid down internal financial controls to be followed by the company and that such internal financial controls are adequate and were operating effectively;
- (f) we have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

Auditors & Auditors' Report

a. Statutory auditor

M/s. S R Batliboi & Associates LLP, Chartered Accountants [Firm Registration No.: 101049W/E300004] are holding the position of Statutory Auditors of the Company.

The Auditors' Report does not contain any qualification, reservation or adverse remarks.



Further, no fraud has been reported by the Auditors in their reports.

b. Internal Auditor

On recommendation of the Audit Committee the Board of Directors approved the appointment of M/s Deloitte Touche Tohmatsu India LLP having Firm Registration Number AAE-8458 as Internal Auditors of the Company for the Financial Year 2025-26. The internal auditors conducted the audit as per the terms of reference by the Audit Committee which has reviewed the reports and the action taken by the Company for streamlining the gaps identified by the auditors.

c. Secretarial Auditor

Pursuant to the provisions of Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 204 of the Companies Act, 2013, the shareholders of the Company, at the 44th Annual General Meeting held on August 12, 2025, approved the appointment of M/s. Pracheta and Associates, Practicing Company Secretaries, a Peer Reviewed Firm (Unique Code No. S2018KR589100), as the Secretarial Auditors of the Company for a term of five consecutive years commencing from April 1, 2025 up to March 31, 2030.

The Secretarial Audit Report for the financial year ended March 31, 2026 in Form MR-3 is appended to this report under **Annexure – A**. It does not contain any qualification, reservation or adverse remarks.

Internal Financial Controls

The Board has adopted policies and procedures for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial disclosures.

During the year, such controls were tested and no reportable material weaknesses in the design or operation were observed.

Corporate Governance

The Company's governance ethos is predicated on the tenets of probity, accountability, and equitable stewardship. Renowned for its distinguished governance paradigm, the Company regards a resilient and transparent governance framework as imperative to fortifying stakeholder confidence and sustaining long-term enterprise value. Strategic deliberations and operational execution are consistently aligned with the highest echelons of ethical integrity.

India's corporate regulatory landscape comprehensively reinforced by the Companies Act, 2013, and the Securities

and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 has significantly recalibrated governance norms. The Company remains in exemplary compliance with all statutory mandates, honouring both the prescriptive and purposive dimensions of the law. The Board of Directors, in its capacity as fiduciary custodian, discharges its obligations with discernment, prudence, and an expansive interpretation of its oversight mandate.

In consonance with applicable statutes, all requisite Board committees have been duly constituted and operate with defined charters. A granular exposition of their constitution, remit, and cadence of meetings is articulated in the Corporate Governance Report, which constitutes a discrete and integral component of the Annual Report.

A certificate issued by CS Pracheta M., Practicing Company Secretary, attesting to the Company's adherence to the corporate governance norms as prescribed under Regulation 34(3) and Schedule V (E) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, is annexed to the Corporate Governance Report as a formal affirmation of statutory compliance.

Meetings of the Board

During the financial year, the Board met 6 (Six) times, details of which are provided in the Corporate Governance Report. The maximum interval between any two meetings did not exceed 120 days as prescribed under the Companies Act, 2013.

The details with respect to the composition, date and attendance at the meetings are provided in the Corporate Governance report.

Committees of the Board

Your Company have the following committees which have been established as a part of the corporate governance practices and are in compliance with the requirements of the Companies Act, 2013 and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirement) Regulations, 2015.

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

The details with respect to the compositions, roles, and number of meetings held during the year is detailed in the corporate governance report of the Company, which forms a part of this Board's Report.

All the recommendations by any of the above Committees are accepted by the Board and there are no recommendations which the Board has not accepted.

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

The particulars relating to conservation of energy, technology absorption, foreign exchange earnings and outgo, as required to be disclosed under Section 134 of the Companies Act, 2013 read with Companies (Accounts) Rules, 2014 are appended as **Annexure - B** to this report.

Particulars of Remuneration of Directors & certain specified employees

In terms of the provisions of Section 197(12) of the Companies Act, 2013 read with Rule 5 of Companies (Appointment & Remuneration of Managerial Personnel) Rules, 2014 and any amendment thereto is appended as **Annexure - C**.

Statement containing particulars of top ten employees and particulars of employees as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(2) and 3 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is a separate annexure in terms of Section 136(1) of the Act and the Report and Accounts are being sent to the Members, excluding the aforesaid annexure. The said annexure is open for inspection. Any member interested in obtaining a copy of the same may write to the Company Secretary at sec@autoaxle.com. None of the employees listed in the said annexure are related to any Director of the Company.

Annual Return 2025-26

Pursuant to Section 134 (3) (a) and Section 92 (3) of the Companies Act, 2013, a copy of the Annual return is placed on the website of the Company and can be accessed at the weblink: <https://www.autoaxle.com/annualreturns>

Particulars of Loans, Guarantees or Investment under Section 186 of the Companies Act, 2013

Particulars of loans covered under Section 186 of the Companies Act, 2013 form part of the notes to the financial statement provided in this Annual Report. These loans are primarily granted for furtherance of business of the borrowing companies.

Your Company has not given any guarantee or provided any security in connection with a loan to any other body corporate or persons.

Policy on Directors' Appointment & Remuneration

The current policy is to have an appropriate mix of executive and independent directors to maintain the independence of the Board and separate its functions of governance and management. As on March 31, 2026, the Board consist of six members, one of whom is executive or whole-time director, two are non executive directors and three are independent directors out of whom one is an Independent Woman Director.

The Nomination and Remuneration Policy of the Company has been formulated in accordance with the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The Policy is designed to guide the Board in relation to appointment and removal of directors, Key Managerial Personnel and Senior Management and recommend to the Board on remuneration payable to them. Policy enables the Company to retain, motivate and promote talent and to ensure long term sustainability of talented managerial persons and create competitive advantage. The current policy is available on Company's website at https://www.autoaxle.com/Investor_Policy.aspx. There has been no changes to the policy during the financial year.

Particulars of contracts or arrangements with Related Parties (RPT)

The related party transactions that were entered into during the financial year were in the ordinary course of business and on the arm's length basis.

All related party transactions are placed before the Audit Committee and also the Board for approval. Prior omnibus approval of the Audit Committee is obtained on a yearly basis for the transactions, which are foreseen and of repetitive nature.

Further, all transactions entered into pursuant to the omnibus approval so granted are reviewed and a statement giving details of all related party transactions is placed before the Audit Committee and the Board of Directors for their review on a quarterly basis.

In accordance with the requirements of the Companies Act, 2013 and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, your Company has formulated a Policy on Related Party Transactions which is also available on Company's website at https://www.autoaxle.com/Investor_Policy.aspx

Pursuant to the approval of Board of Directors on March 20, 2025, the Company has entered into a Memorandum of Understanding and a Services Agreement with Meritor HVS (India) Limited dated March 20, 2025 and March 31, 2025 respectively, wherein both the parties have agreed that the Automotive Axles Limited will sell the products directly to original equipment manufacturers with effect from April 1, 2025 and obtain certain services in relation to marketing, business development, product technology, engineering and product development, account management and relationship, program management from Meritor HVS (India) Limited.

The First Addendum to the aforesaid Memorandum of Understanding and a Services Agreement with Meritor HVS (India) Limited were executed on April 29, 2026 for extension of the term of Agreements from May 01, 2026 till April 30, 2027.



Related Party disclosures as per Indian Accounting Standards (Ind AS) -24 have been provided in Note No. 35 to the financial statement.

The particulars on RPTs in **Form AOC - 2** is annexed to the Report as **Annexure – D**.

Risk Management System

The Company has a robust risk management framework comprising risk governance structure and defined risk management processes. These processes include the development and implementation of a risk management policy for the company including identification therein of elements of risk, if any, which in the opinion of the Board may threaten the existence of the company. The risk governance structure of the Company is a formal organisation structure with defined roles and responsibilities for risk management.

The processes and practices of risk management of the Company encompass risk identification, classification and evaluation. The Company identifies all strategic, operational and financial risks that the Company faces, by assessing and analysing the latest trends in risk information available internally and externally and using the same to plan for risk activities.

The Company has set up a Risk Management Committee to review the risks faced by the Company and monitor the development and deployment of risk mitigation action plans and the status is updated to the members of the Audit Committee and the Board of Directors.

Corporate Social Responsibility (CSR)

The Company has been carrying out various Corporate Social Responsibility (CSR) activities. These activities are in terms of Section 135 read with Schedule VII of the Companies Act, 2013 and Companies (Corporate Social Responsibility Policy) Rules, 2014 read with CSR policy of the Company. During the year, the Company has spent ₹ 46.95 million on various CSR activities and ₹ 22.21 million from Unspent CSR Account of the FY 2024-25.

The Annual Report on CSR activities that includes details about the CSR policy developed and implemented by the Company and CSR initiatives taken during the year is appended to the Report as **Annexure – E**.

State of Company's Affairs

Discussion on the state of the Company's affairs has been covered as part of the Management Discussion and Analysis (MDA). MDA for the year under review, as stipulated under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, is presented in a separate section forming part of the Annual Report.

Management Discussion and Analysis Report

Pursuant to Regulation 34(2)(e) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 Management Discussion and Analysis Report is presented in a separate section forming part of the Annual Report.

Business Responsibility & Sustainability Report (BRSR)

In accordance with Regulation 34(2)(f) of the SEBI (LODR) Regulations, the BRSR forms part of this Annual Report. The report describes initiatives undertaken by the Company from an environmental, social and governance perspective.

Vigil Mechanism

Your Company is committed to highest standards of ethical, moral and legal business conduct. Accordingly, the Board of Directors has formulated a Whistle Blower Policy which is in compliance with the provisions of Section 177 of the Companies Act, 2013 and Regulation 22 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. Under the policy, the Directors and employees are free to report any violation of the applicable laws and regulations and the code of conduct of the Company. The reportable matters are to be disclosed to the Audit Committee. During the year under review, the Company has received 1 (one) complaints under the said mechanism, the details of which are tabulated below:

Number of complaints received during the year	Number of complaints resolved during the year	Number of complaints remaining unresolved/ undergoing investigation as on March 31, 2026
1	1	0

Whistle Blower Policy of the Company can be accessed at below weblink:

<https://www.autoaxle.com/Downloads/Whistle%20Blower%20Policy.pdf>

Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The Company has consistently upheld its commitment to fostering a secure and respectful workplace for all individuals operating within its premises. Through proactive measures and robust internal practices, it strives to cultivate an environment that is not only physically safe but also emotionally and psychologically empowering. The Company remains unwavering in its efforts to eliminate all forms of discrimination and harassment, including sexual harassment, by promoting a culture anchored in dignity, inclusiveness, and mutual respect. Training/awareness programmes are

conducted throughout the year to create sensitivity towards ensuring a respectable workplace.

In terms of provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, the Company has formulated a Policy to prevent Sexual Harassment of Women at Workplace aimed at fostering a workplace environment that is safe, dignified, and free from sexual harassment. To ensure effective implementation of the said Policy, the Company has duly constituted an Internal Committee as mandated under the aforementioned legislation.

During the financial year under review, “no complaints were received or filed” under the purview of the aforementioned legislation.

Compliance With the Maternity Benefit Act, 1961

The Company remains committed to upholding the rights and welfare of its employees in accordance with applicable labour laws. During the financial year, the Company complied with all provisions of the Maternity Benefit Act, 1961, ensuring that eligible employees received the mandated benefits and protections.

In line with this commitment, one employee availed maternity leave and associated benefits under the Act. The Company facilitated full access to leave entitlements, salary benefits, and workplace support as prescribed under the Act.

Compliance with New Labour Codes

The company is undertaking necessary measures to align its policies, processes and systems with the New Labour Codes notified by the Ministry of Labour and Employment, Government of India. A comprehensive review of existing employment practices, payroll structures, and statutory compliance requirements are being carried out. Appropriate modifications to the internal systems and procedures will be initiated to facilitate regulatory compliance and ensure a smooth transition to the New Labour Code Framework post notification of respective state rules.

Industrial Relations

During the year under review, industrial relations remained harmonious at all our offices and factories.

Significant or Material Orders

No significant or material orders were passed by the Regulators or Courts or Tribunals which impact the going concern status and Company’s operations at present and in future.

Subsidiaries, Joint Ventures and Associates

Your Company does not have any subsidiary or joint venture Company.

The company has made an investment with Torrent Surya Urja 3 Private Limited of ₹ 4,14,65,590/- constituting 41,46,559 number of Class A Equity Shares and with Parola Renewables Private Limited of ₹ 2,25,00,000/- constituting 22,50,000 number of Equity Shares, constituting 26% of total equity shareholding of the respective Company, to comply with regulatory requirements of the Electricity Act, 2003 read with Electricity Rules, 2005 to procure Solar Power.

Hence 26% voting interest is a mere requirement of the regulators, and the Company doesn’t have any significant influence on Torrent Surya Urja 3 Private Limited and Parola Renewables Private Limited and therefore Torrent Surya Urja 3 Private Limited and Parola Renewables Private Limited doesn’t qualify as an associate of the Company as per IND AS 28.

Change in the nature of business

There is no change in the nature of business of your Company during the year 2025-26.

Secretarial Standards:

The Directors have devised proper systems to ensure compliance with the provisions of all applicable Secretarial Standards issued by the Institute of Company Secretaries of India and that such systems are adequate and operating effectively.

Awards and Recognition

During FY 2025-26, your company received recognitions from the following bodies/customers as listed below:

1. National CSR Award from the Rotary India
2. Silver Award from the Ashok Leyland for excellence in Aftermarket supplies
3. Daily Work Management and Quality Assurance Matrix Award from Tata Motors Ltd.

Cost Records and Cost Audit

The maintenance of cost records as specified by the Central Government under sub-section (1) of section 148 of the Companies Act, 2013, is required by the Company and accordingly such accounts and records are made and maintained. The Cost Audit is not applicable to the Company.



Other Disclosure

Your company has not made any application, nor any proceeding is pending against the company under the Insolvency and Bankruptcy Code, 2016 during the year under review.

As the company has not made any one-time settlement with any banks or financial institution during the year under review, Rule (8) sub-rule (5) clause (xii) of Companies (Accounts) Rules, 2014 is not applicable.

None of the Directors and the Company are disqualified as per the provisions of the Companies Act. They are also neither disqualified nor debarred by virtue of any SEBI Order or any other such authorities.

Acknowledgements

Your directors wish to convey their gratitude and place on record their appreciation for the employees at all levels for their hard work, cooperation and dedication during the year. Your directors sincerely convey their appreciation to customers, shareholders, bankers, auditors, business associates, regulatory and government authorities for their continued support.

Your directors wish to place on record their appreciation for the continued co-operation and support extended by Bharat Forge Limited, Pune, Meritor Heavy Vehicle Systems LLC, USA and Cummins Inc.

For and on behalf of the Board of Directors

Place : Pune
Date : May 19, 2026

B. N. Kalyani
Chairman

ANNEXURE TO DIRECTORS' REPORT

ANNEXURE - A

Form No. MR-3

SECRETARIAL AUDIT REPORT

For the Financial Year ended 31st March 2026

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

**To,
The Members,
Automotive Axles Limited
Hootagalli Industrial Area, Off. Hunsur Road,
Mysore, Karnataka 570018**

I have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Automotive Axles Limited (having CIN L51909KA1981PLC004198)** (hereinafter called the Company) for the financial year ended on 31st March, 2026 (the 'Audit period'). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

I am issuing this report based on:

- (i) my verification of the Automotive Axles Limited's books, papers, minute books, forms and returns filed and other records maintained by the Company.
- (ii) The certificates confirming compliance of all applicable laws as submitted to the Board of Directors of the Company on a quarterly basis by the management.
- (iii) Representations made and information provided by the Company, its officers, agents, and authorised representatives during my conduct of the secretarial audit.

I hereby report that in my opinion, the Company has, during the audit period covering the financial year ended on 31st March 2026, complied with the statutory provisions listed hereunder and also 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:

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

- (i) The Companies Act, 2013 (the Act) and the rules made thereunder;
- (ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

- (iv) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- (v) 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;
- (vi) 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;
 - (d) The Securities and Exchange Board of India (Share Based Employee Benefits), 2021; Not applicable since no share based employee benefits are issued.
 - (e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; Not applicable since no Debt securities are issued.
 - (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Companies Act and dealing with client; Not applicable since the Company is not a Registrar and Share transfer agent.
 - (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; - Not applicable since the Company has not applied for delisting; and
 - (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; -Not applicable since the Company has not bought back any securities;



(vii) No laws are specifically applicable to the Company.

B. I have also examined compliance with the applicable clauses of the following:

- (i) Secretarial Standards issued by the Institute of Company Secretaries of India and notified by the Central Government.
- (ii) Uniform Listing agreements with the Stock Exchanges and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, and noted the following:

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

C. I 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 are carried out in compliance with the provisions of the Act. Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance. 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.

Based on the management representation, I report that the majority decision is carried through while the dissenting members' views are captured and recorded as part of the minutes, though no such views are available in the minutes and the management has informed that there were no dissenting views.

D. I further report that based on the compliance mechanism at the Company and based on the quarterly compliance report of the management to the Board, 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.

E. I further report that during the audit period, there are no specific events/actions having a major bearing on the Company's affairs in pursuance of the laws, rules, regulations, guidelines etc. referred to above, except the following:

The Competition Commission of India (CCI) has passed an Order in the case of Bharat Forge Limited (BFL), pursuant to which BFL has made certain commitments concerning access to the business information of its affiliated joint venture company i.e. Automotive Axles Limited (AAL). Accordingly, AAL is implementing and complying with the requirements of the said CCI Order.

For **Pracheta and Associates**
Company Secretaries

Pracheta M.

Proprietrix

FCS No.: F9323

C P No.: 9838

Peer Review Certificate No.: 7726/2026

UDIN: F009323H000385292

Place: Mysuru

Date: 19.05.2026

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

'Annexure A'

To,

The Members of

Automotive Axles Limited

My Secretarial audit report of even date is to be read along with this letter.

1. The maintenance of Secretarial records is the responsibility of the management of the Company. Further, the Company is also responsible for devising proper systems and processes to ensure the compliance of the various statutory requirements and Governance systems.
2. It is the responsibility of the management of the Company to ensure that the systems and processes devised are operating effectively and efficiently.
3. My responsibility is to express an opinion on the compliance with the applicable laws and maintenance of records, based on audit. The audit was conducted in accordance with the applicable Standards. These standards require me to comply with statutory and regulatory requirements and plan and perform the audit to obtain reasonable assurance about compliance with applicable laws and maintenance of records.
4. I would also like to mention that due to the inherent limitations of an audit including internal, financial and operating controls, there is an unavoidable risk that some misstatements or material non-compliances may not be detected, even though the audit is properly planned and performed in accordance with the Standards.
5. I have followed the audit practices and process as are appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records.

The verification has been done on test basis to ensure that correct facts are reflected in Secretarial records. I believe that the process and practices, I followed provide a reasonable basis for my opinion.

6. I have not verified the correctness and appropriateness of financial records and books of accounts of the Company and hence unable to comment on the compliance with the fiscal laws.
7. I have obtained the Management representation about the Compliance of laws, rules and regulations and happening of events etc., wherever required.
8. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of the management. My examination was limited to the verification of procedure on test basis.
9. 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 **Pracheta and Associates**

Company Secretaries

Pracheta M.

Proprietrix

FCS No.: F9323

C P No.: 9838

Peer Review Certificate No.: 7726/2026

UDIN: F009323H000385292

Place: Mysuru

Date: 19.05.2026



ANNEXURE - B

Information as per Section 134(3)(m) of the Companies Act, 2013, read with the Companies (Accounts) Rules, 2014

A. Conservation of Energy :

(a) The steps taken or impact on conservation of energy	The Company continued its focus on energy conservation and operational efficiency through the implementation of various initiatives across its manufacturing facilities. During the year, the Company undertook the following measures: • Conversion of the LPG-fired furnace to an electrical furnace (Holographic Continuous Carbonization Furnace), resulting in optimized energy consumption. • Implementation of a two-lamp one-switch control system for shop floor lighting to minimize unnecessary power usage. • Installation of a Variable Frequency Drive (VFD) panel for the Housing Line Cooling Tower, enabling efficient control of motor operations and reduction in energy consumption. • Installation and commissioning of energy-efficient 150W induction/LED lighting in certain area of the plant. • Replacement of conventional induction motors with IE4 energy-efficient motors across the plant to enhance energy performance and reduce electricity consumption. • Installation and commissioning of additional 150W induction/LED lighting in the shop floor areas to improve energy efficiency. These initiatives have contributed to reducing energy consumption, improving operational efficiency, and supporting the Company's commitment towards sustainable manufacturing practices and environmental stewardship.
(b) The steps taken by the company for utilizing alternate sources of energy	1. Infrastructure comprising a 2,000 KVA transformer, a 1,500 KVA diesel generator, and associated High Tension (HT) and Low Tension (LT) panels was installed to facilitate the conversion of the LPG-fired furnace to an electrically operated HCCF (Holographic Continuous Carbonization) Furnace, enabling a transition towards a more energy-efficient process. 2. The Company increased the utilization of green power as an alternative to conventional grid power supplied by Karnataka Power Transport Corporation Limited, thereby supporting the use of renewable energy and reducing its carbon footprint. 3. Approximately 400 units of 150W LED lights were installed contributing to lower energy consumption and improved lighting efficiency. 4. Conventional 400W focus lamps in peripheral areas were replaced with 120W LED lamps, resulting in power savings while maintaining the required illumination standards. 5. Electrical heaters were installed in the preheating zone of the Continuous Gas Carburizing Furnace to reduce LPG consumption and improve process efficiency. 6. Uninterruptible Power Supply (UPS) systems were installed and commissioned in substation and Low-Tension Power Control Centre rooms, ensuring continuity of power supply.
(c) The Capital investment on energy conservation equipment's.	Your Company has made capital investments of ₹ 110.8 million during the financial year 2025-26 on energy conservation equipment.

B. Technology absorption:

1. The efforts made towards technology absorption	Company remain focused on the absorption and effective utilization of advanced gear cutting technology, which has significantly enhanced product quality in the gear & Axle manufacturing. Adoption and integration of modern technologies to enhance operational performance, product quality, and customer satisfaction. During the year, various initiatives were undertaken involving the installation of advanced machinery, equipment, and allied systems to strengthen manufacturing capabilities and support technological advancement. As part of its ongoing modernization efforts, the Company implemented process improvements and deployed advanced manufacturing solutions aimed at improving precision, productivity, process capability, and quality standards. Several technology upgradation projects were also executed to enhance manufacturing excellence, strengthen process stability, expand automation and digitalization, and support sustained operational growth.
2. The benefits derived like product improvement, cost reduction, product development or import substitution	The initiatives undertaken during the year have yielded significant benefits, including enhanced product quality, reduced wastage, improved process efficiency, and minimization of manual intervention through increased automation of critical and sensitive operations. These measures have contributed to greater consistency, improved productivity, enhanced reliability, and strengthened process control across manufacturing operations. The Digitalization initiatives have improved real-time visibility of manufacturing processes, enabled data-driven decision making, enhanced process traceability, reliability, and delivery performance. The Company continues to evaluate emerging technologies through close collaboration with suppliers, customers, and business partners while keeping abreast of global technological developments. Such efforts facilitate innovation, strengthen competitiveness, and enable the Company to effectively address evolving customer expectations. In line with its commitment to sustainable development, the Company promotes a clean and safe working environment and encourages the reduction, reuse, and recycling of resources. Technology adoption has also contributed towards energy efficiency, reduction in process waste, and optimal utilization of resources, thereby supporting the conservation of natural resources and sustainable manufacturing practices.
3. In case of imported technology (imported during the last 3 years reckoned from the beginning of financial year) : a. Details of technology imported b. The year of import c. Whether the technology been fully absorbed d. If not fully absorbed, areas where absorption has not taken place, and the reasons thereof	We have not imported any technology during the last three years.
4. Expenditure on R & D a. Capital b. Recurring c. Total d. Total R & D expenditure as a percentage to total turnover	NIL



Foreign Exchange Earnings and Outgo:

a.	Activities relating to exports, initiative taken to increase exports, development of new export markets for products and services and export plans	NIL
b.	Total Foreign Exchange used and Earned:	
	Used	₹ 604.96 million [includes remittance of final dividend for the FY 2025-26]
	Earned	₹ 1,789.90 million

For and on behalf of the Board of Directors

Place : Pune
Date : May 19, 2026

B. N. Kalyani
Chairman

Annexure – C

Statement of Disclosure of Remuneration U/s 197 of Companies Act, 2013 and Rule 5(1) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014:

(i) the ratio of the remuneration of each Director to the median remuneration of the employees of the company for the financial year;	Refer below table	
(ii) the percentage increase in remuneration of :		
(a) Director	Refer below table	
(b) Chief Financial Officer	8%	
(c) Company Secretary	8%	
(iii) the percentage increase in the median remuneration of employees in the financial year;	14%	
(iv) the number of permanent employees on the rolls of company as on March 31, 2026;	901	
(v) 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;	Category	2025-26
	Managerial Staff	8%
	Non-Managerial Staff	9%
(vi) Affirmation: It is hereby affirmed that the remuneration paid during the year is as per the Remuneration Policy of the Company.		

Ratio of Remuneration of each Director to the Median remuneration of the Employees of the Company

Sr. No	Name of the Director	Designation	Ratio of remuneration of each Director to the median remuneration of the employees of the Company	% Increase /(decrease) in the remuneration*
1	Dr. B N Kalyani	Chairman, Non – Executive Director	0.19	(37%)
2	Mr. Kenneth James Hogan**	Non-Executive Director	NA	NA
3	Mr. Nagaraja Gargeshwari	President & Whole Time Director	17.67	8%
4	Ms. Bijal Tushar Ajinkya	Independent Director	1.28	(1%)
5	Mr. Girish Dinanath Nadkarni	Independent Director	1.58	63%
6	Dr. Venkata Ramana Murthy Piniseti	Independent Director	1.35	355%

Note:

*Percentage increase in the remuneration i.e (sitting fees & commission) of Directors, apart from Mr. Nagaraja Gargeshwari has been arrived by comparing the actual sitting fee & commission paid during the last Financial Year.

** Mr. Kenneth James Hogan does not claim any sitting fee, being in conformity with the Cummins Policy for such nominees for attending the meetings.

For and on behalf of the Board of Directors

Place : Pune
Date : May 19, 2026

B. N. Kalyani
Chairman



Annexure - D

Form AOC – 2

(Pursuant to clause (h) of sub-section (3) of section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014)

Form for 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 arms length transactions under third proviso thereto:

1.Details of contracts or arrangements or transactions not at arm's length basis

a. Name(s) of the related party and nature of relationship	NIL
b. Nature of contracts/arrangements/transactions	NIL
c. Duration of the contracts/arrangements/transactions	NIL
d. Salient terms of the contracts or arrangements or transactions including the value, if any	NIL
e. Justification for entering into such contracts or arrangements or transactions	NIL
f. Date(s) of approval by the Board	NIL
g. Amount paid as advances, if any	NIL
h. Date on which the special resolution was passed in general meeting as required under first proviso to section 188	NIL

2. Details of material contracts or arrangement or transactions at arm's length bas

a. Name(s) of the related party and nature of relationship	NIL
b. Nature of contracts/arrangements/ transactions	Not Applicable
c. Duration of the contracts/arrangements/ transactions	Not Applicable
d. Salient terms of the contracts or arrangements or transactions including the value, if any	Not Applicable
e. Date(s) of approval by the Board, if any	Not Applicable
f. Amount paid as advances, if any	Not Applicable

For and on behalf of the Board of Directors

Place : Pune
Date : May 19, 2026

B. N. Kalyani
Chairman

Annexure – E

Annual Report on CSR Activities

1. Brief outline on CSR Policy of the Company.

Business Enterprises are the economic organ of the society and rely on societal resources. Automotive Axles Limited (AAL) believes that a Company's performance must be measured by its Triple Bottom Line contribution to building economic, social and environmental capital towards enhancing the societal sustainability. The concept of sustainability, responsibility and social welfare has intrinsically been woven into the corporate ethos of the organization.

CSR initiative has reinforced us as community conscious, socially responsible and value based organization, committed to making the world a better place to live in. All our CSR activities concentrate towards the holistic development of the individual and the society as a whole.

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	Dr. Venkata Ramana Murthy Piniseti	Chairman Independent Director	2	2
2	Ms. Bijal Tushar Ajinkya	Member Non-Executive, Independent Director	2	2
3	Mr. Nagaraja Gargeshwari	Member President & Wholetime Director	2	2

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company: https://www.autoaxle.com/Corporate_Social_Responsibility.aspx

4. Provide the executive summary along with web-link(s) of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 , if applicable. **Not Applicable**

5. (a) Average net profit of the company as per Section 135(5) : ₹ 2,17,12,78,352/-
 (b) Two percent of average net profit of the company : ₹ 4,34,25,568/-
 as per section 135(5)
 (c) Surplus arising out of the CSR projects or programmes : NIL
 or activities of the previous financial years.
 (d) Amount required to be set off for the financial year, : NIL
 if any
 (e) Total CSR obligation for the financial year (b+c-d) : ₹ 4,34,25,568/-
6. (a) Amount spent on CSR Projects (both Ongoing Project : ₹ 6,91,62,784/- (Including ₹ 2,22,09,081
 and other than Ongoing Project) outstanding from last year)
 (b) Amount spent in Administrative Overheads : NIL
 (c) Amount spent on Impact Assessment, if applicable : NIL
 (d) Total amount spent for the Financial Year (a+b+c) : ₹ 6,91,62,784/-
 (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 section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5).		
	Amount.	Date of transfer.	Name of the Fund	Amount.	Date of transfer.
4,69,53,703/-	NIL	NIL	NIL	NIL	N.A.



- (f) Excess amount for set off, if any

Sl. No.	Particular	Amount (in ₹)
(i)	Two percent of average net profit of the company as per section 135(5)	4,34,25,568/-
(ii)	Total amount spent for the Financial Year	4,69,53,703/-
(iii)	Excess amount spent for the financial year [(ii)-(i)]	35,28,135/-
(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)]	35,28,135/-

7. (a) Details of Unspent Corporate Social Responsibility amount for the preceding three financial years:

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 subsection (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	2022-23	NIL	NIL	NIL	N.A	N.A	NIL	NIL
2	2023-24	33,51,800*	NIL	NIL	N.A	N.A	NIL	NIL
3	2024-25	2,64,19,500	42,10,419	2,22,09,081	N.A	N.A	42,10,419	NIL

*This amount has already been spent on the prescribed ongoing projects in the Financial Year 2024-25.

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year : **No.**

If Yes, enter the number of Capital assets created/acquired : **NIL**

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 asset(s) [Including complete address and location of the property]	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/authority/beneficiary of the registered owner		
					CSR Registration number, if applicable	Name	Registered address
Not Applicable							

(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 section 135(5): **Not Applicable**

For and on behalf of the Board of Directors

Nagaraja Gargeshwari
President & Whole-time Director

Dr. Venkata Ramana Murthy Piniseti
Chairman of the CSR Committee

Place: Pune
Date: May 19, 2026

Place : Mumbai
Date: May 19, 2026

Business Responsibility & Sustainability Reporting (BRSR)

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1. Corporate Identity Number (CIN) of the Listed Entity	L51909KA1981PLC004198
2. Name of the Listed Entity	Automotive Axles Limited
3. Year of incorporation	1981
4. Registered office address	Hootagalli Industrial Area, Off. Hunsur Road, Mysore, Karnataka - 570018
5. Corporate address	Hootagalli Industrial Area, Off. Hunsur Road, Mysore, Karnataka - 570018
6. E-mail	sec@autoaxle.com
7. Telephone	+91 821 - 7197500
8. Website	www.autoaxle.com
9. Financial year for which reporting is being done:	2025-26
10. Name of the Stock Exchange(s) where shares are listed	National Stock Exchange of India Limited (NSE) and Bombay Stock Exchange Limited (BSE)
11. Paid-up Capital	151.12 Million
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Mr. Nagaraja Gargeshwari President & Wholetime Director +91 821 - 7197500 Email: Nagaraja.Gargeshwari@autoaxle.com
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 Basis - The Company does not have any subsidiary or a joint venture company, the disclosures made in this report pertain only to Automotive Axles Limited.
14. Name of assessment or Assurance Provider	Not Applicable
15. Type of assessment or assurance obtained	Not Applicable

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 (FY26)
1	Manufacturing	Manufacturer of Axles and Brakes	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	Rear And Front Axles	29301	58.31
2	Brakes	29301	25.13
3	Others including Suspension	29301	16.56

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	7*	1	8
International	-	-	-

*Number of plants include 4 (four) warehouses.



19. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of States)	3
International (No. of Countries)	9

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

- Revenue - Outside India – ₹ 2189.62 Million
- Exports a percentage of the total turnover – 10.05%

c. A brief on types of customers

Automotive Axles Limited serves customers from primarily commercial vehicle (CV) space across segments in the transportation industry. These customers include CV OEMs based out of India and outside and government agencies.

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)	337	293	87	44	13
2.	Other than Permanent (E)	-	-	-	-	-
3.	Total employees (D + E)	337	293	87	44	13
WORKERS						
4.	Permanent (F)	564	564	100	0	0
5.	Other than Permanent (G)	2441	2286	94%	155	6%
6.	Total workers (F + G)	3005	2850	95%	155	5%

b. Differently abled Employees and worker

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent (D)		Nil			
2.	Other than Permanent (E)					
3.	Total differently abled employees (D + E)					
DIFFERENTLY ABLED WORKERS						
4.	Permanent (F)	3	3	100	0	0
5.	Other than permanent (G)	0	0	0	0	0
6.	Total differently abled workers (F + G)	3	3	100	0	0

21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	6	1	17
Key Management Personnel (KMP)*	3	0	0

*Key Management Personnel includes Whole Time Director, Interim Chief Financial Officer and Company Secretary as defined under Section 203(1) of the Companies Act, 2013.

22. Turnover rate for permanent employees and workers

	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees (%)	6.61	2.01	8.62	9.81	1.33	11.14	7.49	1.60	9
Permanent Workers	2.79	0	2.79	5.23	0	5.23	0.33	0	0.33

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	Parola Renewables Private Limited	Associate	26	No
2	Torrent Surya Urja 3 Private Limited	Associate	26	No

VI. CSR Details

24. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No) - Yes

(ii) Turnover (in ₹) – 21,777.29 million

(iii) Net worth (in ₹) – 10,987.70 million

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)	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
		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	Yes	0	0	NA	0	0	NA
Investors (other than shareholders)	Yes	0	0	NA	0	0	NA
Shareholders	Yes	0	0	NA	3	0	NA
Employees and workers	Yes	0	0	NA	0	0	NA
Customers	Yes	0	0	NA	0	0	NA
Value Chain Partners	Yes	0	0	NA	0	0	NA
Others(please specify)	No	0	0	NA	0	0	NA

- Communities, Investors & Shareholders - https://www.autoaxle.com/Grievance_handling.aspx
- For shareholders in addition to the above link, they can send the grievances through email to sec@autoaxle.com and through SEBI SCORE portal.
- Employees – Whistle Blower Policy
- Customers: We get customer feedback directly or refer to customer portal on monthly basis and compile the “Voice of Customer report” to identify the areas of concern reported. www.autoaxle.com/contactus
- Value Chain Partners -Through Supplier & vendor meets, Workshops & trainings. www.autoaxle.com/contactus

**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	New Technology Adoptions	Risk	Risk of existing manufacturing /production solutions that do not meet new technological advancements or upgradation of future market needs.	- Structured technology development projects - New focus areas are identified to develop future capability needs - Implementation of Industry 4.0, across all plants	Negative - Innovation in the industry may impact the business if not considered immediately.
2	Sustained performance & Quality	Risk	Risk of losing potential customer, during the course of business.	- Maintaining Quality that enhances customer satisfaction - Strategic alignment to be a partner of choice - Providing end to end solutions	Negative - Impacts the brand reputation in the industry.
3	Training and Education	Opportunity	- Skilled employees and workers form an asset to the Company. - The highly trained employees and worker perform their tasks more efficiently	- Providing a need based and innovative range of training courses, notably in forward thinking fields of expertise like digitalization - Attracting, developing and retaining right talent by offering continuous professional development	Positive - Consistent efforts would lead to positive impact due to improvement in productivity, reduction in defects, etc.
4	Health, Safety and Environment	Risk	- Non-compliance with safety measures by employees - Non-awareness of hazardous nature of chemicals may lead to potential hazards	- Strict adherence to BBS (behaviour-based safety system) - Focus on reducing the generation of effluent and arresting at the source - Detailed SOP, employee training & adherence followed strictly - Providing intensified safety training that are specifically designed for roles which require upgraded skills.	Negative- Incident's impact employee morale and business reputation leading to negative financial implication.
5	Disaster Recovery	Risk	- Business interruption due to natural calamities like earthquakes, cyclones, floods, etc. - Supply chain interruption, - Risk of inadequate data centre & far sight Disaster Recovery - Business interruptions due to Pandemic	- Adequate protection against calamities including appropriate insurance - Introduced additional mitigation to overcome interruptions due to pandemic situations. - Warehouse proximity to customer plant - Vendor managed inventory - Company has strong data backup recovery in place - Disaster Recovery plan of the data centre was completed last year.	Negative - Disruption to business operations lead to negative financial implication.

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	N	Y	Y
b. Has the policy been approved by the Board? (Yes/No)	Y	Y	Y	Y	Y	Y	N	Y	Y
c. Web Link of the Policies, if available	Standard of Business Conduct Anti-Corruption & Anti-Bribery Policy	Supplier Code of Conduct	Human Rights Policy POSH Policy Whistleblower Mechanism Policy	CSR Policy	Human Rights Policy Whistleblower Mechanism Policy	Health, Safety, and Environment Policy	Nil	CSR Policy	Cyber Security-Data Protection Policy
2. Whether the entity has translated the policy into procedures. (Yes / No)	Y	Y	Y	Y	Y	Y	N	Y	Y
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes AAL expects its suppliers & service providers to comply with all rules & regulations in force, and follow basic principles related to equal opportunity, Product safety, employee safety etc.								
4. Name of the national and international codes/certifications/labels/standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) mapped to each principle.	Principle-1 - The Companies Act, 2013 and Corporate Governance under Securities and Exchange Board of India Regulations. Principle-2 - Quality Management System certified with IATF 16949:2016 - Certified for Environmental Management System, ISO:14001:2015 - Heat Treatment Process certified with CQI 9 - Welding processes certified with CQI 15 Principle-3 - Certified for Occupational Health and Safety Management System, ISO 45001:2018. - Certified for Environmental Management System, ISO:14001:2015 - Level 2 certification from JUSE, Japan for adhering to the 5S Standard, with our commitment to excellence reaffirmed through a re-certification audit by QCFI in collaboration with JUSE, Japan in December 2023. - TPM Excellence Category A								



Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
	Principle-4 • Certified for Environmental Management System, ISO:14001:2015 • Occupational Health and Safety Management System Migrated from OHSAS-18001 and certified with ISO 45001:2018. • Level 2 certification from JUSE, Japan for adhering to the 5S Standard, with our commitment to excellence reaffirmed through a re-certification audit by QCFI in collaboration with JUSE, Japan in December 2023. • Quality Management System certified with IATF 16949:2016 • TPM Excellence Category A								
	Principle-5 Nil								
	Principle-6 • Certified for Environmental Management System, ISO:14001:2015								
	Principle-7 Nil								
	Principle-8 Nil								
	Principle-9 • Heat Treatment Process certified with CQI 9 • Welding processes certified with CQI 15 • Level 2 certification from JUSE, Japan for adhering to the 5S Standard, with our commitment to excellence reaffirmed through a re-certification audit by QCFI in collaboration with JUSE, Japan in December 2023.								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	Principle No. 2: ➤ Implementation of scientific manufacturing tools, Total Productive Maintenance (TPM) is in progress at Jamshedpur and Panthnagar plant which is expected to be completed by 2028.								
	Principle No. 3: ➤ Committed to provide the best and safest workplace with scientific workspace organization and ergonomically designed and ensuring high standards of employees' safety, health, and work environment. ➤ Focusing on increased diversity to achieve balanced Gender Ratio.								
	Principle No. 6: ➤ Sustainability initiative to reduce carbon footprint by enhanced renewable energy base, implementation of Solar, Hydel energy efficient appliances. ➤ Target to source 90% of total power consumption from renewable energy by 2028 by progressively increasing the use of renewable energy. ➤ Converting the furnace from Gas fired (Fuel-LPG) into electric heating system project. ➤ Committed towards 100% Recycle, Recovery and Reuse towards reduction of solid and liquid waste. ➤ Under the Natural Resource Conservation, company striving to achieve water positive with rainwater harvesting and water saving with key initiatives. Also, energy consumption optimization through technological transformation. ➤ Journey towards developing the concept of paperless factory through digitalization of conventional operation and processes by 2028. ➤ Focused approach towards achieving sustainability related accreditations with external certifying body over the next five years.								

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Principle 6: Water Management Focusing on our vision towards sustainability, we introduced several environmental initiatives including water conservation, reusable packaging, carbon emission control, energy conservation, and waste management. Within our Water Conservation initiative, we installed a rainwater harvesting facility with a capacity of 2200 KL and a storm water harvesting facility with a capacity of 600 KL. Energy Management: For energy conservation, we converted LPG-fired furnace to an electrical furnace (Holographic Continuous Carbonization Furnace), resulting in optimized energy consumption. Multiple projects are under progress to contain carbon emissions by adopting solar energy.								

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)

Our Company is striving to create positive difference on the socio-economic development of key stakeholders by being a responsible business. Communities are a top priority and the company's CSR activities in the areas of Skill Development & Education, Health and Hygiene, Environment, are aimed at addressing concerns and challenges that affect the surrounding communities including underprivileged groups within the community.

The Company works towards enhancement of communities around its operations. Many projects are initiated to partner with small and local producers. Our Company also invests in supplier development through measures such as supplier quality improvement contests, conferences and educating them on best practices that can lead to an improvement in operational and logistical efficiency. Furthermore, new suppliers are assessed on social and environmental criteria during the year under review.

Specific steps on environment include:

- ✓ Actively using renewable energy since 2018 and progressing towards our aspiration of achieving 100%.
- ✓ Substantial reduction in usage of wooden and plastic packaging materials which are replaced with environment friendly (recycling) materials.
- ✓ Working towards paperless office and reduction of usage of papers.

We continue to adopt various initiatives in line with emerging ESG regulatory norms.

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy/policies	The Board of the Company is the highest authority responsible for the oversight of the implementation of the Business Responsibility policies.								
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.	Mr. Nagaraja Gargeshwari, (DIN: 00839616) President & Wholtime Director oversees the decision making on sustainability related Issues.								

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)								
	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Performance against above policies and follow up action	The Board of Directors of the Company reviews the sustainability initiatives of the Company on an annual basis.									Annually								



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)								
	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	The Company has been compliant with the statutory requirements and there have been no instances of non-compliances of NGRBCs except to the extent of disclosure made by the company in terms of Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015.									On Regular basis								
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.	Yes. The Policies on Quality, Safety, Health, and Environment assessments was carried out by DQS India (Deutsch Quality Systems Private Limited). Assessment for 5S Standards was carried out by Quality Circle Forum of India and Confederation of Indian Industry is the implementing partner for Total Productive Maintenance (TPM). Other policies are periodically evaluated for their efficacy through Internal Audit mechanism. Further, compliances with the policies are also reviewed internally by various departmental heads and business heads.																	
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 7								
The entity does not consider the principles material to its business (Yes/No)										No								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)										While the Company may share its expertise to help in the formulation of public policy, it does not directly engage in lobbying or advocacy activities and hence, does not have a specific policy for this purpose								
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)																		

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

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 programs on any of the principles during the financial year:

Employee training and development play a crucial role in enhancing our workforce’s capabilities and fostering a culture of continuous improvement within the organization.

At AAL, we prioritize “Training” as a means to sharpen specific job-related competencies, while “Development” empowers employees through a broader, long-term approach that nurtures their overall growth and potential. This dual focus is designed to cultivate motivation and drive better job performance across the board.

In FY 25-26, we successfully facilitated nearly 149 training sessions, accumulating a total of 7666 hours of training for employees other than Board of Directors and KMPs. These sessions encompassed a diverse range of offerings, including technical skill development aimed at equipping employees with the necessary tools to thrive in emerging technologies, as well as awareness and soft skills training to enhance efficiency and competitiveness within our teams.

For our workmen, the focus continued on implementation of innovative systems such as Total Productive Maintenance (TPM), where trainings were conducted on Jishu Hozen, 16 Losses & awareness programs. Further to maintain high level preparedness towards identified emergencies, Certification training was conducted on Fire Safety & Fire fighting and First Aid. These programs were well received by participants and improved overall awareness of the employees. By

executing comprehensive training programs for all workmen, we achieved an impressive total of 14,798 training hours, reinforcing our commitment to their development and ensuring a safer, more productive work environment.

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	4	The Company conducts familiarization program for Independent Directors to familiarize them with the Company, their roles & responsibilities, their rights, nature of industry in which the company operates, business model of the Company etc. through various initiatives. During the Board meetings of the Company various presentations are made by business heads of the Company from time to time on different functions and areas to enable the Directors to better understand the Business and operations of the Company. Presentations are made at the Board and Board Committee Meetings, on Business and performance updates of the Company, business strategy and risks involved, market share and other financial parameters, working capital management, litigations, compliances, and fund flows.	100 Total Hours of training - 4 Hours/Year
Key Managerial Personnel (KMPs)	3	Policy on Standard of Business Conduct & Whistle Blower, Long Term Settlement Awareness, Performance Management Systems. These initiatives reinforce a culture of transparency, ethical conduct, Performance driven culture, and accountability across the organization.	100% Total Hours of training - 12 Hours/Year
Employees other than Board of Directors and KMPs	149	Technical Trainings: TPM Training, ISO 14001 & ISO 45001 Awareness, Training on Lean Manufacturing principles and tools, AIAG VDA FMEA 1st Edition, Preventive Maintenance, Cost and Value Management. Awareness Trainings: Standard of Business Conduct Training, Fire Fighting Skills, First Aid Training, Behavioral Based Safety, Shift In charge Training, POSH, STRI-HITA Nutrition & Wellness Program for Women, Performance Management Systems, LTS Awareness, Swasth Leave Policy Awareness, Variable Pay Policy Awareness Soft Skill Trainings: Leadership Development Training, Conflict Management, Meeting Etiquette & Norms, Advanced Excel Training. These training initiatives have strengthened workforce capabilities, improved day-to-day efficiency, and reinforced a culture of responsibility and continuous improvement.	Coverage – 96% Total Hours of training – 7,666



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
Workers	183	Technical Training: Training on 16 Losses, TPM, Jishu Hozen, Quality Assurance Process, IATF 16949:2016 retraining, On-Job-Training, Business Code of Conduct. Safety: Fire Safety, Fire Fighting and First Aid. These initiatives have enhanced technical proficiency, strengthened safety awareness, and supported employee well-being through focused health and lifestyle training.	Coverage - 91% Total Hours of Training – 14,798

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					Has an appeal been preferred? (Yes/No)
	NGRBC Principle	Name of the regulatory/ Enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the Case	
Penalty/ Fine	Principle 1	Department of Factories	₹ 50,000/-	At Mysuru Plant of the Company an accident happened on 13.02.2025. A casual worker placed his hand during gear and pinion inertia rotation without pinion de-check and pinion side home position confirmation, leading to the amputation of the middle finger of his right hand. For this Company received investigation Report on 27.03.25 from Dy. Director of Factories (DDF) which was duly replied with proper explanation by company on 02.04.2025. Further DDF has communicated that the explanation provided is not acceptable and the injury occurred which leads to legal violation & further following legal proceedings. Resolved this case in the JMFC II Court, Mysore, on 12.08.2025, by pleading guilty and settling the matter with payment of penalty of ₹ 50,000/-.	No
	Principle 1	Employees' Provident Fund Organisation	₹ 569/-	The basic salary of a few employees has been revised due to Loss of Pay reversal and salary revisions during July and August 2025. Accordingly, PF arrears have been processed, due to which interest/damages challans were generated automatically.	No

	NGRBC Principle	Name of the regulatory/ Enforcement agencies/ judicial institutions	Monetary		Has an appeal been preferred? (Yes/No)
			Amount (In INR)	Brief of the Case	
	Principle 1	Assistant Commissioner of State Tax Audit Wing	₹1,20,144/-	The Office of the Joint Commissioner of State Tax, Jamshedpur had conducted a detailed audit under Section 65 of the CGST/SGST Act, 2017 for the FY 2021-22, vide notice in Form ADT-01, which was concluded by way of issuance of audit report in Form ADT-02 dated 15.09.2025. The Company immediately followed with intimation in Form DRC-01A on the same date, broadly on two issues: Claim of ITC blocked in terms of Section 17(5) of the CGST Act, 2017 and penalty in case of non-generation of E-way bills by suppliers of the Company.	No
	Principle 1	Additional Commissioner of State Tax (Appeal), Jamshedpur, Jharkhand	₹ 6,03,535/-	Excess Input claimed for FY-2019-20 which has been disallowed by Department and hence Demand raised including Tax, Penalty & Interest.	No
	Principle 1	Chamundeswari Electricity Supply Corporation Limited (CESC)	₹ 31,740/-	Penalty of ₹ 31,740/- paid for consuming more than our existing contract demand in the month of February and March 2026. Due to the Consumption of electricity more than the Contract demand.	No
Settlement					
Compounding fee				NIL	
			Non-Monetary		
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case		Has an appeal been preferred? (Yes/No)
Imprisonment					
Punishment			Nil		

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	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 Company has zero-tolerance approach to bribery and corruption, it has anti-corruption / anti-bribery policy, applicable to all individuals working at all levels and grades of Automotive Axles Limited.

Our Company is committed to setting up utmost standards for transparency and accountability in its affairs through behaving responsibly, equitably, and with integrity in all its business dealings and relationships wherever it operates. We operate with the highest moral and ethical standards and are committed to working with zero tolerance for bribery and corruption.

The head of the Human Resources Department of the region has primary day-to-day responsibility for implementing this policy. Management at all levels are responsible for ensuring that those reporting to them are made aware of and understand the procedure and, if necessary and appropriate, are given adequate training on regular basis.

Web Link: www.autoaxle.com/assets/pdf/governance/Anti-Corruption%20&%20Anti-bribery%20Policy.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 Current Financial Year	FY 2024-25 Previous Financial Year
Directors	Nil	Nil
KMPs		
Employees		
Workers		

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

	FY 2025-26 Current Financial Year		FY 2024-25 Previous Financial Year	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil		Nil	
Number of complaints received in relation to issues of Conflict of Interest of the KMPs				

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.

None

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

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Number of days of accounts payables	66	63

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 Current Financial Year	FY 2024-25 Previous Financial Year
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	0	0
	b. Number of trading houses where purchases are made from	0	0
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	0	0
Concentration of Sales	a. Sales to dealer / distributors as % of total sales	0	0
	b. Number of dealers / distributors to whom sales are made	0	0
	c. Sales to top 10 dealers / distributors as % of total sales to dealer / distributors	0	0
Share of RPTs in	a. Purchases (Purchases with related parties as % of Total Purchases)	1.66	2.00
	b. Sales (Sales to related parties as % of Total Sales)	5.08	82.03
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	0	0
	d. Investments in related parties as % of Total Investments made	7.08	2.17

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Total number of awareness programmes held	Topics / principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
1	Business Ethics and Sustainability	60

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, the Company has processes in place to avoid/manage conflict of interests involving members of the Board and it is as per the Terms of Appointment of Directors to Board. The Company's Code of Conduct states that the Board members and Senior Management of the Company are needed to abstain themselves from discussion, voting, or otherwise influencing a decision on any matter in which they have or may have a conflict of interest; restrict themselves from serving as a Director of any Company that is in direct competition with the Company or must take prior approval from the Company's Board of Directors before accepting such position.

The Company has also formulated the policy on related party transactions to provide guidelines in relation to identification of related parties.

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.

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year	Details of improvements in environmental and social impacts
R&D	0	0	NA
Capex	0	15.56	NA

2. A. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

B. If yes, what percentage of inputs were sourced sustainably?

Yes, the Company's vision has always been to source the materials through sustainable and quality procurement practices. In line with its commitment, the Company has developed the Code of Conduct for Suppliers and Service Providers, which is an extension of its value and is applicable to all its suppliers. The Company expects its suppliers and Service providers to comply with all rules and regulations in force and operate in accordance with the principles as outlined in the policy. The Company is continually engaged with its vendor base to build robust procedures and systems thereby ensuring sustainable sourcing from time to time.

AAL has developed an intelligent and environmentally sustainable Logistics system.

- The wooden pallets used for packing Finished Goods are replaced with metal-based reusable & returnable pallets.
- Rail transport-long chassis trucks & CNG powered vehicles are always given preference for transporting finished goods, which is technically and economically feasible.
- Ensuring truck maximum capacity in all areas of supply chain management.

Percentage of inputs were sourced sustainably – 38%.

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.

Not Applicable, Since the product is directly supplied to the Original Equipment Manufacturers (OEM's), the Company has limited scope for reclaiming it at the end of its life cycle.

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.

No, Extended Producer Responsibility is not applicable to the Company.

**Leadership Indicators**

1. Has the entity conducted Life Cycle Perspective / 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
No, the company has not conducted LCA for its products/services.					

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 Current Financial Year	FY 2024-25 Previous Financial Year
Not Applicable		

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tons) reused, recycled, and safely disposed of, as per the following format:

	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Re-used	Recycled	Safely Disposed	Re-used	Recycled	Safely Disposed
Plastics (Including Packing)						
E-Waste						
Hazardous waste						
Other Waste						
Not Applicable						

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate Product category	Reclaimed Products and their packing materials as % of total products sold in respective category
Since the product is directly supplied to the Original Equipment Manufacturers (OEM's), the Company has limited scope for reclaiming it at the end of its life cycle.	Not Applicable

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.

At AAL, we place a strong emphasis on the health, safety, and overall well-being of our employees through a comprehensive range of healthcare, wellness, and safety initiatives. With increase in women at the shop floor, this year, we launched a woman centric wellness program called Stri-Hita. All our women folk underwent wellness sessions conducted by renowned medical practitioners and nutritionists. Free counselling and consultation sessions were organized at OHC for volunteering women to speak up and get necessary guidance. We conduct annual medical examinations in accordance with established health standards for all employees. This process is vital in monitoring their health status and ensuring prompt identification of any potential issues.

Our **Occupational Health Centre (OHC)** is equipped with a team of qualified medical professionals, including Doctors and paramedical staff, along with essential emergency medical equipment to address industry-specific health and safety concerns. To further support our workforce, our medical team continued to organise monthly health education programs that informed employees about work-related health risks and strategies for achieving a healthy work-life balance. These efforts reflect our commitment to safeguarding the well-being of our people and fostering a thriving workplace environment.

Category	Total (A)	% of employees covered by								Day Care facilities	
		Health insurance		Accident insurance		Maternity benefits		Paternity Benefits			
		No. (B)	% (B/ A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/ A)	No. (F)	% (F/ A)
		Permanent employees									
Male	293	293	100%	293	100%	0	0	0	0	0	0
Female	44	44	100%	44	100%	44	100%	0	0	0	0
Total	337	337	100%	337	100%	44	100%	0	0	0	0
Other than Permanent employees											
Male											
Female											
Total											

Not applicable

b. Details of measures for the well-being of workers:

- 1) Fostering a culture of safety and sustainability, we ensure that all employees consistently adhere to our comprehensive Environmental, Occupational Health & Safety (EOHS) policies and procedures, creating a secure and environmentally conscious workplace.
- 2) Our on-site Occupational Health Centre is a state-of-the-art facility, staffed with a qualified medical officer and trained paramedical staff. Equipped with cutting-edge multi-specialty medical equipment, it stands ready to address the diverse health needs of our workforce. In addition to this, AAL has tied up with leading private hospitals which address emergency health situation of our employees.
- 3) To promote the wellness of our employees, we conduct thorough pre-employment and annual medical examinations in accordance with established guidelines. These routine check-ups are designed to safeguard the health and well-being of our team members proactively.
- 4) We prioritise the welfare of our workforce by providing comprehensive Health and Accidental insurance, ensuring that all workers have the protection they need in the face of unforeseen circumstances.

Category	% of workers covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
				Permanent workers							
Male	564	564	100%	564	100%	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0	0
Total	564	564	100%	564	100%	0	0	0	0	0	0
				Other than Permanent workers							
Female	155	155	100%	155	100%	155	100%	0	0	0	0
Male	2286	2286	100%	2286	100%	0	0	0	0	0	0
Total	2441	2441	100%	2441	100%	155	100%	0	0	0	0

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

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Cost incurred on wellbeing measures as a % of total revenue of the company	0.38	0.35

**2. Details of retirement benefits.**

Benefits	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	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	NA	100	100	NA
ESI	0	0	NA	0	0	NA
Others - Welfare Benefits	100	100	NA	100	100	NA

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 – All premises/ offices are accessible to differently abled employees and workers. The Company is further deploying amenities for the differently abled employees at Plant and other work locations to improve accessibility.

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 dedicated to fostering an inclusive environment through our robust equal opportunity policy for Persons with Disabilities. We recognise the importance of equality and strive to eliminate discrimination and harassment from our workplace. In all areas of employment—including recruitment, compensation and benefits, training, promotion, transfer, and termination—we are committed to treating individuals fairly and assessing them based on their ability to meet the requirements of their roles.

At AAL, we are focused on building a supportive workplace that benefits all employees, regardless of caste, creed, gender, or background. Our equal opportunity policy actively encourages individuals to contribute their best, utilising their unique abilities and qualifications.

We are committed to ensuring that no person with a disability is denied employment opportunities due to their circumstances. Our hiring process is designed to select candidates based on their competence, adaptability, and overall suitability for the job, ensuring that we fill all positions with the best talent available.

Web Link: www.autoaxle.com/Governance/Human%20Rights%20Policy.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	0	0	0	0
Female	0	0	0	0
Total	0	0	0	0

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

	YES/NO	(If Yes, then give details of the mechanism in brief)
Permanent Workers	Yes	One-on-one interactions, Plant Discussions, Investigating Committee Under Whistle Blower Policy /Recognized unions/ POSH committees
Other than Permanent Workers	Yes	Management Review Committees
Permanent Employees	Yes	One-on-one interactions, Open house sessions Investigating Committee Under Whistle Blower Policy/ POSH committees
Other than Permanent Employees	No	NA

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

Category	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	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	337	0	0	351	0	0
Male	293	0	0	305	0	0
Female	44	0	0	46	0	0
Total Permanent Workers	564	553	98	580	569	98
Male	564	553	98	580	569	98
Female	0	0	0	0	0	0

8. Details of training given to employees and workers:

We have been actively identifying and cultivating key talents by implementing comprehensive training and development programs tailored to different career stages. Our offerings range from Campus to Corporate training, designed to smoothly transition fresh graduates into the professional world, to Supervisory Development programs that equip new supervisors with essential management skills. We also provide specialised Managerial Development courses that focus on strategic thinking and operational efficiency, and robust Leadership Development initiatives aimed at shaping the next generation of visionary leaders. Each of these training courses is meticulously crafted to foster the growth and potential of individuals, ensuring they are well-prepared to navigate future challenges and lead with confidence.

Category	FY 2025-26 Current Financial Year					FY 2024-25 Previous Financial Year				
	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	293	293	100.00	293	100.00	305	305	100.00	305	100.00
Female	44	44	100.00	44	100.00	46	46	100.00	46	100.00
Total	337	337	100.00	337	100.00	351	351	100.00	351	100.00
				Workers						
Male	2850	564	19.78	564	19.78	2556	580	22.69	580	22.69
Female	155	0	0	0	0	76	0	0.00	0	0.00
Total	3005	564	18.77	564	18.77	2632	580	22.04	580	22.04

Note: We conduct multiple training sessions across health, safety, and skill upgradation for all our employees and workers, including non-permanent workers on the company's payroll. While a large portion of our non-permanent workforce is engaged through third-party payrolls, we ensure that they are regularly provided with necessary safety-related information and protocols. Ensuring their well-being and safety remains a core focus of our operations.

- During the onboarding process for new recruiters, we emphasize the importance of Health & Safety by conducting comprehensive training sessions. This mandatory program ensures that all new team members are well-equipped to foster a safe and healthy workplace environment, underscoring our commitment to employee well-being from the very start.
- As part of our ongoing commitment to professional development, we provide our employees with a series of dynamic technical training sessions tailored to their specific job roles. These programs are designed to deepen their expertise and sharpen their skills in critical areas such as the Internet of Things (IoT), Industry 4.0 advancements, Geometric Dimensioning and Tolerancing (GD&T), Process Failure Mode and Effects Analysis (PFMEA), and essential Core Tools. Additionally, we cover Total Productive Maintenance (TPM), Programmable Logic Controllers (PLC), Lock Out Tag Out (LOTO) practices, Materials Management techniques, and GST Certification training, all aimed at empowering our workforce for greater success in their careers.



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

Performance management is an ongoing process that is essential for inspiring and developing our talented workforce. Its purpose is to enhance organisational outcomes by aligning individual performance with the broader organisational strategy and culture.

As part of our commitment to continuously improving the Performance Management System (PMS), we have implemented several key changes. We have restructured the salary grades of the employees to effectively manage the spans and layers of the organization. This reduction has helped us evaluate and assign grades that are specific to the roles and responsibilities outlined in the Global Positioning Profile. Additionally, appropriate market corrections have been made.

Our promotion policy is no longer limited to just one time each year. Any employee who takes on additional responsibilities or expanded roles will be recognized by grade adjustments through promotions specific to those roles.

In the FY25 performance management system, we emphasize the importance of continuous dialogue and feedback, fostering meaningful conversations between employees and their managers. Additionally, we integrate feedback from various stakeholders to ensure a well-rounded assessment of performance.

We take pride in having a highly skilled, experienced, and passionate team. To cultivate an engaging and supportive work environment, we are dedicated to maintaining a transparent, conducive, and inclusive atmosphere. We prioritise continuous training and offer numerous opportunities for professional growth and career advancement. Our company actively engages with our employees through a variety of initiatives, including specialised functional training programs and employee recognition schemes that celebrate achievements and contributions, reinforcing our commitment to their ongoing development and success.

We have carried the same philosophy of performance-based promotion for workers.

It is important to note that a significant portion of our non-permanent workforce is engaged through third-party payrolls and, therefore, does not fall within the scope of our internal career development framework. Nonetheless, we ensure they receive necessary safety-related information and are supported by maintaining a safe and respectful work environment.

Category	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	293	29	9.90	305	50	16.39
Female	44	9	20.45	46	8	17.39
Total	337	38	11.28	351	58	16.52
Workers						
Male	2850	115	4.04	2556	147	5.75
Female	155	0	0	76	0	0
Total	3005	115	3.83	2632	147	5.59

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, what is the coverage of such a system?

Yes. Automotive Axle Limited has implemented occupational health & safety management system.

We are certified with ISO-45001:2018 Occupational Health & Safety Management System across all the units of the Company.

To ensure a healthy and safe work environment for our employees, we strive to create 'Safety First Priority' across the organization at all levels through EOHS induction training, refresher safety sessions, and customized safety workshops, we educate our employees on the prevention of any accidents.

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

- HIRA (Hazard Identification & Risk Assessment) is conducted regularly under ISO-45001:2018 Occupational Health & Safety Management System.

- Theme based audits are conducted regularly to identify Unsafe Conditions (USC), implementing Corrective and Preventive Actions (CAPA).
- Under TPM Jishu Hozen (JH) Implementation to identify USC & implement corrective & preventive actions.
- Safety audits are conducted by external agencies on material handling equipment, electrical chain hoists, Electric overhead travelling (EOT) cranes, pressure vessels, chemicals storage bullets, major electrical installations etc.,
- Periodical inspection of Pressure vessels, Electric overhead travelling (EOT) Crane, lifting Tools and Tackles by competent authority.
- Process wise Job Safety Analysis is conducted to understand & identify hazards at all stages to make provision of control & preventive measures.
- In case of oil and coolant accidental spillage or leakage, a cotton based reusable sorbent was introduced to eliminate any potential fire hazard.
- Conductance of EOHS aspect/element/area/operation/process specific checklist based periodical audits.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/ No).

Yes. We engage our employees in different safety training programs to create awareness of total safety standards and further encourage them to develop ideas to continuously improve safety standards and identify/eliminate work hazards through Kaizen Program. We organize various competitions to promote Safety first and 5S culture. The Central Safety Committee has been constituted with workers representatives & monthly meetings are conducted to develop policies, promote, and guide on workplace safety.

d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services? (Yes/ No).

Yes. Automotive Axles Limited have a tie-up with external M/s Apollo & M/s Avant BKG hospitals for major and critical medical care/treatment.

Further we have our inhouse occupational health center (OHC) equipped with qualified doctors, paramedical staff, and emergency medical equipment to deal with industry-specific health and safety issues among our employees. The doctors undertake monthly health programs for all our employees, to educate them on employment-related health hazards and work-life balance. Based on the severity of the issues they are referred to these external non-occupational medical & healthcare services.

Every year, we organize regular annual and bi-annual medical check-ups (vision and color vision tests, audiometry, Pulmonary Function Test, skin tests, and ENT examination) for different personnel.

At regular intervals, the external expert medical practitioners are invited to give an awareness lecture on good health practices to all levels of employees.

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

Safety Incident/Number	Category *	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	1.3	0
	Workers	0.31	0.55
Total recordable work-related injuries	Employees	1	0
	Workers	2	4
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	1

*Workers (Workman plus Flexi Labour) & Employees (Staff)

**12. Describe the measures taken by the entity to ensure a safe and healthy workplace.****Safety Management:**

To ensure a healthy and safe work environment for our employees, we strive to create 'Safety First Priority' across the organization at all levels. We have been systematically training all our employees and contractors through our safety induction training, refresher safety sessions, and workshops. To further safety, health and environmental standards, the Company has enhanced its environmental management system by adopting EMS ISO 14001 and OH & S ISO 45001.

We incorporated various visual displays on all the machinery on operational hazards and defined and displayed various safety protocols within the factory's premises to promote 'Safety.' Every year, we observe National Safety Month and Chemical Disaster Prevention Day to create awareness among employees on the importance of safety and safe chemical management.

Under the accident prevention program, the safety levels at source are improved through various hazard mitigation initiatives by conducting 4M analysis (Man, Machine, Method & Material). To reduce operator fatigue, we practice Rapid Upper Limb Assessment (RULA) and Rapid Entire Body Assessment (REBA) for studying employee posture at the workplace.

- 1) Regular awareness and training given to all the employees to follow safety precautions and use of PPEs at work.
- 2) Fire Hydrant Points & sprinklers provided at highly fire prone, sensitive & potential Hazard area/process. Fire Emergency Rescue Plan (FERP) Installed & Displayed across all the office block areas.
- 3) Early warning, gas & smoke detection, CO2 flooding system provision in High Tension/Low Tension Substation.
- 4) Lock Out and Tag Out (LOTO) provision for all kinds of major utility supply locking during major maintenance work.
- 5) Based on Zonal classification & safety sensitive area, checklist-based audit is conducted on regular basis.
- 6) Semi-automated vacuum-based chip collection and transportation system for efficient chip collection and to eliminate manual handling of chips.

Health Management:

We conduct several healthcare practices for employees at all levels to ensure good health. We organize several annual and bi-annual medical check-ups (vision & color vision tests, audiometry, skin tests, Pulmonary Function Test and ENT examination). Onsite fully equipped Occupational Health Centre with qualified medical practitioners is made available for employees 24/7.

Periodical whitewashing, disinfectants, fumigation has been conducted, and total plant hygiene audits are being conducted regularly.

Appointed female duty doctor for 1st shift at our OHC.

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

	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	0	0	NA	0	0	NA
Health & Safety	0	0	NA	0	0	NA

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	Internal Safety Audit – 100%
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.

- 1) Overall plant safety has been enhanced through various initiatives involving machine guarding, safety curtains, electronic poka-yoke systems, power switch replacement for LOTO application, front cage guards, and two-hand operation systems provisions for machinery. These measures were implemented to prevent human body part exposure at points of operation and to minimize the risk of unsafe incidents.
- 2) As per the scientific PPE mapping for specific operation / process / machine conducted & PPEs logo non-breakable displays made on all the machines / equipment across the plant.
- 3) Safety violation ticketing machines are introduced to record and monitor safety violations across the plant.
- 4) All the welding machines are provided with Fume killer, dust extraction system for grinding & blasting machines and Oil mist collector for Gear cutting machines to ensure safe & healthy work environment.

Leadership Indicators

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

Yes, Company has covered its employees, workmen and trainees under Group Personal Accident Policy for accidental death and Group Term Life policy for workmen & Staff to cover any kind of death.

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 takes great care to ensure that the statutory dues applicable are deducted and deposited by the value chain partners.

The details are outlined in the Automotive Axles Limited Supplier Code of Conduct. All supply chain partners must adhere to it in order to support business responsibility principles and ideals of transparency and accountability.

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 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 Current Financial Year	FY 2024-25 Previous Financial Year	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Employees	0	0	0	0
Workers	0	1	0	Accident investigation and root cause analysis was conducted and Corrective Action and Preventive Action (CAPA) implemented to prevent repetition of same such accident

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)

No

5. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety conditions	100% Health & Safety conditions are assessed in periodic audits conducted by the company for strategic suppliers.
Working conditions	



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.

In compliance with Automotive Axles Supplier Code of Conduct, suppliers are periodically audited. The suppliers & service providers as expected to comply with relevant legal regulations for health and safety in the workplace.

No corrective action plan has been necessitated towards the above-mentioned parameters.

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 has mapped its internal and external stakeholders, its principal stakeholders are its employees, shareholders, suppliers, customers, vendors, JV partners, government and regulatory authorities, trade union, general public etc. These stakeholders are mapped in a structured manner through systematic communication platforms which helps us to understand the customer needs and the improvement opportunities for the Company in all prospects.

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

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	Conferences, workshops, online portals, employee surveys, One-on-one interactions	Periodically/ Annually	Inform about important advances in the Company. Help the employees expand their knowledge in the industry. Getting employee feedback and resolving their issues.
Investors	No	Annual report, news paper publication, email, Investor Call, publication on the Company's website, Quarterly & Annual results, social media platform	Annually/ Periodically/ Quarterly	Investors prefer to invest in the organizations that are transparent in their activities and performance. We inform the current performance of the Company and its future plans regularly to Investors.
Customers	No	Personal visits & plant visits, communication through email Conducting training and field trials at customer site Online & face to face meeting and discussion	Periodically	To cater to needs of customers Updating customers on new product launches.
Suppliers & Service Providers	No	Supplier & vendor meets Workshops & trainings, Audits Supplier risk assessments, Supplier Portal	Annually/ Periodically	Supply of material & services
Regulatory Bodies	No	Official communication channels Regulatory audits/ inspections Environmental compliance Good governance	Periodically	They help and guide in terms of connecting with Govt. Schemes & effective governance.
Communities	Yes	Corporate Social Responsibility engagements, Meeting with community representative, Company website	Frequent and as need based	Please refer to the following link for information about the Company's community work: autoaxle.com/Corporate_Social_Responsibility.aspx

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.**

Management is responsible for keeping the board informed about various developments and seeking input from the Directors. Continuous stakeholder engagement, combined with an in-depth assessment by the management, aids the organisation in aligning its business with ESG, allowing it to better serve its stakeholders.

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, the company has always maintained a regular and proactive engagement with the Company's key stakeholders, allowing it to effectively work on its ESG strategies and be transparent about the outcomes. In response to current regulations and interactions with stakeholders, the Company performs periodic evaluations to update and reissue policies as needed.

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.**

The Company is committed to creating sustainable social impact and actively engages with disadvantaged, vulnerable, and marginalised communities through its Corporate Social Responsibility (CSR) initiatives. During the year, the Company undertook and supported several programmes aimed at improving access to healthcare, education, skill development, and community welfare.

Key initiatives undertaken include:

- a) Supporting breast cancer treatment for underprivileged women through partnership with Bharat Hospital & Institute of Oncology, a unit of Sada Sharada Tumor and Research Institute.
- b) Providing healthcare infrastructure facilities through Amrita Kripa Charitable Hospital, operated by Integral Yoga Satsanga.
- c) Facilitating medical treatment and healthcare support for underprivileged children through Apollo Hospitals.
- d) Contributing advanced CNC machines to Government Polytechnic, Holenarasipura, to enhance technical education and skill development opportunities for students.
- e) Supporting vocational skill training programmes for underprivileged candidates through PAN IIT Alumni Reach For India (PARFI) Foundation.
- f) Assisting in infrastructure development at Vishwakshema Trust, which provides educational support to underprivileged students.
- g) Providing mid-day meals and supporting the basic needs of inmates residing in a nearby home for destitute persons.
- h) Distributing tricycles to persons with disabilities to enhance their mobility, independence, and livelihood opportunities.
- i) Supporting infrastructure development at a Lower Primary Tribal School to improve educational facilities for tribal children.

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:**

The Company has a Human Rights Policy dedicated to respecting human rights and preventing violations. To achieve this, we have implemented due diligence procedures and established appropriate grievance redressal systems for all stakeholders.



We strive to foster a culture of mutual respect, valuing individual rights and recognising the differences of others. Our goal is to create an environment free from discrimination and bias. The Company strictly prohibits all forms of forced labor, including bonded labor, modern slavery, and any form of human trafficking.

Link: www.autoaxle.com/Governance/Human%20Rights%20Policy.pdf

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	337	324	96%	351	351	100%
Other than permanent	0	0	0%	0	0	0%
Total employees	337	324	96%	351	351	100%
Workers						
Permanent	564	299	53%	580	14	2.41%
Other than permanent	2441	0	0%	2052	0	0%
Total workers	3005	299	10%	2632	14	0.53%

2. Details of minimum wages paid to employees and workers, in the following format

Category	FY 2025-26					FY 2024-25				
	Current Financial Year					Previous Financial Year				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	337	0	0	337	100	351	0	0	351	100
Male	293	0	0	293	100	305	0	0	305	100
Female	44	0	0	44	100	46	0	0	46	100
Other than Permanent	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Workers										
Permanent	564	0	0	564	100	580	0	0	580	100
Male	564	0	0	564	100	580	0	0	580	100
Female	0	0	0	0	0	0	0	0	0	0
Other than Permanent	2441	0	0	2441	100	2052	0	0	2052	100
Male	2286	0	0	2286	100	1976	0	0	1976	100
Female	155	0	0	155	100	76	0	0	76	100

3. Details of remuneration/salary/wages, in the following format:

a. Median Remuneration/wages

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	5	-	1	0
Key Managerial Personnel (KMP)	3	38,20,100	0	0
Employees other than BoD and KMP	290	9,15,104	44	6,60,149
Workers	564	8,66,951	0	0

Note: 1) BoD excluding Whole Time Director (WTD) receives only sitting fee and commission, hence median is not calculated.

2) KMP includes Whole Time Director, Interim Chief Financial Officer and Company Secretary as defined under Section 203(1) of the Companies Act, 2013.

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

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Gross wages paid to females (Gross wages paid to females as % of total wages)	4	4

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, the Company has formulated a Human Rights Policy which states that the employees can address their complaints or grievances to the Human Resource department or to the Senior Management as per the process mentioned in the Policy of Standards of Business Conduct. No reprisal or retaliatory action will be taken against any employee/ affiliate for raising concerns under this policy. The Investigation Committee formed under Whistle Blower Policy investigates the reported violations.

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

The mechanism works by following the instructions outlined below:

1. The employees/ affiliates address their complaints or grievances or report instances to the Human Resource department/ Senior Management as per the process mentioned in the Policy of Standards of Business Conduct.
2. Investigation Committee formed under Whistle Blower Policy shall investigate the reported violations. The Committee shall evaluate the violations reported and ensure that the same is addressed and resolved. The Committee may also, in consultation with Senior Management, provide a suitable remedy.
3. The Company periodically undertakes human rights due diligence process for management and oversight/monitoring of the policy and identify any shortcomings.

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

	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year		
	Filed during the year	Pending Resolution at the end of year	Remarks	Filed during the year	Pending Resolution at the end of year	Remarks
Sexual Harassment	0	0	NA	0	0	NA
Discrimination at workplace	0	0	NA	0	0	NA
Child Labour	0	0	NA	0	0	NA
Forced Labour/ Involuntary Labour	0	0	NA	0	0	NA
Wages	0	0	NA	0	0	NA
Other human rights related issues	0	0	NA	0	0	NA

7. Complaints filed under the sexual harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013, in the following format:

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
i) Total Complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	0
ii) Complaints on POSH as % of female employees/ workers	0	0
iii) Complaints on POSH upheld	0	0

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

In handling complaints through our grievance redressal mechanism, the company prioritises conducting inquiries peacefully and confidentially to avoid creating any stressful situations. We have established a Grievance Redressal Policy, which includes our Whistleblower Policy, Policy for the Prevention, Prohibition, and Redressal of Sexual Harassment in the Workplace, and Human Rights Policy. This policy mandates that all members of the Grievance Committee, as well as anyone involved in record-keeping and any staff member questioned during the process, must maintain confidentiality at all times. They are required to keep all documentation and information exchanged throughout the process confidential.



We do not tolerate any harsh or insulting behavior from anyone involved in or conduct grievance proceedings. Such behavior will be considered misconduct under the organisation's disciplinary policies, and strict actions will be taken against any unethical actions.

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

Yes, human rights requirements form part of company's Code of Conduct for Suppliers and Service Providers.

10. Assessments of the year

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – please specify	100%

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

None

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

None

2. Details of the scope and coverage of any Human rights due diligence conducted

We are planning to take it up in the coming years.

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

4. Details on assessment of value chain partners*:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	
Discrimination at workplace	
Child labour	
Forced/involuntary labour	80% of Strategic Suppliers
Wages	
Others – please specify	

**Health & Safety conditions are assessed in periodic audit conducted at supplier's place*

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

In compliance with Company's Code of Conduct for Suppliers and Service Providers, suppliers are audited and monitored on a variety of sustainability topics. Health and safety topics are given high priority in this operation. The Company has offered its assistance/advise in developing such policies for suppliers who do not have them.

Principle 6: Businesses should respect and make efforts to protect and restore the environment**Essential Indicators**

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

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
From renewable sources		
Total electricity consumption (A)	93242.880	92704.885
Total fuel consumption (B)	0	0
Energy consumption through other sources (C)	0	0
Total energy consumption (A+B+C)	93242.880	92704.885
From non-renewables sources		
Total electricity consumption (D)	7105.669	9202.381
Total fuel consumption (E)	74555.852	74884.120
Energy consumption through other sources (F)	1841.301	1069.855
Total energy consumption from non-renewables sources (D+E+F)	83502.822	85156.356
Total energy consumption (A+B+C+D+E+F)	176745.702	177861.250
Energy intensity per rupee of turnover in GJ / Crore (Total energy consumed/Revenue from operations)	83.067	87.390
Energy intensity per rupee of adjusted for Purchasing Power Parity (PPP) in GJ / Crore USD (Total energy consumed/Revenue from operation adjusted for PPP)	1714.646	1805.478
Energy intensity in terms of physical output in GJ/Unit*	0.180	0.496
Energy Intensity (Optional)- the relevant metric may be selected by the entity.		-

* The physical output intensity has been computed based on the total number of axle and brake units produced during the reporting period

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

No.

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.

No.

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

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Water withdrawal by source (in kiloliters)		
i) Surface water (Concrete floor & Roof rainwater)	8,878	12834
ii) Ground water (Borewell)	74,411	95923
(iii) Third party water (AAL Mysore - KIADB)	1,207	1741
(iv) Seawater / desalinated water	0	0
(v) Others	280	0
Total volume of water withdrawal (in kiloliters) (i + ii + iii + iv + v)	84,776	1,10,498
Total volume of water consumption (in kiloliters)	1,47,950 [#]	1,71,685
Water intensity per rupee of turnover (Total water consumption/Revenue from operations)	69.533	84.355
Water intensity per rupee of turnover adjusted for Purchasing power parity (PPP) (Total water consumption/ Revenue from operations adjusted for PPP)	1435.292	1742.783
Water intensity in terms of Physical output*	0.150 [#]	0.478
Water intensity (optional)- the relevant metric may be selected by the entity.		

[#] Total volume of water consumption includes total water withdrawal and total water recycled.

*Physical output includes Axles and Brakes



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,

- Ganesh Consultancy & Analytical Services (Ministry of Ecology & Forest Recognised, FSSAI Notified), Biocrat Environmental Service and Eko Pro Engineers Pvt Ltd.
- Every three months, KSPCB regional office collects the STP & ETP treated samples for laboratory analysis & confirm.

4. Provide the following details related to water discharged

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Water discharge by destination and level of treatment (in kiloliters)		
(i) To Surface Water	0	0
No Treatment		
With Treatment – please specify level of treatment		
(ii) To Ground water	0	0
No Treatment		
With Treatment – please specify level of treatment		
(iii) To Sea Water	0	0
No Treatment		
With Treatment – please specify level of treatment		
(iv) Sent to third-parties	0	0
No Treatment		
With Treatment – please specify level of treatment		
(v) Others		
No Treatment		-
With Treatment – please specify level of treatment*	63,174	61185
Total water discharged (in kiloliters)	63,174[#]	61185

* After treating water confirming to quality norms, the treated water is used for in-house gardening as per our Consent for Operation (CFO) terms and Conditions (Primary & Secondary ETP & STP)

[#] Reduction in water withdrawal due to process and operational improvements that lowered water consumption. Total treated water discharged increased as the treated effluent reuse & discharge network got extended to include the nearby facilities for gardening

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, the Water Audit is carried out by external authorized competent geology consultant.

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

No.

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

Parameter	Please specify unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
NOx	ppm	1775	2047
SOx	ppm	475	589
Particulate matter (PM)	mg/Nm3	1682	2075
Persistent organic pollutants (POP)	ppm	0	0
Volatile organic compounds (VOC)	mg/Nm3	34	20
Hazardous air pollutants (HAP)	ppm	0	0
Others – please specify (Phosphating - Acid mist)	mg/Nm3	6.5	7

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, only monitoring & analysis is done for the air emissions. i.e., flue gas.

- AAL Mysore - Ganesh Consultancy & Analytical Services (MoEF Recognized, FSSAI Notified).
- AAL Jamshedpur - Biocrat Environmental Services LLP
- AAL Pantnagar – Eko Pro Engineers Private Limited

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tons of CO ₂ equivalent*	5030.695	4841.998
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tons of CO ₂ equivalent**	1739.689	2025.913
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tons of CO ₂ equivalent per crore	3.182	3.374
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)	Metric tons of CO ₂ equivalent per rupees adjusted for PPP (MT/crore)	65.681	69.717
Total Scope 1 and Scope 2 emission intensity in terms of physical output*	Metric tons of CO ₂ equivalent per unit produced	0.007	0.019
Total Scope 1 and Scope 2 emission intensity (optional)- the relevant metric may be selected by the entity.			

The physical output intensity has been computed based on the total number of axle and brake units produced during the reporting period.

** Scope 1 CO₂ emissions from LPG, Diesel consumption*

*** Scope 2 CO₂ emissions from Power*

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

No

8. Does the entity have any project related to reducing Green House Gas emission? If yes, then provide details.

Yes, [Sustainability Key Initiatives](#) to contribute towards reducing carbon footprint and ensuring incorporation of sustainability across all operations, the Company focuses on various initiatives - using Solar Power, modern regenerative combustion technology for all furnaces, recycled water usage for gardening, reduced hazardous waste generation with recycle & recovery & adoption of ecofriendly waste disposal, implementation of scientific tree plantation to reduce atmospheric pollution etc. in its manufacturing operations.

1. Conventional method for CO₂ Emission reduction through Renewable energy usage-Sources of Energy (Solar, Hydel)
2. Developing a Miyawaki forest for carbon sequestration within the premises.
3. Installation of Roof Top Wind driven Turbo Ventilators across the plant to ensure adequate general ventilation under the renewal energy use initiative.
4. Year on year trees plantation internally & externally towards greenery enhancement.
5. Pipeline project – Installation of 20KLD capacity ETP with Zero Liquid Discharge (ZLD) and installation of Ultra Filtration for STP treated water to reuse for flushing at toilets.



9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Waste generated (in metric tons)		
Plastic waste (A)*	250	289
E-waste (B)	3.21	5.0
Bio-medical waste (C)	0.04	0.04
Construction and demolition waste (D)	0	0
Battery waste (E)	0	0.54
Radioactive waste (F)	0	0
Other Hazardous waste (Hazardous Waste from process + Hazardous Waste from pollution control equipment's, + Filter bed sand+ Filter bags etc.) (G)	Grinding muck, ETP sludge, Paint sludge, Phosphating sludge, Empty barrels – 435 Used Oil – 7.6 Oily Cotton – 12.6	Grinding muck, ETP sludge, Paint waste, Phosphating sludge, Empty barrels -369 Used Oil – 3.4 Oily Cotton – 14
Other Non-hazardous waste generated (H). MS Scrap + Aluminum scrap (Break-up by composition i.e. by materials relevant to the sector)	Liner grinding dust – 75 Cardboard waste - 214 Paper waste – 84 Wood pallets/wood waste- 856 Scrap Metal – 6,013	Liner grinding dust - 110 Cardboard waste - 263 Paper waste – 89 Wood pallets/wood waste- 979 Scrap Metal – 4,493#
Total (A+B + C + D + E + F + G + H)	7,950	6,615#
Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Waste intensity per rupee of turnover (Total water consumption/Revenue from operations) (MT/Crores)	3.736	3.250
Waste intensity per rupee of turnover adjusted for Purchasing power parity (PPP) (Total water consumption/ Revenue from operations adjusted for PPP) (MT/Crores)	77.125	67.150
Waste intensity in terms of Physical output	0.0081	0.0184
Waste intensity (optional)- the relevant metric may be selected by the entity.		
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tons)		
Category of waste		
(i) Recycled**	7,916	6,622
(ii) Re-used**	1544	1581
(iii) Other recovery operations**	1544	1581
Total	11,004	9,784
Category of waste ^		
(i) Incineration	209	355
(ii) Landfilling	0	0
(iii) Other disposal operations	277	191
Total	486	546

* Cumulative data provided Generation per month

**Recycled- Coolant & Neat Cutting oil (Inhouse reuse), Cardboard, paper, plastic, Wood pallets & Scrap Metal, Empty barrels (Disposed to external authorized recyclers)

Reused – Coolant & Neat Cutting Oil (Inhouse reused)

Other recovery – Coolant & Neat Cutting Oil (Inhouse recovery)

^100% of hazardous waste sent to Pollution Control Board authorized recyclers/agencies.

We have restated the number based on e-manifest report which we are filing with the KSPCB hence the number has been revised.

- Hazardous Wastes (ETP sludge, Phosphate sludge & grinding muck, biomedical waste & oil-soaked cotton) – Incinerated.
- Hazardous waste – Paint sludge (co-processing).
- Other Waste (Special waste/Liner dust)- 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.

No

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such waste.
- Educating & creating Awareness on understanding the standard procedures on transport, storage & disposal of waste.
 - Scientific Segregation & collection of waste at generation source with color coded bins.
 - Separate storage compartments provision made for different types of hazardous waste generated.
 - Hazardous waste is stored in leak proof area as per the standard guidelines and disposed to Pollution Control Board authorized recyclers/agencies.
 - All types of other waste is segregated and stored in concreted scrap yard which is disposed to Pollution Control Board authorized recyclers as per the standard guidelines.
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:

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.
Not Applicable			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:
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
Nil				

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kilo liters):

For each facility / plant located in areas of water stress, provide the following information:

- (i) Name of the area
(ii) Nature of operations
(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Water withdrawal by source (in kiloliters)		
(i) Surface water	0	0
(ii) Groundwater	0	0
(iii) Third party water	0	0
(iv) Sent to third-parties	0	0
(v) Others	0	0
Total Volume of water withdrawal (in kiloliters)	0	0
Total Volume of water Consumption (in kiloliters)	0	0
Water intensity per rupee turnover (water consumed/turnover)	0	0



Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Water discharge by destination and level of treatment (in kiloliters)		
(i) Into Surface water	0	0
- No Treatment		
- With Treatment – please specify level of treatment		
(ii) Into Groundwater	0	0
- No Treatment		
- With Treatment – please specify level of treatment		
(iii) Into Seawater	0	0
- No Treatment		
- With Treatment – please specify level of treatment		
(iv) Sent to third-parties	0	0
- No Treatment		
- With Treatment – please specify level of treatment		
(v) Others	0	0
- No Treatment		
- With Treatment – please specify level of treatment		
Total Water discharged (in kiloliters)	0	0

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 - Not applicable

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	5,183	2838*
Total Scope 3 emissions per Rupee of turnover	Metric tons of CO ₂ equivalent per crore	2.4	1.4
Total Scope 3 emission intensity (optional)- the relevant metric may be selected by the entity	Metric tonnes of CO ₂ equivalent/ Unit produced	0.005	0.008

*Scope 3 CO₂ emissions from Supply Chain & Employee vehicles

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

No

3. With respect to the ecologically sensitive areas reported at Question 10 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.

Nil

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:

S. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along with summary)	Outcome of the initiative
1.	Semi- automation	Installed semi-automated STP sludge dewatering machine to eliminate manual intervention during sludge handling. Installed a Semi-automated vacuum-based chip collection and transportation system for efficient chip collection and elimination of manual handling	Process Improvisation, Efficient Solid Waste Management. Process Improvisation, Efficient Waste Management
2.	Finished Goods packaging – wood packaging eliminated with reusable metal based stillages & pallets	Implemented returnable, reusable, and rigid metal-based stillages and pallets for safe and scientific material handling, resulting in approximately 81% reduction in wood consumption for dispatch activities.	- Reduction in natural resource consumption and solid waste generation. - Approximately 81% elimination of wooden pallet packaging along with improved transportation quality.
3.	Electrification of Holographic Continuous Carbonization Furnace	Converted the LPG-based gas-fired furnace into an electrical heating type furnace.	Reduction in carbon emissions and utilization of 100% renewable energy.
4.	Digitalization	Developed and implemented a Digital Work Permit System (WPS), which is currently live and in use.	Process improvement and reduction in paper usage, leading to conservation of natural resources.

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.
Yes

As a part of Business Continuity:

- We have warehouse at key customers' location to maintain continuous supply and onsite VMI warehouse established for key suppliers/critical components.
- Multiple supplier bases have been established for all critical components.

As a part of Disaster Management:

- Well defined & documented Onsite Emergency Response Plan & Preparedness considering the related major disasters.
- 24/7 CCTV Surveillance systems; Manual Fire Call points provision & an emergency control room to respond immediately to any unforeseen adversities.
- Periodical Onsite Emergency Mock drill & bi-monthly Fire drill conducted with different emergency scenarios to check & ensure our readiness to combat any emergency situation.
- Early warning, gas & smoke detection, CO2 flooding system provision made in fire sensitive/fire prone areas.
- Part of Onsite emergency plan & preparedness, Mini fire tender with technology of Compressed Air-Foam System- CAFs is available.

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.

The Supplier is expected to implement its binding Supplier code of conduct and make reasonable efforts to promote the Code's principles and establish environmental management systems (ISO 14001) and continuously improve environmental performance.

During the current fiscal year, the Company screened its critical suppliers (80 numbers) using social and environmental criteria and found no negative social or environmental impacts on its value chain.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

80%

8. How many Green Credits have been generated or procured:

a. By the listed entity - 0

b. By the top ten (in terms of value of purchases and sales, respectively) value chain partners - 0

**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 a member of 5 trade and industry chambers/ associations.
- b. **List the top 10 trade and industry chambers/ associations (determined based on the total members of such a 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.	Automotive Component Manufacturers Association of India (ACMA)	National
2.	Confederation of Indian Industry (CII)	National
3.	TPM Club of India - CII	National
4.	National Safety Council-NSC	National
5.	Quality Forum Of India-QCFI	National

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

Name of authority	Brief of the case	Corrective action taken
NIL		

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 the public domain? (Yes/No)	Frequency of Review by Board (Annually/ Half yearly/ Quarterly / Others – please specify)	Web Link, if available
The Company directly or through trade bodies and other associations puts forth several suggestions with respect to the industry in general and its activities in particular.					

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
Not Applicable					

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:**

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
Nil						

3. **Describe the mechanisms to receive and redress grievances of the community.**
The Company continuously interacts with the concerned communities in the areas of its operation through various means and have the mechanism to redress the grievances in timely manner.

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers:**

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Directly sourced from MSMEs/ small producers	24	24
Sourced directly from within India	97	97

5. Job Creation in smaller towns- Disclose wages paid to persons employed (including employees or workers employed on a permanent or no-permanent/ on contract basis) in the following locations as % of total wage cost

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Rural	0	0
Semi-Urban	0	0
Urban	8.4	7.4
Metropolitan	91.6	92.6

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):

The Company has not taken any Social Impact Assessment as it is not applicable to it.

Details of negative social impact identified	Corrective action taken
Nil	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

None

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)

No, the Company does not have any preferential procurement policy focusing on suppliers from marginalised/ vulnerable groups. It follows a standardized Code of Conduct for Suppliers and Service Providers.

- (b) From which marginalized /vulnerable groups do you procure?

Not Applicable

- (c) What percentage of total procurement (by value) does it constitute?

Not Applicable

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
		Nil		

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
	Not Applicable	

6. Details of beneficiaries of CSR Projects:

S. No.	CSR Project	No. of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1	Healthcare facility through Bharat Hospital & Institute of Oncology, a unit of Sada Sharada Tumor and Research Institute	47 Patient	100
2	Infrastructure development at Amrita Kripa Charitable Hospital through Integral Yoga Satsanga	1,500+ Persons	100
3	Providing Interactive Learning Equipment at Chamarajanagar, Karnataka through Rotary Foundation	4693+ Students	100
4	Construction of pink toilet at Chamarajanagar, Karnataka through Rotary Foundation	91250+ Persons	Not able to ascertain
5	Infrastructure development at a Lower Primary Tribal School to improve educational facilities for tribal children	25+ Students	100
6	Skill development in collaboration with PanIT Alumni Reach For India Foundation	84+ Persons	100



S. No.	CSR Project	No. of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
7	Sustainability initiatives by Lake Rejuvenation in Koorgali Lake	8,000+ Persons	100
8	Promoting culture in Mysuru Dasara Celebration.	1,13,000+ Persons	Not able to ascertain
9	Infrastructure Development at Schools	360+ Students	100
10	Skill Development at Government Polytechnic Holenarasipura	120+ Students	100
11	Healthcare facility through Apollo Hospital	18	100
12	Infrastructure Development in collaboration with Vishvakshema Trust for Educational Support	95+ Persons	100

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.

We are getting information directly from customers / portal / mail communication on the concerns reported.

Accordingly, corrective measures have been provided and implemented as per timelines. Customer satisfaction trends are compiled, monitored, and reviewed by top management at defined intervals for getting the directives for improvement.

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	NA

3. Number of consumer complaints in respect of the following:

	FY 2025-26 (Current Financial Year)		Remarks	FY 2024-25 (Previous Financial Year)		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	0	0	NA	0	0	NA
Advertising	0	0	NA	0	0	NA
Cyber-security	0	0	NA	0	0	NA
Delivery of essential services	0	0	NA	0	0	NA
Restrictive Trade Practices	0	0	NA	0	0	NA
Unfair Trade Practices	0	0	NA	0	0	NA
Other	0	0	NA	0	0	NA

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls		
Forced recalls		Nil

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 Cyber Security/Data Protection Policy to safeguard all critical information and information processing assets to ensure legal compliance and fulfilling statutory due diligence requirements.
 Web Link www.autoaxle.com/assets/pdf/governance/Cyber%20Security-Data%20Protection%20Policy.pdf
6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**
 Not Applicable
7. **Provide the following information relating to data breaches**
 - a) **Number of instances of data breaches** - 0
 - b) **Percentage of data breaches involving personally identifiable information customers** - 0%
 - 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).**
 Information regarding the Company's products and services is available on the official website, accessible at: www.autoaxle.com
2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**
 Service manuals are provided to customers (OEMs) and dealerships to facilitate awareness and understanding of the correct usage of our products. Training will be provided by service engineers based on requests from OEM / dealerships.
3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**
 Not applicable
4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/ No/Not Applicable) If yes, provide details in brief.**
 Yes, The Company's products are original equipment manufacturer (OEM) specific, the Company displays product requirements on packaging consistent with applicable laws and as per OEM requirements. Typical information displayed on product includes details of make, model, serial number, month of manufacture & part number.

 Guidelines to customers about eco-friendly re-cycle methods for axle waste handling. Instructions include the oil contents from end-of-life axles, Metals, Rubber, Plastics, and other non-biodegradable parts and to be recycled without environmental pollution. Material related information will be declared in IMDS (International Material Data System) portal based on customer requirements.
5. **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, Customer response and customer satisfaction feedback are one of the most crucial factors. The Company engages with its customers on various platforms to understand their expectations and take their feedback for improvement.



Management Discussion & Analysis

Global Economic Review

The global economy continues to demonstrate resilience, although the growth trajectory has moderated amid rising geopolitical uncertainties and evolving trade dynamics. According to the International Monetary Fund's April 2026 World Economic Outlook, global real GDP growth is projected at 3.1% in 2026 and 3.2% in 2027, below both recent trends and the long-term historical average, indicating a phase of steady but slower expansion.

Global Growth Forecast

	(%)		
	Estimated	Projected	
	CY 2025	CY 2026	CY 2027
Global Economy	3.4	3.1	3.2
Advanced Economies	1.9	1.8	1.7
Emerging Markets and Developing Economies	4.4	3.9	4.2

(Source: IMF World Economic Outlook April 2026)

The near-term global progress has been affected by escalating geopolitical tensions in the Middle East, leading to volatility in energy markets, disruptions in commodity flows and renewed pressure on inflation and financial conditions. While these developments present short-term challenges, they have reinforced the importance of supply chain resilience, localisation and domestic manufacturing capabilities, particularly across core industrial and automotive ecosystems.

Despite near-term uncertainties, structural growth drivers remain intact. Continued investments in advanced manufacturing, automation and digital technologies are supporting productivity improvements and industrial transformation. Demand across key end-use sectors such as commercial vehicles, off-highway equipment and capital goods remains supported by increasing focus on efficiency, load-bearing capability and lifecycle performance.

Emerging economies, particularly in Asia, continue to anchor global growth, supported by strong domestic consumption, infrastructure development and expanding industrial output. Global inflation is expected to rise to 4.4% in 2026 before moderating to 3.7% in 2027, reflecting near-term supply-side pressures followed by gradual normalisation. At the same time, supply chains are undergoing structural realignment, with companies prioritising localisation, supplier diversification and greater supply chain visibility, supporting a new industrial investment cycle driven by infrastructure expansion, manufacturing growth and mobility demand across commercial vehicles, construction equipment and agricultural machinery.

Outlook

The global economy is expected to sustain moderate growth, supported by infrastructure investments, industrial activity and policy support, although risks remain tilted to the downside amid geopolitical uncertainties, energy price volatility, trade fragmentation and elevated debt levels. Despite these challenges, demand across core end-use sectors such as commercial vehicles, construction equipment and agriculture is expected to remain structurally supported by infrastructure development, freight movement, mining activity and ongoing mechanisation trends.

(Source: IMF April Outlook)

Indian Economic Review

The Indian economy continued to demonstrate strong resilience during the year, supported by robust domestic demand, sustained public investment, and strengthening industrial activity. India remains one of the fastest-growing major economies globally, with real GDP growth projected at 7.6% in FY 2025–26, reflecting strong consumption and continued investments across infrastructure and manufacturing sectors.

GDP trend

Financial Year	Real GDP Growth Rate (%)
FY 2021-22	8.7
FY 2022-23	7.0
FY 2023-24	7.6
FY 2024-25	6.5
FY 2025-26 (E)	7.6

E: Estimated (Source: PIB)

India's growth trajectory continues to be supported by a balanced mix of consumption-led demand and investment-driven expansion. Private Final Consumption Expenditure (PFCE), accounting for over 60% of GDP, remains a key driver, supported by rising incomes, urbanisation, improved credit availability and increasing digital adoption. These trends are translating into higher mobility demand, supporting growth in freight movement, passenger transport and last-mile connectivity.

Macroeconomic stability remained broadly intact during the year, with inflation relatively contained within the Reserve Bank of India's target range. Stable commodity prices, particularly in metals and energy, supported cost structures across automotive and industrial sectors, enabling sustained production and demand.

India's external sector remained resilient despite global trade volatility. Merchandise exports reached approximately USD 437.7 billion, supported by strong performance across engineering goods, electronics and pharmaceuticals. Imports remained elevated, reflecting robust demand for capital goods, intermediate inputs and energy—indicative of ongoing industrial expansion and infrastructure development.

Investment activity continued to play a pivotal role in driving economic growth. Rising public capital expenditure, alongside improving private sector participation, is accelerating capacity creation across infrastructure, manufacturing and logistics. This momentum is particularly supportive of the commercial vehicle (CV) ecosystem, given its strong linkage with infrastructure development, construction activity and freight demand.

Industrial activity strengthened during the year, with the sector projected to grow by approximately 6.2%, supported by improving manufacturing output and policy-led initiatives. Growth in the Index of Industrial Production (IIP), particularly across manufacturing, mining and infrastructure-linked sectors, reflects rising demand for transport equipment, construction machinery and industrial mobility solutions.

Manufacturing continues to benefit from policy support aimed at strengthening domestic production and supply chain resilience. Government initiatives such as the Production Linked Incentive (PLI) schemes are driving investments across key sectors including automotive, auto components, engineering and advanced manufacturing, thereby strengthening the domestic value chain and supporting long-term demand for commercial vehicles and aggregates.

Outlook

India's economic outlook remains favourable, supported by strong domestic demand, sustained infrastructure investments and expanding manufacturing capacity. Continued public capital expenditure and increasing private investments are expected to drive growth across construction, mining,

logistics and industrial manufacturing, directly supporting commercial vehicle demand. Ongoing investments in road connectivity, mining expansion and industrial corridors are expected to improve freight movement and vehicle utilisation, while increasing mechanisation in agriculture and growth in construction equipment are likely to support demand for medium and heavy commercial vehicles.

Policy initiatives such as PLI schemes, vehicle scrappage policy implementation and logistics efficiency improvements are expected to strengthen the long-term outlook for the automotive and auto component sectors.

While external risks such as geopolitical tensions and commodity price volatility may create near-term uncertainties, Automotive Axles Limited remains well positioned to capitalise on emerging opportunities, supported by its strong presence in drive axle and braking solutions, deep engineering capabilities and long-standing OEM relationships, along with a continued focus on product reliability, cost competitiveness and operational excellence.

(Source: MoSPI, IMF estimates)

Indian Automobile Industry Overview

The Indian automobile industry continued its growth momentum in FY 2025–26, with domestic vehicle wholesales reaching a record 28.25 million units, reflecting 10.4% year-on-year growth. All key vehicle segments, including two-wheelers, passenger vehicles, commercial vehicles and three-wheelers, achieved their highest-ever annual sales, highlighting the sector's broad-based resilience. Growth was underpinned by robust consumer demand, improving rural sentiment, sustained urbanisation, higher infrastructure spending, favourable financing conditions and continued policy support for manufacturing and mobility. These structural drivers reinforce the industry's long-term growth potential and position it to benefit from India's evolving economic and infrastructure landscape.

Segment-wise sales of automobiles in India (in million)

Segment	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Two-wheelers	13.57	15.86	17.97	19.60	21.70
Passenger vehicles	3.07	3.89	4.21	4.30	4.64
Commercial vehicles	0.72	0.96	0.97	0.95	1.08
Three-wheelers	0.26	0.49	0.69	0.74	0.83
Total	17.62	21.20	23.84	25.59	28.25

(Nos.)

(Source: <https://www.siam.in/news-&-updates/press-releases/auto-industry-performance-of-q4-jan--march-2026-fy-2025-26/605>)

India continued to strengthen its position as a global automotive manufacturing hub, with exports witnessing robust growth during the year. Growth was driven by strong demand from emerging markets across Africa, Latin America, and the Middle East, supported by improving competitiveness and diversified product offerings from Indian manufacturers.



Key Industry Trends

- **Shift towards Utility Vehicles:** SUVs and utility vehicles continue to dominate passenger vehicle sales, reflecting changing consumer aspirations and higher disposable incomes.
- **Rural Demand Recovery:** Improved agricultural output and income levels supported demand, particularly in two-wheelers and entry-level vehicles.
- **Electrification Momentum:** The industry witnessed increasing adoption of electric vehicles, especially in two-wheelers and three-wheelers, supported by policy incentives and rising environmental awareness.
- **Digitalisation & Financing:** Enhanced digital ecosystems and improved access to vehicle financing are expanding the customer base and improving affordability.

Challenges

Despite strong growth, the industry continues to navigate certain challenges:

- Volatility in commodity prices and supply chain constraints
- Moderation in urban discretionary demand during parts of the year
- Regulatory transitions and emission norms
- Infrastructure gaps for EV adoption

Outlook

The Indian automobile industry is expected to maintain its structural growth momentum, supported by favourable demographics, rising incomes, and continued policy support. Demand is likely to be driven by premiumisation in passenger vehicles, resilient rural consumption supporting two-wheelers, and sustained infrastructure-led activity underpinning commercial vehicles.

The industry is also witnessing a gradual shift toward electric and technology-led mobility, with increasing EV adoption—particularly in two- and three-wheelers—supported by policy incentives, localisation efforts, and improving cost dynamics.

India's growing role as a global manufacturing and export hub, backed by initiatives such as Make in India and PLI schemes, is expected to further strengthen the sector's long-term prospects.

While near-term risks such as commodity price volatility, regulatory changes, and global uncertainties may persist, the industry remains well-positioned for sustained, broad-based growth.

(Source: <https://www.siam.in/news-&-updates/press-releases/auto-industry-performance-of-q4-jan--march-2026-fy-2025-26/605>)

Indian Automotive Component Industry Overview

The Indian automotive component industry continued to demonstrate steady growth in FY 2025–26, supported by resilient domestic demand, a strong aftermarket and ongoing investments in localisation and technology development. According to the Automotive Component Manufacturers Association of India, the industry recorded a turnover of ₹3.56 lakh crore in H1 FY 2025-26, reflecting a 6.8% year-on-year growth despite global uncertainties. The expansion was supported by stable OEM demand, sustained replacement requirements and continued export momentum, highlighting the structural strength and competitiveness of the sector.

OEM supplies recorded healthy growth, supported by steady demand from passenger vehicles and light commercial vehicles, reflecting continued recovery and stable production schedules across OEMs. The aftermarket segment remained the fastest-growing domestic segment, driven by an expanding vehicle parc, higher vehicle utilisation levels and increasing formalisation of service and spare parts distribution channels. Export demand also remained resilient despite global supply chain disruptions and relatively subdued demand across select international markets.

Imports increased during the period, resulting in a marginal trade deficit and indicating continued dependence on certain critical and high-precision components. At the same time, electrification trends continued to gain traction, with EV-related components forming a gradually increasing share of OEM supplies, highlighting steady progress towards electric mobility and expanding opportunities for technology-led value addition within the automotive component ecosystem.

Industry Trends

- **Shift toward Electrification:** Increasing EV adoption is driving demand for electronics, battery systems, and advanced components, reshaping the product mix.
- **Rising Value per Vehicle:** Premiumisation and regulatory requirements are increasing component content per vehicle, supporting value growth.
- **Supply Chain Realignment:** Global OEMs continue to diversify sourcing, positioning India as a preferred manufacturing hub.
- **Technology & Localisation:** Continued investments in automation, precision manufacturing, and localisation are enhancing competitiveness.

Challenges

- Commodity price volatility and cost pressures
- Rising imports impacting trade balance
- Global demand uncertainties
- Technology transition and EV-related capex requirements

Outlook

The Indian automotive component industry is expected to maintain steady growth going forward, supported by stable domestic demand, a resilient aftermarket, and continued export opportunities.

Improving infrastructure activity, policy support, and localisation initiatives are expected to sustain momentum, while the transition toward electrification presents new opportunities in high-value and technology-intensive components.

Despite near-term challenges, the industry remains well-positioned for sustained, value-accretive growth, driven by increasing integration into global supply chains and evolving mobility trends.

(Source: https://www.acma.in/uploads/press-release/FINAL%20-%20Press%20Release%20-%20ACMA_H1_FY26.pdf)

Company Overview

Automotive Axle Limited (AAL) is a joint venture between the esteemed Indian conglomerate Kalyani Group and Cummins Inc., USA and is established in 1981. At AAL, we specialise in manufacturing of Rear Drive Axle Assemblies, S-Cam actuated quick-change air brakes and tag axles catering to vehicles within the 7 to 55 tonnes gross vehicle weight range.

We have specialised expertise and leadership in applying our products to various domestic and international markets. Our clientele spans across various segments, including light, medium, and heavy commercial vehicles, military vehicles, and off-highway vehicles. Our extensive product portfolio encompasses front steer axles, defence axles, off-highway axles, drive and non-drive axles, drum brakes and crown wheel pinions.

Our manufacturing footprint is strategically located across India in Mysuru (Karnataka), Rudrapur (Uttarakhand) and Jamshedpur (Jharkhand). All our manufacturing Plants are equipped with world class facilities to ensure adherence to world-class manufacturing standards at every step. Our products meet high standards of quality & reliability requirement through our processes, ensuring that our products meet global benchmarks. Furthermore, our association with Meritor Heavy Vehicle Systems LLC USA, being a technology partner, enhances our capabilities in product engineering, validation and testing.

Listed on the National Stock Exchange of India Limited and BSE Limited, AAL stands as a beacon of excellence in the automotive industry, poised for continued growth and innovation.

PRODUCT SEGMENTS

**Drive Axles | Front Steer Axles |
Off-highway Axles | Non-Drive Axles |
Drum & Disc Brake**

Our Vision

To be a world-class quality manufacturer of drivetrain products for commercial, offhighway and defense application, providing innovative solutions to customers at competitive price that enhance mobility, safety and environment and retain leadership.

Our Strengths

Our ability to develop, manufacture and supply products ahead of market needs help us in maintaining our leadership position. Our commitment to delivering world-class quality products is unwavering, supported by key pillars that drive our business forward:

- **Decades of Expertise:** With over 43+ years of experience, particularly in the Indian and Asian markets, we possess invaluable market insights and a keen understanding of customer requirements. Our emphasis on innovation and cost-effective solutions ensures that our customers can trust in the reliability of our offerings.
- **Technological Leadership:** Our skilled workforce and technical prowess empower us to provide tailor-made products and services to our clientele. Additionally, our joint venture with Meritor Heavy Vehicle Systems LLC, USA, positions us at the forefront of technological leadership. We have introduced MS185 our flagship product to additional customers and able to ramp up the volumes during FY 2025-26, providing a competitive advantage.
- **Relentless Focus on Quality:** We continuously elevate our quality standards through the adoption of internationally acclaimed methodologies such as TPM, Built in Quality, 5S, and Six Sigma processes. Our commitment to zero tolerance for defects is ingrained within our teams, ensuring that only the highest quality products reach our customers. We have embraced Total Productive Maintenance (TPM) as a cultural ethos to improve process consistency and, consequently, enhance quality.



- **Best in-Class Facilities:** With state-of-the-art manufacturing facilities boasting advanced gear cutting technology such as Face Hob machines and Robotic Welding processes, along with a new axle assembly line integrated with Industry 4.0 technologies featuring digital interlocks and robotic painting, we remain committed to delivering products of unparalleled quality and reliability.
- **Esteemed Clientele:** With a broad client base across India and an expanding foothold in global markets, we are committed to nurturing strong partnerships. We leverage the latest technological solutions, including e-Axle, to support the manufacturing of electric vehicles, thus staying ahead of industry trends and meeting evolving customer needs.

Certifications

- ISO 14001:2015 – Environmental Management
- ISO 45001:2018 – Occupational Health and Safety
- IATF 16949:2016 – Quality Management System
- CQI-9 – Total Heat Treatment Process Certification
- CQI-15 – Welding Process Certification
- Level-2 5S Certification from JUSE, Japan

Awards and Recognition

We have been acknowledged by various institutions and customers for our ongoing endeavours to enhance operational excellence and provide top-tier products:

- Participated in the External Regional Level Kaizen Competition – CCQC 2025 organised by the Quality Circle Forum of India Mysuru Chapter, with 15 teams participating, and won 07 Gold Awards, 07 Silver Awards, and 01 Bronze Award.
- Participated in the NIQR Kaizen Competition, Chennai, where two participating teams secured Gold and Platinum Awards.
- Presented ESG initiatives at the 3rd Edition Confederation of Indian Industry Karnataka ESG Summit and received recognition along with a participation certificate.
- Recognised by Tata Motors as the Best Supplier for Daily Work Management (DWM) and secured 2nd Position in the QA Matrix Award during the Quality Month event.
- Participated in the Manufacturing Olympiad Contest organised by the Automotive Component Manufacturers Association of India Uttarakhand Zone and received Gold and Silver Awards.
- Secured 1st Position in the ACMA Zonal Level Kaizen Contest under the “Digitalisation” category at Rudrapur.
- Won the Regional Level Grand Finale Contest under the “Low-Cost Automation Kaizen” category through ACMA.
- Participated in the Regional ACMA QC Competition and received the Winner Award for Facility Improvements along with 2nd Position in the Kaizen Competition.

Jamshedpur Unit

- Received recognition at the QCC Competition organised by Confederation of Indian Industry in November 2025.
- Secured 1st Position in the Daily Work Management Award by Tata Motors in November 2025.
- Achieved 2nd Position in the QA Matrix Award during the Quality Month event conducted by Tata Motors.
- Won the Daily Work Management Award – MD Cup presented by the Managing Director of Tata Motors in March 2026.
- Team Ekta received the Winner Award for Facility Improvement at the 5th Regional ACMA QC Competition in July 2025 and Position in the Kaizen Competition at the Regional Level ACMA Competition in December 2025.

Pantnagar Unit

- Qualified for the 5-S Certification under the Initiator Category through the Quality Circle Forum of India.
- Won the Regional Level Grand Finale Contest under the “Low-Cost Automation Kaizen” category through the Automotive Component Manufacturers Association of India in February 2026.
- Participated in the “Manufacturing Olympiad Contest” organised by the Automotive Component Manufacturers Association of India Uttarakhand Zone and received Gold and Silver Awards in February 2026.
- Successfully obtained ISO 14001 and ISO 45001 certifications from DQS, India, in September 2025.
- Secured 1st Position at the ACMA Zonal Level Kaizen Contest under the “Digitalisation” category at Rudrapur in November 2025.

SWOT Analysis

Strengths

- Strong engineering capabilities supported by advanced, technology-driven manufacturing infrastructure
- Established leadership in axle, braking, and drivetrain systems, particularly in commercial vehicle segments
- Consistent growth across domestic and export markets, supported by long-standing OEM relationships
- Robust quality systems with adoption of global best practices and Industry 4.0 processes
- Diversified customer base across CVs, off-highway, defence, and export markets, reducing concentration risk

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Opportunities

- Rising demand for advanced, lightweight, and alternative fuel-compatible components, including EV and hybrid systems
- Increasing premiumisation and higher content per vehicle, driving value growth
- Expansion opportunities driven by global supply chain diversification (China+1) and export potential
- Strong push for localisation and import substitution, supported by government policies and OEM strategies
- Growing investments in infrastructure and logistics, supporting demand for commercial vehicle components

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Weaknesses

- Exposure to cyclical trends in the automotive sector, particularly in commercial vehicles
- Capital-intensive operations requiring continuous investment in technology and capacity
- Limited presence in certain high-growth EV-specific or electronics-driven segments
- Dependence on OEM cycles, leading to demand concentration risks

Threats

- Volatility in commodity prices and energy costs, impacting margins and cost structures
- Increasing imports of high-value and critical components, leading to competitive and pricing pressures
- Rapid technological shifts toward electrification and digitalisation, necessitating continuous investments in R&D and capability building
- Global economic uncertainties, geopolitical tensions, and trade disruptions, potentially impacting exports and supply chains
- Intensifying competition from global players localising operations in India, increasing pressure on pricing and market share



Operational Highlights

Automotive Axle Limited (AAL) continued to enhance its operational performance through focused investments in technology, product development, and process optimisation, enabling improved responsiveness to evolving market requirements.

During the year, the Company maintained healthy capacity utilisation (~90%) while ensuring strong delivery performance, consistently achieving service levels of **over 95%**, reflecting operational reliability and strong alignment with OEM demand.

Technology & Manufacturing Excellence

The Company strengthened its manufacturing capabilities through advanced machining, process control, and continuous improvements in gear and axle production, enhancing productivity and precision. Investments in tooling, automation, and process upgrades supported higher throughput and improved cost efficiency, particularly in export-oriented and high-performance applications.

Industry 4.0 & Digitalisation

AAL continued to scale its Industry 4.0 initiatives, enabling enhanced traceability, real-time monitoring, and data-driven decision-making, leading to improved Overall Equipment Effectiveness (OEE) and operational transparency.

Operational Excellence Initiatives

The Company further deepened its Total Productive Maintenance (TPM) practices and lean manufacturing initiatives across facilities, resulting in improved process stability, reduced losses, and enhanced productivity, while reinforcing a culture of continuous improvement.

Product & Portfolio Development

The Company continued to strengthen its product portfolio with a focused emphasis on high-performance and next-generation drivetrain solutions. Key developments during the year included the ramp-up of advanced axle platforms such as MS185, alongside progress in new product programmes across braking systems and tipper axle solutions. These initiatives remained aligned with evolving industry requirements, including higher tonnage vehicles, multi-axle configurations, and growing customer expectations around performance, durability, and efficiency.

In parallel, the Company advanced its comprehensive transformation journey to build a future-ready manufacturing ecosystem aligned with its vision of becoming a globally competitive and technology-driven organisation. With a clear ambition to scale revenues through global supply from India, the Company continued to focus on delivering superior quality products while enhancing productivity, operational excellence, and workplace safety.

The transformation programme remained centred on reducing dependence on labour-intensive processes and accelerating the shift towards automation, digitalisation, and end-to-end traceability. To drive this transition in a structured manner, the Company established a dedicated Manufacturing Excellence organisation supported by defined governance frameworks, implementation roadmaps, and measurable performance metrics.

Challenging conventional manufacturing practices emerged as a key enabler of this journey. During the year, the Company implemented several advanced solutions, including robotic seam welding with in-process laser tracking, robotic internal welding replacing conventional copper backup methods, and advanced inspection systems to improve precision and consistency. In gear manufacturing, the adoption of CBN-based grinding significantly enhanced efficiency while reducing machine dependency. Furnace modernisation initiatives, including robotic quenching and SCADA-enabled monitoring systems, further strengthened process control, safety standards, and operational reliability.

Across value streams, strategic deployment of special-purpose automation and advanced material handling systems delivered measurable improvements in productivity and operational efficiency. These initiatives were supported by a robust governance mechanism comprising multi-level reviews and active leadership involvement, ensuring disciplined execution and alignment with long-term business priorities.

Equally important was the Company's continued focus on people and culture. The transformation journey sought to foster a growth mindset, build future-ready capabilities, and strengthen talent retention by creating a technology-driven, collaborative, and engaging work environment. Through this integrated approach, the Company reinforced its foundation for sustainable growth, operational excellence, and enhanced global competitiveness.

Total Productive Maintenance (TPM) Initiatives

Over the past five years, we embraced the principles and practices of Total Productive Maintenance (TPM) to strengthen safety, quality, productivity, and operational efficiency. Through systematic identification and elimination of process inefficiencies, we enhanced manufacturing reliability and performance across operations. In recognition of these efforts, our Mysore Plant received the TPM Excellence Award from the Japan Institute of Plant Maintenance in March 2024 following a rigorous stage assessment process.

Building on this momentum, we continued to scale TPM best practices across our satellite units at Jamshedpur and Pantnagar. Both plants successfully cleared the initial TPM assessment and are progressing towards the first-stage assessment in 2026. During the year, we also implemented and certified the 5S system at these facilities to strengthen workplace organisation and efficiency, while advancing the horizontal deployment and certification of HSE ISO standards

through structured awareness and execution programmes. These initiatives reinforced our commitment to operational excellence, sustainability, and workplace safety.

Business Outlook

The Indian automotive industry continues to offer strong medium-term growth potential, supported by infrastructure development, increasing freight movement, and rising demand for higher tonnage commercial vehicles.

AAL remains well-positioned to benefit from these trends, supported by its strong OEM relationships, diversified product portfolio, and established engineering capabilities. The Company expects demand momentum to remain stable in the near term, with continued focus on efficient order conversion and inventory alignment across OEMs.

Looking ahead, the Company is undertaking capacity enhancement initiatives, with planned investments beginning

in FY27 and expected to be operational by Q3 FY27, positioning AAL to capitalise on anticipated growth in the medium and heavy commercial vehicle segment, and enable to support product mix.

While domestic demand remains stable, export markets and product mix variations may influence overall growth in the near term. The Company continues to focus on strengthening its presence across export, defence, and off-highway segments to diversify revenue streams.

In parallel, AAL is actively aligning its portfolio with industry shifts toward electrification and advanced mobility, including development of e-axle and next-generation drivetrain solutions.

With a continued emphasis on technology, operational efficiency, and product innovation, the Company remains well-positioned to sustain growth and enhance its competitive positioning across domestic and global markets.

Financial Performance

Key Highlights

Particulars	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Total Income (₹ million)	22,099.09	21,047.52	22,448.83	23,286.20	14,948.78
Earnings before Interest, Tax, Depreciation & Amortization (₹ million)	2,572.56	2,472.30	2,619.94	2,623.82	1,389.35
Profit after Tax (₹ million)	1,643.75	1,555.35	1,661.55	1,620.29	743.58
Earnings per Share (₹)	108.77	102.92	109.95	107.22	49.20

Key Financial Ratios

Particulars	FY 2025-26	FY 2024-25	If there is change of 25% or more as compared to the immediately previous financial year, detail explanation is provided
Debtors Turnover	4.7	5.2	
Inventory Turnover	6.6	6.2	
Interest Coverage Ratio	164.1	83.2	This is mainly due to decrease in borrowing cost pursuant to repayment of borrowing in FY 2025-26
Current Ratio	3.0	3.1	
Operating Profit Margin (%)	11.3	11.9	
Net Profit Margin (%)	7.5	7.5	
Return on Capital Employed (%)	19.9	21.4	
Return on Net Asset (%)	21.3	22.0	
Return on Net Worth (%)	15.7	16.6	
Debt Equity Ratio (%)	0.01	0.02	



Quality Management

The Company remains committed to delivering world-class manufacturing quality, supported by advanced production systems and globally recognised best practices. Operations are driven by a robust Quality Management System (QMS) and Lean Manufacturing System (LMS), integrating the Built-In Quality (BIQ) approach while systematically optimising resource utilisation and reducing process waste.

To enhance operational efficiency and standardisation, the Company has embedded the Automotive Axle Production System (APS) across its manufacturing processes, supported by disciplined implementation of Gemba practices, Six Sigma, and 5S methodologies. These initiatives enable continuous improvement, process stability, and superior execution.

Quality is further reinforced through adherence to globally benchmarked certifications, including IATF 16949:2016, CQI-9, and CQI-15, along with comprehensive environmental, health, and safety standards.

The Company is also advancing its Total Productive Maintenance (TPM) Excellence Programme, aimed at improving asset efficiency, enhancing productivity, and building a sustainable competitive advantage through operational excellence.

Human Resource Management

The Company recognises its employees as a key driver of long-term success and remains committed to fostering an inclusive, engaging, and high-performance work environment. A strong emphasis is placed on open communication, employee engagement, and capability development, ensuring that employees remain aligned with organisational goals.

The Company continues to focus on attracting, developing, and retaining skilled talent, while nurturing a culture of collaboration, accountability, and continuous learning. Structured change management practices are embedded to support organisational transformation, ensuring seamless alignment between business strategy and workforce capabilities.

Through these initiatives, the Company aims to build a resilient, future-ready workforce that drives sustained value creation.

Our Focus Areas

The Company remains committed to building a future-ready, inclusive, and high-performing workforce, anchored in strong people practices and a culture of continuous improvement.

At AAL, our people strategy is centered around attracting, retaining and building a high-performance, inclusive, and future-ready organization. We continue to focus on strengthening organizational capability, fostering a culture of accountability, and enabling our workforce to support business transformation and sustainable growth.

Building a Future-Ready Organization

Our approach to people development is anchored in creating a strong pipeline of capable talent and future leaders. During the year, we strengthened capability through focused investments in learning, leadership development, and cross-functional exposure. Key initiatives included structured technical and functional capability building including setting up of CNC simulator this year, leadership development programs, and role-based capability building. The LEAP (Leadership Excellence and Acceleration Program), delivered in partnership with IIM Bangalore, remains a key platform for building enterprise leadership capability and driving long-term effectiveness.

HR Strategy

During the year, AAL's HR strategy focused on building a future-ready, agile, and high-performing organization aligned with the company's long-term business objectives. The strategy was designed to strengthen organizational capabilities, enhance employee experience, and foster a culture of innovation, inclusivity, and continuous growth. Key strategic priorities included:

- Strategic Workforce Planning
- Talent Management and Succession Planning
- Capability Building
- Diversity, Equity, Inclusion & Culture
- HR Technology.

Driving Performance and Accountability

We continued to strengthen a performance-driven culture by aligning individual goals with business priorities and reinforcing accountability across levels. Our approach emphasizes clarity of expectations, continuous feedback, and differentiated recognition of high performance, driving stronger execution and ownership across teams.

Strengthening Engagement and Culture

We remained committed to fostering an inclusive, collaborative, and engaging workplace culture through the 'One AAL' philosophy, strengthening unity and connection among employees across all locations.

- **Family Day Celebrations:** Family Day events were organised to provide employees' families with an opportunity to experience the workplace environment and participate in celebrations recognising employee milestones and achievements. These initiatives strengthened employee-family engagement and fostered a greater sense of belonging within the organisation.
- **Cultural Celebrations:** Various cultural and festive occasions were celebrated across locations to recognise and appreciate the diversity of our workforce. These celebrations contributed to building an inclusive

work environment that encouraged mutual respect, collaboration, and cultural harmony.

- **Sports and Recreational Activities:** Annual sports and cultural events comprising a variety of indoor and outdoor activities were conducted to encourage employee interaction, teamwork, and collaboration across functions, thereby strengthening workplace camaraderie and employee morale. These initiatives were also extended to employees' family members, promoting greater engagement, inclusivity, and a stronger sense of community within the organisation.
- **Summer Camp Initiative:** During 2025-26, a Summer Camp was organised for employees' children with a focus on sustainability and environmental awareness, particularly emphasising the reduction of plastic usage. Participants were provided with customised activity kits, while the programme included engaging educational and recreational sessions aimed at fostering creativity, environmental consciousness, and holistic development among children. The initiative also sought to instil long-term values of environmental responsibility and appreciation for nature.

Inclusive Growth and Workforce Diversity

We continued to make measurable progress in workforce diversity, including increasing women representation and expanding inclusion across roles. The introduction of progressive policies and workplace support initiatives reflects our commitment to building an environment where all employees feel valued, respected, and empowered.

Talent Development and Organizational Continuity

We strengthened talent management processes through focused succession planning, competency mapping, and structured career development for critical roles. Our approach is to build internal capability while selectively hiring for strategic needs, ensuring long-term organizational stability.

Recognition and Employee Motivation

We reinforced a culture of excellence through structured recognition programs, including Employee Appreciation Day, Kaizen, Quality and Safety Awards, and Best Employee of the Year. These initiatives continue to drive motivation and reinforce high performance across the organization.

Harmonious Employee Relations

Maintaining strong employee relations is essential to fostering a positive, collaborative, and productive workplace. At AAL, we prioritize transparent, empathetic, and approachable communication practices that build trust and encourage collaboration across all levels of the organization.

We are proud to maintain harmonious employee relations across all AAL locations through continuous engagement, mutual respect, and constructive dialogue.

Health and Well-being Programmes

Employee well-being remained a key priority, supported through preventive healthcare initiatives like Healthy Heart Initiative, Srihitha - Women's Health and Wellness Programs, Cancer Screening and Preventive Care, regular health check-ups, annual and bi-annual medical examinations, regular first-aid training programs and in-house health awareness sessions, and workplace wellness initiatives. These efforts contribute to a safe, healthy, and productive workforce.

Employee Benefits

To strengthen employee welfare and financial well-being, we continued to provide comprehensive life, accident and medical insurance coverage for its employees and apprentice trainees. During the year, the Company further enhanced its employee benefits by introducing term life insurance, reinforcing financial protection for employees and their families during unforeseen circumstances. These initiatives reflect the Company's continued commitment to employee safety, well-being and social security while fostering a caring and inclusive workplace.

Policy for Women Employees

The Company is dedicated to creating a work environment where every employee, irrespective of gender, caste, creed, or background, is treated with dignity and respect. Structured policies and practices have been implemented to address the unique challenges faced in the workplace, ensuring a safe and supportive environment for all.

A robust grievance redressal mechanism, including a confidential anonymous helpline, enables employees to voice concerns and ensures timely and transparent resolution. Awareness initiatives, including the celebration of International Women's Day, provide platforms for discussion, engagement, and knowledge sharing, with participation from senior leadership to reinforce commitment at all levels.

In line with its inclusivity agenda, the Company also conducts focused group meetings to better understand employee needs at a personal level. These forums facilitate open dialogue, enabling employees to share experiences and perspectives, and fostering a supportive and positive workplace environment.

Occupational Health Centre (OHC)

Prioritising the health and safety of our employees, AAL maintains a dedicated Occupational Health Centre (OHC) staffed with qualified medical professionals and equipped with emergency medical resources to address industry-specific health and safety concerns. Monthly health programmes conducted by our doctors educate employees on work-related health hazards and promote a healthy work-life balance. Our fully equipped state-of-the-art OHC facilities ensure prompt response to emergencies, including those arising from pandemic-related health challenges. Additionally, we have a company-owned ambulance ready for transportation in case of any casualties, with tie-ups



established with major hospitals in Mysuru for referred cases treatment.

Safety, Health and Environment (SHE)

The Company is deeply committed to ensuring the safety, health, and well-being of its workforce, while also safeguarding the environment. The SHE framework focuses on identifying risks and implementing preventive measures, while fostering a culture of continuous improvement.

Safety

We consistently strengthened workplace safety standards through focused training, awareness, compliance, and digitalisation initiatives across operations. Key initiatives undertaken during the year included:

- Conducted training on the ISO 45001:2018 Occupational Health & Safety Management System to strengthen internal safety auditing capabilities.
- Organised a firefighting certification workshop in collaboration with the Fire & Emergency Services Department to enhance emergency preparedness.
- Conducted First Aid training to strengthen workplace emergency response capabilities.
- Observed Safety Month and Chemical Disaster Prevention Day through awareness and engagement initiatives promoting workplace safety and safe chemical management.
- Participated in the Mysuru District Civil Administration Defence Mock Drill to enhance emergency preparedness and crisis response capabilities.
- Developed and implemented a Digital Work Permit System to strengthen operational safety through digitalisation.
- Conducted Safety Stand-Down sessions led by senior management across all units to reinforce safety awareness and leadership commitment.
- Completed an independent structural soundness assessment of buildings to validate infrastructure safety and reliability.
- Conducted an independent statutory safety audit to strengthen regulatory compliance and operational safety.
- Developed a 3D animated visitor safety awareness video under digitalisation initiatives, which is displayed at the main security office.
- Maintained all statutory licences and regulatory approvals through timely renewals, ensuring safe and compliant operations.

Health

Employee health and well-being remained a key priority, with continued focus on preventive healthcare, wellness awareness, and holistic development initiatives aimed at creating a healthier and more resilient workforce.

The Company continued to strengthen its employee health and well-being framework through a comprehensive range of preventive healthcare and wellness initiatives. Regular medical examinations were conducted to support early detection and continuous health monitoring, complemented by specialised awareness programmes on cardiac health, women's health, nutrition and fitness. In-house health education sessions further reinforced preventive care and healthy lifestyle practices, reflecting the Company's commitment to fostering a healthy, informed and resilient workforce.

Environment

Environmental stewardship remained integral to our operational philosophy, with continued focus on sustainability, resource efficiency, environmental awareness, and responsible manufacturing practices. During the year, we further strengthened our environmental initiatives through several focused programmes and infrastructure improvements aimed at supporting our long-term sustainability and net-zero ambitions.

The Company continued to strengthen its environmental stewardship through a combination of awareness, capability building and operational improvements. Employee engagement initiatives promoted environmental responsibility, while specialised training enhanced environmental management capabilities across the organisation. Sustainability efforts focused on reducing environmental impact through cleaner technologies, process automation and responsible waste management, alongside community-led environmental initiatives such as waterbody restoration and plastic waste collection. The Company also expanded the use of renewable energy, reinforcing its commitment to long-term sustainability and decarbonisation.

These initiatives reinforced our commitment towards environmental excellence and sustainable operations, further supported by the continued maintenance of our ISO 14001:2015 Environmental Management System certification.

Proactive Risk Management

The Company adopts a structured and forward-looking approach to risk management, embedding risk identification, assessment, and mitigation into its strategic and operational processes. This enables the organisation to effectively anticipate potential challenges, respond proactively to evolving business conditions, and capitalise on emerging opportunities.

Risk management is integrated across functions, ensuring continuous monitoring of key internal and external risk factors. The Company remains focused on building resilience through diversification, operational efficiency, and alignment with evolving industry trends.

Key Risk Areas and Strategic Responses

Industry Risk

The Company's business is closely linked to the performance of the automotive sector. Changes in customer demand, regulatory developments, or shifts in consumer trends may impact demand pipelines and revenue visibility.

Our Response:

- Continuous monitoring of global automotive market trends
- Deployment of a diversified and resilient business model
- Long-term customer engagements to mitigate demand volatility
- Development of value-driven offerings aligned with customer expectations
- Focus on enhancing competitiveness through excellence in quality, cost, and delivery

Cost Inflation Risk

Raw material prices are subject to global supply chain dynamics and commodity fluctuations, which may result in inflationary pressures and impact margins.

Our Response:

- Strategic procurement alliances to secure cost advantages
- Implementation of lean manufacturing initiatives to improve efficiency
- Regular process optimisation and waste reduction measures
- Ongoing focus on driving structural cost improvements

Technology Risk

In a rapidly evolving automotive landscape, the inability to adapt to changing technological requirements may impact product relevance and competitiveness.

Our Response:

- Continuous tracking of technological advancements and industry trends
- Strong focus on product development and innovation
- Investments in future-ready technologies and digital capabilities

People Risk

The Company's growth depends on the availability and retention of skilled talent. Challenges in attracting, developing, and retaining employees may impact productivity and organisational performance.

Our Response:

- Strategic focus on talent retention and leadership development
- Performance-linked reward and recognition systems
- Strong values-driven hiring practices
- Comprehensive employee engagement and well-being initiatives

Internal Control Systems

The Company has established a robust internal control framework that is commensurate with the scale and complexity of its operations. These controls are designed to provide reasonable assurance regarding the maintenance of proper accounting records, safeguarding of assets, and reliability of financial reporting.

The framework ensures that transactions are conducted in accordance with established policies, enabling accurate and timely preparation of financial information. It also facilitates the prevention and detection of frauds and errors, while ensuring compliance with applicable laws, regulations, and internal policies.

The Company's internal control systems are aligned with global best practices, supported by well-defined processes and governance mechanisms.

To further strengthen accountability, financial records and controls are subject to periodic reviews and audits. The Internal Audit function, supported by Management reviews, evaluates the adequacy and effectiveness of controls across functions. Observations and recommendations from audits are regularly reviewed by the Audit Committee.

Continuous training and development programmes are conducted for employees to reinforce adherence to financial controls, ethical standards, regulatory compliance, and governance frameworks, ensuring consistent application of internal control systems across the organisation.

Cautionary Statement

Statements in this Management Discussion and Analysis describing the Company's objectives, projections, estimates, expectations, or predictions may be considered forward-looking statements under applicable laws and regulations. Actual results may differ materially from those expressed or implied due to various factors, including economic conditions, demand-supply dynamics, changes in government regulations, tax laws, and other external or internal factors that may impact the Company's performance.



Report on Corporate Governance

Our Corporate Governance Philosophy

Corporate governance practices reflect our value system encompassing our culture, policies and relationship with our stakeholders. We at Automotive Axles Limited believe in maintaining a corporate governance system which is transparent, best in board practices and ensure highest standards of conduct towards all stakeholders.

Automotive Axles Limited ensures to disclose timely and accurate information regarding its financial position, performance and other vital information including the leadership and governance of the Company. Your Company believes that an active, well informed and independent board is necessary to ensure the highest standards of corporate governance.

Automotive Axles Limited believes the 'Board of Directors' (the 'Board') is the core of the corporate governance practice, which oversees the management's functions and protects the long-term interest of its stakeholders. As on March 31, 2026 the Board consists of Six (6) Members of which three are Independent Directors of which one is women director.

At Automotive Axles Limited, we have adopted best governance practices as mandated under the Companies Act, 2013 and as per the applicable regulations of Securities and

Exchange Board of India and have established procedures and systems to be fully compliant with these Regulations.

BOARD OF DIRECTORS

Size and Composition of the Board

Your Company recognizes and embraces the importance of diversity of board for its success. Your Company believes that a truly diverse board will leverage difference in thought, perspective, knowledge and skill, regional and industry experience, cultural and geographical background that will help the Company retain its competitive advantage. Accordingly, your Board has the appropriate mix of executive and non-executive directors to maintain its independence and separate its functions of governance and management. As on March 31, 2026, Board is comprised of total six (6) Directors.

The Board consists of one (1) Executive Director and five (5) Non-executive Directors, out of which three (3) are Independent Directors. This composition comprises of one-woman Independent Director as well. The Board periodically evaluates the need for changes in its composition and size.

The composition of the Board is in conformity with Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Sections 149 and 152 of the Companies Act, 2013.

Directors' Attendance Record and Directorships

The names and categories of the Directors on the Board, their attendance at the Board Meetings held during the year under review, the attendance at last Annual General Meeting ("AGM") held on Tuesday, 12th August 2025 and the number of Directorships and Committee Chairmanships/Memberships held by them in other Indian Companies as on March 31, 2026 are given herein below:

Composition of the Board, category and particulars of attendance is given below:

Director	Category	No. of Board meetings attended out of Total Meetings	Attendance in 44 th AGM (August 12, 2025)	Nos. of Directorships and Committee Memberships in Indian companies*		
				Directorships	Committee Memberships	Committee Chairmanships
Dr. B.N. Kalyani	Promoter, Non-Executive	3/6	Present	4	3	1
Mr. Kenneth James Hogan	Promoter, Non-Executive	4/6	Absent	2	NIL	NIL
Mr. Nagaraja Gargeshwari	Executive	6/6	Present	1	NIL	NIL
Ms. Bijal Tushar Ajinkya	Independent	4/6	Present	9	6	1
Mr. Girish Dinanath Nadkarni	Independent	5/6	Present	1	2	1
Dr. Venkata Ramana Murthy Piniseti	Independent	4/6	Absent	3	4	1

Notes:

- There are no inter-se relationship between our Board members.
- *Directorships does not include Directorship in Private Companies, companies incorporated outside India and Section 8 companies. In accordance with Regulation 26 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, Memberships/Chairmanships of only the Audit Committee and Stakeholders Relationship Committee in all public limited companies (including Automotive Axles Limited) have been considered.
- Leave of absence was granted to the Director(s) for the Board Meeting(s), which they did not attend and sought a leave of absence from the meeting.

Names of the listed entities in which Director's hold positions and Category of Directorship as on March 31, 2026.

1. Dr. Babasaheb Neelkanth Kalyani (DIN: 00089380)

Sl. No	Name of the Companies	Category
1	BHARAT FORGE LIMITED	Executive Director
2	KALYANI STEELS LIMITED	Non-Executive Director
3	AUTOMOTIVE AXLES LIMITED	Non-Executive Director

2. Mr. Kenneth James Hogan (DIN: 09161738)

Sl. No	Name of the Companies	Category
1	AUTOMOTIVE AXLES LIMITED	Non-Executive Director

3. Mr. Nagaraja Gargeshwari (DIN: 00839616)

Sl. No	Name of the Companies	Category
1	AUTOMOTIVE AXLES LIMITED	Whole-time Director

4. Ms. Bijal Tushar Ajinkya (DIN: 01976832)

Sl. No	Name of the Companies	Category
1	AUTOMOTIVE AXLES LIMITED	Independent Director
2	GMR AIRPORTS LIMITED	Independent Director
3	ALICON CASTALLOY LIMITED	Independent Director
4	EVEREST INDUSTRIES LIMITED	Independent Director

5. Mr. Girish Dinanath Nadkarni (DIN: 00112657)

Sl. No	Name of the Companies	Category
1	AUTOMOTIVE AXLES LIMITED	Independent Director

6. Dr. Venkata Ramana Murthy Piniseti (DIN: 03483544)

Sl. No	Name of the Companies	Category
1	AUTOMOTIVE AXLES LIMITED	Independent Director
2	ROYAL ORCHID HOTELS LIMITED	Independent Director
3	ZEE ENTERTAINMENT ENTERPRISES LIMITED	Independent Director

Board Meetings Process and Schedule:

Tentative dates for Board Meetings in the ensuing financial year are decided in advance and communicated to the Members of the Board. The information, as required under Regulation 17(7) read with Schedule II Part A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, is made available to the Board.

The Board meets at least once a quarter to review the quarterly financial results and other agenda items. Additional meetings are held when necessary. Committees of the Board usually meet the day before or on the day of the formal Board meeting, or whenever the need arises for transacting business. The recommendations of the Committees are placed before the Board for necessary approvals. All Committee recommendations placed before the Board during the year under review were unanimously accepted by the Board.

During the Financial year 2025-26, the Board met Six (6) times on May 20, 2025, August 5, 2025, October 30, 2025 (two meetings) and February 04, 2026 (two meetings). The maximum gap between any two Board Meetings was less than one hundred and twenty (120) days.

**Attendance at Board meeting of the Directors during FY 2025-26.**

Name of the Director	No. of meetings conducted and attended during the year						Total Attendance	Total No. of Meetings	% of attendance
	May 20, 2025	August 5, 2025	October 30, 2025	October 30, 2025	February 04, 2026	February 04, 2026			
Dr. B.N. Kalyani	Absent	✓	✓	LOA	✓	LOA	3	6	50
Mr. Kenneth James Hogan	✓	✓	LOA	LOA	✓	✓	4	6	66.67
Mr. Nagaraja Gargeshwari	✓	✓	✓	✓	✓	✓	6	6	100
Ms. Bijal Tushar Ajinkya	✓	✓	✓	✓	LOA	LOA	4	6	66.67
Mr. Girish Dinanath Nadkarni	✓	LOA	✓	✓	✓	✓	5	6	83.33
Dr. Venkata Ramana Murthy Piniseti	✓	✓	LOA	LOA	✓	✓	4	6	66.67

LOA : Leave of Absence

Number of shares held by Non-Executive Directors:

Dr. B. N. Kalyani indirectly holds 126 equity shares of the company as on March 31, 2026 as a trustee of Babasaheb Family Kalyani Trust along with Mrs. Sunita B. Kalyani and Mr. Amit B. Kalyani.

Familiarisation Programme for Directors

As a practice, all new Directors (including Independent Directors) inducted to the Board are given appointment letters containing terms and conditions of appointment and a formal orientation. The familiarisation programme for our Directors is customised to suit their individual interests and area of expertise. The Directors are usually encouraged to visit the plant and other locations of the Company and interact with members of Senior Management as part of the induction programme.

The Senior Management make presentations giving an overview of the Company's strategy, operations, products, markets, group structure, Board constitution and guidelines, matters related to the Board and the major risks and risk management strategies implemented. This enables the Directors to get a deep understanding of the Company, its people, values and culture and facilitates their active participation in overseeing the performance of the Management.

The weblink where the details of familiarization programme imparted to independent directors is available at <https://www.autoaxle.com/assets/pdf/46SEBI/Familiarisation%20Programme%20for%20Independent%20Directors.pdf>

Skills/ Expertise/Competencies of the Board :

The Members of the Board are committed to ensuring that the Board is in compliance with the highest standards of Corporate Governance. The table below summarises the key skills, expertise, competencies and attributes which are taken into consideration by the NRC while recommending appointment of Directors to the Board:

List of core skills/expertise/competencies identified by the board of directors as required in the context of its business(es) and sector(s) for it to function effectively	Availability of the identified skills/expertise/competencies	Names of directors who have such skills / expertise / competence
1. Leadership Skill	Available	All the Board Members
2. Operations Management of Automotive Sector	Available	Dr. B. N. Kalyani Mr. Kenneth James Hogan Mr. Nagaraja Gargeshwari
3. Project Management	Available	Mr. Nagaraja Gargeshwari
4. Strategic Planning & Formulation	Available	Dr. B. N. Kalyani Mr. Nagaraja Gargeshwari Dr. Venkata Ramana Murthy Piniseti
5. Expertise in Forging Industry	Available	Dr. B. N. Kalyani
6. Expertise in Industrial Law	Available	Dr. Venkata Ramana Murthy Piniseti
7. Expertise in Direct Tax & Tax planning	Available	Ms. Bijal Tushar Ajinkya
8. Strategic Human resource management	Available	Dr. Venkata Ramana Murthy Piniseti
9. Technical Skill	Available	Dr. B. N. Kalyani Mr. Kenneth James Hogan Mr. Nagaraja Gargeshwari

List of core skills/expertise/competencies identified by the board of directors as required in the context of its business(es) and sector(s) for it to function effectively	Availability of the identified skills/expertise/competencies	Names of directors who have such skills / expertise / competence
10. Economy & Finance	Available	Dr. B. N. Kalyani Mr. Kenneth James Hogan Mr. Girish Dinanath Nadkarni Ms. Bijal Tushal Ajinkya Mr. Nagaraja Gargeshwari
11. Marketing and Sourcing	Available	Dr. B. N. Kalyani Mr. Kenneth James Hogan Mr. Nagaraja Gargeshwari
12. Governance and Risk Management	Available	Dr. B. N. Kalyani Mr. Kenneth James Hogan Mr. Nagaraja Gargeshwari Mr. Girish Dinanath Nadkarni Dr. Venkata Ramana Murthy Piniseti
13. Organization Development	Available	Dr. Venkata Ramana Murthy Piniseti
14. Corporate Restructuring & Investments	Available	Mr. Girish Dinanath Nadkarni

Board Evaluation

The Nomination and Remuneration Committee has formulated a Policy for the Board, its Committees and Directors and the same has been approved and adopted by the Board. The Board of Directors carried out an annual evaluation of its own performance, Board Committees and Individual Directors in accordance with the Act, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and same was presented before the Board Meeting.

Independent Directors

Schedule IV of the Companies Act, 2013 and the Rules made there under mandates that the Independent Directors of the Company hold at least one meeting in a year, without the attendance of non-independent directors and the members of management. It is recommended that all the independent directors to be present at such meetings. These meetings are expected to review the performance of the non-independent directors and the Board as a whole, as well as the chairman of the Board, taking into account the views of the non-executive directors, assess the quality, quantity and timeliness of the flow of information between the management and the Board that is necessary for it to effectively and reasonably perform its duties.

Confirmation: In the opinion of the board, the independent directors fulfill the conditions specified under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and are independent of the management.

During the year 2025-26, Independent Directors met on March 11, 2026, discussed and reviewed the below:

- Performance of Non-Independent Directors
- Performance of Chairman
- Performance of Board Committees

- Discussed the quality, quantity and timeliness of flow of information between the Company management and the Board Members.
- Overall performance of the Company.

During the year 2025-26, there were no changes in the Independent Directors composition on the Board of the Company.

Availability of information to the Board Members

The Board has unrestricted access to all the Company's related information necessary for decision making. Notice of the meeting, detailed Agenda, notes on Agenda and other reports, as necessary, are presented well in advance before the meeting. The following are the list of some of the information provided regularly to the Board of Directors:

- Annual Operating Plan and budgets, capital budgets and updates.
- Quarterly results of the Company and its Operating Divisions.
- Minutes of Committee Meetings and Board Meetings.
- General notice of interests of Directors.
- Declaration of Independent Directors at the time of appointment/annual declaration.
- Dividend data.
- Information on recruitment and remuneration of senior officers just below the board level, including appointment or removal of Chief Financial Officer and the Company Secretary.
- Materially important issues, disputes with the Government Authorities on show cause notices, demands, prosecutions and penalty notices.
- Fatal or serious accidents, dangerous occurrences, effluent or pollution problems.



- Any material default in financial obligations to and by the Company.
- Any issue that involves possible public or product liability claims of a substantial nature.
- Significant development in human resources and industrial relations front.
- Sale of assets of material nature, not in normal course of business.
- Update on Risk Management System.
- Quarterly details of foreign exchange exposure and the steps taken by management to limit the risks of adverse exchange rate movement.
- Any material default in financial obligations to and by the company or substantial non-payment for goods sold by the company.
- Making of loans and investments, if any.
- Compliance Certificate with respect to all the laws as applicable to the Company.
- Constitution/reconstitution of Board Committees.
- CSR activities carried out by the Company and expenditure made thereon.
- Show cause, demand, prosecution notices and penalty notices, if any, which are materially important.
- Transactions, if any, that involve substantial payment towards goodwill, brand equity, or intellectual property.
- Non-compliance, if any, of any regulatory, statutory or listing requirements and shareholders service such as non-payment of dividend, delay in share transfer etc.

Role of Board of Directors

The primary role of the Board is that of trusteeship to protect and enhance shareholder value through strategic direction to the Company. As trustees, the Board has the fiduciary relationship to ensure that the Company has clear goals aligned to shareholder value and its growth. The Board exercises its duties with care, skill, diligence and exercises independent judgement. The Board sets strategic goals and seeks accountability for their fulfillment. The Board also directs and exercises appropriate control to ensure that the Company is managed in a manner that fulfils the stakeholder's aspirations and societal expectations.

Board Membership Criteria

The Nomination and the Remuneration Committee works with the entire Board to determine the appropriate characteristics and skills required experience for the Board as a whole and for individual members. Members are expected to possess the required qualifications, integrity, expertise and experience for the position. They should also possess deep expertise and insight in sectors/areas relevant to the Company and ability to contribute to the Company's growth.

The Board members are expected to rigorously prepare to attend and participate in all Board and applicable committee meetings. Each member is expected to ensure that their other current and planned future commitments do not materially interfere with the responsibilities of the Company.

Selection of New Director

The Board is responsible for the selection of new Directors. The Nomination and the Remuneration Committee makes recommendations to the Board on the induction of new member after screening and the selection process, which is based on the Nomination and Remuneration Policy of the Company.

Training of Board Members

All new Directors inducted to the Board are introduced to the Company's culture, its operations, customers, practices, organizational structure, role and responsibilities, services, board procedures, matters reserved for the board, risk and compliance details and such other details to familiarize the new Directors about the Company.

Code of Conduct

In compliance with the Companies Act, 2013 and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has framed and adopted Code of Conduct (the Code). This is applicable to all Directors, Independent Directors and Senior Management of the Company. The Code gives guidance and support needed for ethical conduct of business and compliance of law. All members of the Board and Senior Management personnel have affirmed the compliance with the Code as on March 31, 2026.

The Code is available on the Company's website under below weblink:

<https://www.autoaxle.com/assets/pdf/investorrelations/Code%20of%20Conduct%20as%20of%20May%2719.pdf>

Prevention of Insider Trading

The Board has formulated a policy on Trading of shares by an insider and Code of conduct for regulating, monitoring and reporting of trading of shares by insider.

As per Regulation 9A (1) of SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company has put in place an adequate and effective system of internal controls to ensure compliance with the requirements given in the regulations to prevent insider trading.

The code lays down guidelines, procedures to be followed and disclosure to be made while dealing with the shares of the Company and cautioning them on consequences of non-compliances.

The copy of the policy is available on Company's website https://www.autoaxle.com/Investor_Policy.aspx

BOARD COMMITTEES

As on March 31, 2026, the Company has five committees namely Audit Committee, Stakeholders Relationship Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee and Risk Management Committee. The Board Committees are set up under the formal approval of the Board to carry out respective roles which are considered to be performed by the members of the respective Board Committees. The Company's guidelines relating to Board Meetings are applicable to Committee Meetings, as far as may be practicable. Each Committee has the authority to engage outside experts, advisors and counsels to the extent it considers appropriate to assist in its work. Minutes of the proceedings of the Committee Meetings are placed before the Board meeting for perusal and noting. The Company Secretary acts as the secretary to all Board Committees.

Board and Committee composition as on March 31, 2026

Sl. No	Directors	Board	Audit Committee	Risk Management Committee	Stakeholders Relationship Committee	Corporate Social Responsibility Committee	Nomination & Remuneration Committee
1	Dr. B.N. Kalyani	✓	-	-	Chairman	-	-
2	Mr. Kenneth James Hogan	✓	-	-	-	-	-
3	Mr. Nagaraja Gargeshwari	✓	-	Member	-	Member	-
4	Ms. Bijal Tushar Ajinkya	✓	Member	-	-	Member	Member
5	Mr. Girish Dinanath Nadkarni	✓	Chairman	Chairman	Member	-	Member
6	Dr. Venkata Ramana Murthy Piniseti	✓	Member	Member	Member	Chairman	Chairman

AUDIT COMMITTEE

The Audit Committee consists of three Independent Directors as on March 31, 2026:

Mr. Girish Dinanath Nadkarni, Chairman

Dr. Venkata Ramana Murthy Piniseti, Member

Ms. Bijal Tushar Ajinkya, Member

During the year, there was no change in the Composition of the Audit Committee. All members of the Committee are financially literate and possess required expertise.

The Committee met Four (4) times during the year on May 19, 2025, August 4, 2025, October 30, 2025 and February 03, 2026.

The meetings of the Audit Committee are also attended by the Executive Director, Chief Financial Officer, Company Secretary, Statutory Auditors, Internal Auditors and other Management representatives as special invitees.

Attendance record of Audit Committee members during 2025-26

Name of the Director	Audit Committee Meeting held during the year 2025-26				Total Attendance	Total No. of Meetings	% of attendance	Status
	May 19, 2025	August 4, 2025	October 30, 2025	February 03, 2026				
Mr. Girish Dinanath Nadkarni	✓	✓	✓	✓	4	4	100	Chairman
Ms. Bijal Tushar Ajinkya	✓	✓	✓	✓	4	4	100	Member
Dr. Venkata Ramana Murthy Piniseti	✓	✓	✓	✓	4	4	100	Member

The Audit Committee assists the Board in its responsibility to oversee the quality and integrity of the accounting, auditing and reporting practices of the Company and its compliance with the legal and regulatory requirements. The Committee's purpose is to oversee the accounting and financial reporting statements, the appointment, independence, performance and remuneration of the Statutory Auditors, including the Secretarial Auditor and Internal Auditors of the Company.



Qualified and Independent Audit Committee

The composition of the Audit Committee meets with the requirements of Section 177 of the Companies Act, 2013 and Regulation 18 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

1. Audit Committee presently consists of the three Independent Directors.
2. All members of the committee are financially literate and having requisite financial management expertise.
3. The Chairman of the Audit Committee is an Independent Director.

Powers of the Audit Committee

- To investigate any activity within its terms of reference.
- To seek information from any employee.
- To obtain outside legal or other professional advice.
- To secure attendance of outsiders with relevant expertise, if it considers necessary.

Role of the Audit Committee:

The brief description of the few of the terms of reference for the Audit Committee is provided below:

- Review of Management discussion and analysis of financial condition and results of operations.
- Oversight of Company's financial reporting system.
- Review of the annual financial statements, before submission to the Board, focusing primarily on changes if any, in the accounting policies or practices, compliance of accounting standards, qualifications, related party transactions, Directors' responsibility statement etc.
- Reviewing with the management the quarterly financial statements before submission to the board for approval.
- Reviewing the adequacy of internal control systems with the management, statutory and internal auditors.
- Evaluation of internal financial controls and risk management systems.
- Review and monitor the auditor's independence and performance effectiveness of audit process.

- Recommending to the Board, the appointment, reappointment and, if required, the replacement or removal of the Statutory Auditors, scope and the fixation of audit fees.
- Approval of payment to statutory auditors for any other services rendered by the statutory auditors.
- Review of Management letters/letters of internal control weaknesses issued by the Statutory Auditors.
- The appointment, removal and terms of remuneration of the Internal Auditors.
- Reviewing the effectiveness and adequacy of internal audit function and discussion with internal auditors any significant findings and follow up there on.
- Approval or any subsequent modification of transactions of the Company with related parties.
- Scrutiny of inter-corporate loans and investments.
- Valuation of undertakings or assets of the Company, wherever it is necessary.
- To review the functioning of the Whistle Blower mechanism.
- Approval of appointment of CFO or any other person heading the finance function after assessing the qualifications, experience & background, etc. of the candidate.
- Carrying out such other functions, as may be specifically referred to the Committee by the Board of Directors and other Committees of Directors of the Company.

NOMINATION AND REMUNERATION COMMITTEE (NRC)

The Nomination and Remuneration Committee consists of Three Independent Directors as on March 31, 2026:

Dr. Venkata Ramana Murthy Piniseti, Chairman

Mr. Girish Dinanath Nadkarni, Member

Ms. Bijal Tushar Ajinkya, Member

During the year, there was no change in the Composition of the NRC.

The Committee met Three (3) times during the year on May 19, 2025, October 30, 2025 and February 03, 2026.

Attendance record of NRC members for 2025-26

Name of the Director	NRC Meeting held during the year 2025-26			Total Attendance	Total No. of Meetings	% of attendance	Status
	May 19, 2025	October 30, 2025	February 03, 2026				
Dr. Venkata Ramana Murthy Piniseti	✓	✓	✓	3	3	100	Chairman
Mr. Girish Dinanath Nadkarni	✓	✓	✓	3	3	100	Member
Ms. Bijal Tushar Ajinkya	✓	✓	✓	3	3	100	Member

Terms of Reference

- To identify qualified individuals to become directors and senior management in accordance with the criteria laid down, recommend to the Board their appointment and removal and to carry out evaluation of every director's performance.
- To formulate the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy, relating to the remuneration for the directors, key managerial personnel and other employees.
- Formulation of criteria for evaluation of Independent Directors and the Board.
- Devising policy on Board diversity.
- To act in terms of any consequent statutory modification(s) / amendment(s) / revision(s) to any of the applicable provisions to the said Committee.
- To decide on terms of appointment/re-appointment of Independent Director based on the performance evaluation report received.
- To recommend to the board, all remuneration, in whatever form, payable to senior management.

Performance evaluation criteria for Independent Directors

- Attendance and participation in the meetings and timely inputs on the minutes of the meetings.
- Adherence to ethical standards and code of conduct of company and disclosure of non-independence, as and when exists and disclosure of interest.

- Raising valid concerns to the Board and constructive contribution to resolution of issues at meetings.
- Interpersonal relations with other Directors & Management.
- Objective evaluation of Board's performance, rendering independent and unbiased opinion.
- Understanding of the company and the external environment in which it operates and contribution to strategic direction.
- Safeguarding interest of whistle-blowers under vigil mechanism and safeguard of confidential information.

STAKEHOLDERS RELATIONSHIP COMMITTEE (SRC)

The SRC meets the requirements under section 178(5) of the Companies Act, 2013 and Regulation 20 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. The following is the Composition of the Committee as on March 31, 2026:

Dr. B.N. Kalyani, Chairman, Non-Executive Director - Chairman

Dr. Venkata Ramana Murthy Piniseti, Independent Director, Member

Mr. Girish Dinanath Nadkarni, Independent Director, Member

During the year, there was no change in the Composition of the SRC.

The Committee met Two (2) times during the year on May 20, 2025, and October 30, 2025.

Attendance record of SRC members for 2025-26

Name of the Director	SRC meeting held during the year 2025-26		Total Attendance	Total No. of Meetings	Attendance %	Status
	May 20, 2025	October 30, 2025				
Dr. B. N. Kalyani	LOA	✓	1	2	50	Chairman
Dr. Venkata Ramana Murthy Piniseti	✓	LOA	1	2	50	Member
Mr. Girish Dinanath Nadkarni	✓	✓	2	2	100	Member

LOA : Leave of Absence

**Compliance Officer**

Mr. Debadas Panda, Company Secretary & Compliance Officer, is the Compliance Officer of the Company for complying with requirements of the Companies Act, 2013 and as per the applicable regulations of Securities and Exchange Board of India.

Terms of Reference of SRC inter alia include the following:

- Resolving the grievances of the security holders of the listed entity including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, Letter of Confirmations and general meetings etc.
- Review of measures taken for effective exercise of voting rights by shareholders.
- Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Share Transfer Agent.
- Review of the various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the company.
- To act in terms of any consequent statutory modification(s) / amendment(s) / revision(s) to any of the applicable provisions to the said Committee.

Number of Shareholders Complaints pending as on 1 st April 2025	NIL
Number of Shareholders' complaints received during 2025-26	NIL
Number of complaints not solved to the satisfaction of the shareholders	NIL
Number of pending complaints as on 31 st March 2026	NIL

RISK MANAGEMENT COMMITTEE (RMC)

The Committee comprises of Three (3) members as on March 31, 2026:

Mr. Girish Dinanath Nadkarni, Independent Director, Chairman

Dr. Venkata Ramana Murthy Piniseti, Independent Director, Member

Mr. Nagaraja Gargeshwari, President & Whole Time Director, Member

During the year, there was a change in the members of the RMC. The Position of Mr. Ranganathan S replaced with Mr. Nagaraja Gargeshwari as a Member w.e.f November 22, 2025.

The Committee met Three (3) times during the year on May 19, 2025, August 4, 2025 and October 30, 2025.

Attendance record of RMC members for 2025-26

Name of the Director	RMC meeting held during the year 2025-26			Total Attendance	Total No. of Meetings	Attendance %	Status
	May 19, 2025	August 4, 2025	October 30, 2025				
Mr. Girish Dinanath Nadkarni	✓	✓	✓	3	3	100	Chairman
Dr. Venkata Ramana Murthy Piniseti	✓	✓	✓	3	3	100	Member
Mr. Ranganathan S (Ceased w.e.f 22.11.2025)	✓	✓	✓	3	3	100	Member
Mr. Nagaraja Gargeshwari (Appointed w.e.f 22.11.2025)	N.A	N.A	N.A	N.A	N.A	N.A	Member

NA : Not Applicable

Terms of Reference inter alia include the following:

The Committee shall monitor and review the risk management plan and such other functions as it may deem fit.

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE (CSR)

The Committee comprises three (3) Members as on March 31, 2026:

Dr. Venkata Ramana Murthy Piniseti, Chairman

Ms. Bijal Tushar Ajinkya, Member

Mr. Nagaraja Gargeshwari, Member

During the year, there was no change in the Committee Composition.

The CSR committee met two (2) times during the year on May 19, 2025 and February 03, 2026 respectively.

Attendance record of CSR members for 2025-26

Name of the Director	CSR Meeting held during the year 2025-26		Total Attendance	Total No. of Meetings	Attendance %	Status
	May 19, 2025	February 03, 2026				
Dr. Venkata Ramana Murthy Piniseti	✓	✓	2	2	100	Chairman
Ms. Bijal Tushar Ajinkya	✓	✓	2	2	100	Member
Mr. Nagaraja Gargeshwari	✓	✓	2	2	100	Member

Terms of reference inter alia include the following

- To formulate and recommend to the Board, a Corporate Social Responsibility Policy in terms of Schedule VII of the Companies Act, 2013.
- To review the Corporate Social Responsibility Policy of the Company from time to time.
- Formulating and recommending to the Board an annual action plan for the projects to be undertaken consisting of:
 - the list of CSR projects or programs to be undertaken as per Schedule VII of the Companies Act, 2013.
 - the manner of execution of such projects or programs.
 - the modalities of utilization of funds.
 - implementation schedules for the projects or programs.
 - monitoring and reporting mechanism for the projects or programs.
 - details of need and impact assessment, if any.
- To act in terms of any consequent statutory modification(s) /amendment(s)/ revision(s) to any of the applicable provisions to the said Committee.
- Proper management of surplus arising out of the CSR Projects and ensuring that they do not form part of the business profit of the company.

The Committee's prime responsibility is to assist the Board in discharging its social responsibilities by way of formulating and monitoring implementation of the framework of CSR Policy. The CSR policy is available on the website of the Company at: https://www.autoaxle.com/Investor_Policy.aspx

There are no recommendations of the Committees which have not been accepted by the Board.

Particulars of Senior management as per Regulation 16(1)(d) of the Listing Regulations including the changes therein since the close of the previous financial year are as follows.

Name	Designation
Nagaraja Gargeshwari	President & Wholetime Director
Ranganathan S*	Chief Financial Officer
Raman K*	Interim Chief Financial Officer
Debadas Panda	Company Secretary and Compliance Officer
Muraleekrishnan V	Vice President -Manufacturing Systems
Vinayaka V Bhat	Senior General Manager -ER&IR
K Prabhu Kuppannan*	Deputy General Manager – Quality Assurance, Service & Metallurgy
Kushalappa Poovaiah Napanda*	General Manager – Maintenance
B Vishwas*	Executive Manager - IT
C Jagadish Chaluvachar*	Sr. General Manager - Strategic Sourcing

*

- Mr. Ranganathan S, ceased from holding the position Chief Financial Officer w.e.f. November 22, 2025 due to his superannuation and Mr. Raman K appointed as Interim Chief Financial Officer w.e.f. February 4, 2026.
- Mr. K Prabhu Kuppannan, General Manager – Quality Assurance, Service & Metallurgy and Mr. Kushalappa Poovaiah Napanda, Sr. General Manager – General Maintenance ceased from holding the position of Senior Management Personnel w.e.f. February 4, 2026.
- Mr. Vishwas B, Executive Manager - IT and Mr. C Jagadish Chaluvachar, Sr. General Manager - Strategic Sourcing appointed as Senior Management Personnel w.e.f. February 4, 2026.

**REMUNERATION OF DIRECTORS****(a) Non-Executive Directors pecuniary transactions or relationship with the Company**

There were no pecuniary relationship or transactions between the Company and any of the Non-Executive Directors during the year as contemplated under relevant guidelines of the SEBI/Stock Exchanges except the remuneration provided in (b) below.

(b) Criteria of making payments to Non-Executive Directors

Non-Executive Directors are paid sitting fees to attend the Meetings of the Board and Committees as per the fees approved by the Board of Directors.

The Company is making payment of Commission ₹ 8 Lakhs per annum out of the profits of the company to each of the Independent Directors in addition to the sitting fees for attending the meetings of the Board of Directors or Committees thereof, subject to the following terms and conditions:

1. The Commission will be payable out of the profits of the Company earned during that financial year and subject to the ceiling under the provision of the Companies Act, 2013 & SEBI (LODR) Regulations, 2015.
2. Commission will be payable after approval of the financial statements by the shareholders at the Annual General Meeting.
3. Commission will be payable on a pro rata basis based on the tenure of association of the Independent Director with the Company for that Financial year as well as their attendance in the Board & Committee Meetings.

Payment of commission was approved by the members at the 42nd Annual General Meeting held on August 3, 2023.

(c) Criteria of making payments to Executive Directors

The Executive Director is paid as per the remuneration approved by the Shareholders at the time of their appointment which are in line with the statutory requirements and Company's policies. The revision in remuneration, if any is recommended by the Nomination Remuneration Committee to the Board for its consideration by taking into account their individual performance as well as performance of the Company in a given year. Perquisites, performance linked incentives and retirement benefits are paid in accordance with the Company's policies, as applicable to all employees.

(d) Details of Remuneration paid to Directors for the financial year 2025-26

Name of Director	Salary & Perquisites (In ₹)	Sitting Fees & Commission (In ₹)	Shares Issued under ESOPs	Details of Service Contracts, Notice Period & Severance fees
Mr. Nagaraja Gargeshwari	1,62,11,450	NIL	NIL	Appointed as a Whole-time Director of the Company designated as President & Whole-time Director, for a period of five years from April 7, 2022 to April 6, 2027. All other terms are as per employment agreement. Three months' notice period and no severance fees. All the elements of Salary & Perquisites mentioned here are of fixed component.
Dr. B.N. Kalyani	NIL	1,70,000	NIL	
Mr. Kenneth James Hogan **	NIL	N. A	NIL	
Ms. Bijal Tushar Ajinkya	NIL	11,73,333	NIL	
Mr. Girish Dinanath Nadkarni	NIL	14,45,556	NIL	
Dr. Venkata Ramana Murthy Piniseti	NIL	12,40,000	NIL	

NA : Not Applicable

Directors	Relationship with other Directors	Equity Shares held
Dr. B.N. Kalyani	None	126*
Mr. Kenneth James Hogan	None	NIL
Mr. Nagaraja Gargeshwari	None	NIL
Ms. Bijal Tushar Ajinkya	None	NIL
Mr. Girish Dinanath Nadkarni	None	NIL
Dr. Venkata Ramana Murthy Piniseti	None	NIL

Note:

1. *Indirect holding as a trustee of Babasaheb Kalyani Family Trust along with Mrs. Sunita B Kalyani and Mr. Amit B Kalyani.
2. **Mr. Kenneth James Hogan does not claim any sitting fee, being in conformity with the Cummins Policy for such nominees for attending the meetings.
3. All the above elements are fixed components.
4. Salary & Perquisites includes Salary, Allowances, perquisites (if any) and Company's contribution towards Provident Fund, Gratuity and Superannuation drawn by the employee during the year before any deductions made.

GENERAL BODY MEETINGS

Date, time and venue for the last three Annual General Meetings are given below:

Financial Year	Date	Time	Venue	Special Resolutions Passed
2022-23	August 3, 2023	3.00 p.m.	Through Video Conferencing/ Other Audio-Visual Means. Deemed Venue: Regd. Office of the Company situated at Mysuru,	Approval for continuation of Directorship of Dr. Babasaheb Neelkanth Kalyani (DIN: 00089380) as a Non-Executive Director of the Company
2023-24	August 5, 2024	3.00 p.m.	Karnataka	None
2024-25	August 12, 2025	3.00 p.m.		None

No Extraordinary General Meeting of the Members was held during the financial year 2025-26.

Approval of Shareholders through Postal Ballot and Results thereto:

One Postal Ballot activities conducted during the financial year 2025-26:

1. April 09, 2025:

Appointment of Dr. Venkata Ramana Murthy Piniseti (DIN: 03483544) as an Independent Director. - **Approved**

The postal ballots were conducted through e-voting mechanism offered by the NSDL and Ms. Pracheta M., Practicing Company Secretary, was appointed as the Scrutinizer for the process.

Brief Description of resolutions transacted through postal ballot.

1. Special Resolution was passed through Postal Ballot on April 09, 2025, for appointment of Dr. Venkata Ramana Murthy Piniseti (DIN: 03483544) as an Independent Director of the Company for a period of five (5) years effective February 04, 2025 and below is the Voting Results:

➔ Voted in Favour of the Resolution : 99.68%

➔ Voted Against the Resolution : 0.32%

Detail of Special Resolution proposed to be transacted through Postal Ballot:

There is no business which is proposed to be carried through postal ballot and requiring special resolution.



Procedure for the Postal Ballot:

Company follow the procedures under the applicable provisions of the Companies Act, 2013, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India (the 'SS-2'), each as amended, and in accordance with the requirements prescribed by the Ministry of Corporate Affairs for holding general meetings / conducting postal ballot process through e-voting from time to time.

Agreements binding Listed Entities.

Pursuant to Regulation 30A of the Listing Regulations, and the approval of Board of Directors on March 20, 2025, the Company has entered into a Memorandum of Understanding and a Service Agreement with Meritor HVS (India) Limited dated March 20, 2025 and March 31, 2025 respectively, wherein both the parties have agreed that the Company will sell the products directly to original equipment manufacturers with effect from April 1, 2025 and obtain certain services in relation to marketing, business development, product technology, engineering and product development, account management and relationship, program management from Meritor HVS (India) Limited.

The First Addendum to the Memorandum of Understanding and a Services Agreement with Meritor HVS (India) Limited were executed on April 29, 2026 for extension of the term of Agreements from May 01, 2026 to April 30, 2027.

Means Of Communication

The Company follows a robust process to seamlessly communicate with its stakeholders and investors thereby honouring their commitment towards the Company's vision. Prompt and efficient communication with the investor community/external constituencies enables them to be aware of the Company's business activities, strategy and future prospects. For this purpose, the Company provides multiple channels of communications through the following ways:

→ Stock Exchange Intimations:

All price-sensitive information and matters that are material to shareholders are disclosed to the respective Stock Exchanges where the securities of the Company are listed. All submissions to the Exchanges including Shareholding Pattern and Integrated Filing (Governance) are made through the respective electronic filing systems. Material events or information as detailed in Regulation 30 of the SEBI Listing Regulations are disseminated on the Stock Exchanges by filing them with the National

Stock Exchange of India Limited ('NSE') through NEAPS and with BSE Limited ('BSE') through BSE Listing Centre. They are also displayed on the Company's website at <https://www.autoaxle.com/exchangefiling>

→ Financial Results:

The Company publishes its quarterly, half-yearly, and annual financial results within the timelines prescribed under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The financial results are submitted to the stock exchanges, namely BSE Limited and the National Stock Exchange of India Limited (NSE), through their respective filing portals. Additionally, the results are made available under the "Investors" section of the Company's website for the information of shareholders and other stakeholders i.e.: <https://www.autoaxle.com/boardmeetings>.

The financial results are published within the time stipulated under the SEBI Listing Regulations in newspapers viz. Financial Express (in English) and Andolana (in Kannada).

→ Analyst/Investor Meets:

The Whole Time Director and Chief Financial Officer hold quarterly briefs with analysts, shareholders and major stakeholders where the Company's performance is discussed. The audio/video recording and transcript of the calls with analysts for quarterly/half-yearly/ annual results are available on the Company's website at <https://www.autoaxle.com/investormeet> and uploaded on the website of NSE & BSE.

→ Presentations to Institutional Investor and Analyst:

During the year, the Company did not make any separate presentations to institutional investors or analysts. However, detailed discussions and explanations on the Company's unaudited quarterly financial results and audited annual financial results were provided to institutional investors and financial analysts through investor/analyst conference calls conducted from time to time.

Company's Website

Your Company puts forth all vital information about the Company's performance including quarterly results, communication to investors on Company's website: www.autoaxle.com regularly for the benefit of the public at large simultaneously on submitting it to the NSE and BSE.

GENERAL SHAREHOLDER INFORMATION

Annual General Meeting	Date & Time : August 12, 2026 at 3.00 p.m. (IST) Venue : Through Video Conferencing facility or other audio-visual means The deemed venue will be Registered Office of the Company at Hootagalli Industrial Area, Off. Hunsur road, Mysuru, Karnataka – 570 018
CIN	L51909KA1981PLC004198
Financial Year	April 1, 2025 to March 31, 2026
Book Closure Dates	Wednesday, August 6, 2026 to Tuesday, August 12, 2026 (both days inclusive)
Dividend Payment Date	Expected on or before September 10, 2026
Plant Locations	Mysuru Plant: Hootagalli Industrial Area Off Hunsur Road, Mysuru, Karnataka - 570018. Rudrapur Plant: Plot No. 3, ITBT Park, SIIDCUL- IEE Pant Nagar, (NH-4), Dist. Udham Singh Nagar, Uttarakhand - 263150 Jamshedpur Plant : Old Khakripara, Vill & Post – Chhota Govindpur, Jamshedpur, Dist. E. Singhbhum, Jharkhand, 831015
Stock Exchanges	BSE Limited, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai-400 001. National Stock Exchange of India Limited, Exchange Plaza, 5th Floor, Plot No. C/1, G Block, Bandra-Kurla Complex, Bandra East, Mumbai-400 051. The Company confirms that the annual listing fee for the year 2025-26 has been paid to both the stock exchanges.
Stock Codes	BSE – 505010 NSE- AUTOAXLES Demat ISIN Number: INE449A01011
Share Transfer System & Share Transfer Agents	In compliance with the SEBI circular dated December 27, 2002, requiring share registry in terms of both physical and electronic mode to be maintained at a single point, the Company has appointed Integrated Registry Management Services Private Limited, No. 30, Ramana Residency, 4th Cross, Sampige Road, Malleswaram, Bangalore 560 003, as its Registrar and Share Transfer Agents (RTA). Company's shares are traded on the Stock Exchanges compulsorily in demat mode. In terms of Regulation 40 of the SEBI LODR transfer of securities in physical form are not processed unless the securities are held in the dematerialised mode with a Depository Participant. Further, with effect from 24th January 2022, SEBI has made it mandatory for listed companies to issue securities in dematerialised mode only while processing any investor service request viz. issue of duplicate securities certificates, 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. Further, SEBI vide its circular dated 30th January 2026 on "Ease of Doing Investment and Ease of Doing Business" by doing away with requirement of issuance of Letter of Confirmation ('LOC') and to effect direct credit of securities in dematerialisation account of the investor". Under the revised framework, RTA shall directly credit securities to the demat account of the investor, after carrying out necessary due diligence. Investor requests must now be accompanied by a latest Client Master List (CML) of the demat account, not older than two months and duly attested by the Depository Participant. The revised framework has come into force from 2nd April 2026. Any LOC issued prior to this date may continue to be used by investors for dematerialisation within the prescribed timelines.

**Shareholding pattern as on March 31, 2026:**

Pattern of Shareholding by ownership			Pattern of shareholding by share class			
Ownership	No. of Shares held	Share holding %	Category	No. of Share holders	No. of Shares held	Share holding %
Promoters	1,07,35,226	71.04	=/< 500	24,073	9,94,804	6.58
Non-Promoter (Public)			501-1000	276	2,03,607	1.35
Bodies Corporate	1,17,902	0.78	1001-2000	148	2,18,365	1.44
FI/ Foreign Portfolio Investors & Bank	1,25,007	0.83	2001-3000	40	1,02,757	0.68
NRIs	1,01,022	0.67	3001-4000	13	46,724	0.31
Mutual Funds	22,69,232	15.02	4001-5000	13	61,474	0.41
Others	17,63,586	11.67	5001-10000	32	2,19,274	1.45
Total	15,111,975	100.00	> 10000	20	1,32,64,970	87.78
			Total	24615	1,51,11,975	100.00
Dematerialization			The Company's Equity Shares are under compulsory demat trading. As on March 31, 2026, dematerialized shares accounted for 99.79% of total equity.			
Audit Qualification			There is no audit qualification in the financial Statements of the Company for the year ended March 31, 2026			

List of credit ratings obtained:Credit Rating Agency: **ICRA Limited**

Instrument	Rating Action
Long Term - Fund based – Term loan	-
Long-term/ Short-term –Fund based/ Non- fund Based Limits	[ICRA]AA-(Stable)/ [ICRA]A1 +; reaffirmed

Investor Grievance Correspondence:**Company**

Secretarial Dept.,
Automotive Axles Limited
Hootagalli Industrial Area,
Off Hunsur Road, Mysuru - 570 018

Phone : 0821-7197500
Email : sec@autoaxle.com

Share Transfer Agents

Integrated Registry Management Services Pvt. Ltd
No.30, Ramana Residency, 4th Cross
Sampige Road, Malleswaram
Bangalore – 560 003

Phone : 080-23460815-818
E-mail : irg@integratedindia.in

DISCLOSURES

Related Party Transactions:

All Related Party Transactions are placed before the Audit Committee and also the Board for approval. Prior omnibus approval of the Audit Committee is obtained for the transactions which are of a foreseen and repetitive nature. A statement giving details of all related party transactions is placed before the Audit Committee and the Board of Directors for their approval on a quarterly basis.

None of the transactions with any of the related parties were in conflict with the interest of the Company. Attention of the Members is drawn to the disclosure set out in notes to Financial Statement.

A Policy on Related Party Transactions is being uploaded in the website of the company which can be access at: <https://www.autoaxle.com/Downloads/Policy/Policy%20on%20Related%20Party%20Transactions%202022.pdf>

Management Discussion & Analysis:

This Annual Report has a detailed content on Management Discussion and Analysis and includes discussion on various matters specified under Regulation 34 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Whistle Blower Mechanism:

The Board has formulated a Whistle Blower Policy for directors and employees of the Company. The policy comprehensively provides an opportunity for an employee/Director to report the instances of unethical behavior, actual or suspected fraud or any violation of the Code of Conduct and /or laws applicable to the Company and seek redressal. The policy provides for a mechanism to report such concerns to the Audit Committee through specified channels. The policy has been communicated to the employees and also posted on Company's website.

The Whistle Blower Policy complies with the requirements of Vigil mechanism as stipulated under Section 177 of the Companies Act, 2013. The details of establishment of Whistle Blower Policy/Vigil Mechanism have been disclosed on website of the Company https://www.autoaxle.com/Investor_Policy.aspx

No personnel have been denied access to the audit committee.

Compliances by the Company

The Company has complied with the requirements of the Stock Exchanges, SEBI and other statutory authorities on all matters relating to capital markets during the last three years and there has been no penalties and/or restrictions have been imposed on the Company on any matter relating to capital markets.

Secretarial Audit and Other Certificates:

CS Pracheta M., Practicing Company Secretary having membership no. FCS 9323 and Certificate of Practice No. 9838 conducted a secretarial audit of the Company for FY 2025-26. Their Audit Report confirms that the Company has complied with the applicable provisions of the Act and the Rules made thereunder, its Memorandum and Articles of Association, SEBI Listing Regulations and the other applicable SEBI Regulations. The Secretarial Audit Report forms part of the Board's Report as an Annexure.

Certificate from CS Pracheta M., has been obtained, certifying that none of the directors on the board of the company have been debarred or disqualified from being appointed or continuing as directors of the companies by the Board/Ministry of Corporate Affairs or any such statutory authorities. The certificate from Practicing Company Secretary is annexed with this report.

In accordance with the SEBI Circular dated February 8, 2019 and additional affirmations required under Circulars issued by NSE and BSE dated March 16, 2023 and April 10, 2023 read with Regulation 24A of the SEBI Listing Regulations, the Company has obtained an Annual Secretarial Compliance Report from CS Pracheta M., Practicing Company Secretary, confirming compliances with all applicable SEBI Regulations, Circulars and Guidelines for the year ended March 31, 2026.

As mandated by Regulation 55A of the Securities and Exchange Board of India (Depositories and Participants) Regulations, 1996 quarterly Secretarial Audits are carried out to verify if the total issued/ paid-up capital is in conformity with the aggregate of the total number of the shares in physical form and the total number of dematerialized shares held with NSDL and CDSL.

Audit Fees :

Total fees for all services paid by the company to the statutory auditor M/s. S R Batliboi & Associates LLP, Chartered Accountants is ₹ 5.80 million (including reimbursement of expenses) for the Financial Year 2025-26.

Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

The Company has zero tolerance for sexual harassment at workplace and has adopted a Policy in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules made thereunder for prevention and redressal of complaints of sexual harassment at workplace.

- Number of complaints filed during the financial year : NIL
- Number of complaints disposed of during the financial year : NIL
- Number of complaints pending as on end of the financial year : NIL



Disclosures with respect to Demat suspense account/ unclaimed suspense account:

- a) aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year:

Number of Shareholder	Outstanding shares
2	75

- b) number of shareholders who approached listed entity for transfer of shares from suspense account during the year : (2) Two
- c) number of shareholders to whom shares were transferred from suspense account during the year: (2) Two
- d) aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year: NIL.

COMPLIANCE WITH MANDATORY & NON-MANDATORY REQUIREMENTS/DISCRETIONARY REQUIREMENTS:

The Company has complied with the applicable mandatory requirements of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. The Company has adopted some non-mandatory requirements as per Regulation 27(1) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Modified Opinion(s) in Audit Report

The Company is in the regime of financial statements with unmodified audit opinion.

Reporting of Internal Auditor

The Internal auditor reports directly to the Audit Committee.

SEBI Complaints System (SCORES)

The investor complaints are processed in a centralized web-based complaints redress system. The salient features of this system are centralized database of all companies, online upload of Action Taken reports by concerned companies and online viewing by investors of action taken on the complaints and its current status.

Online Dispute Resolution (ODR) Portal

SEBI has issued a Circular SEBI/HO/OIAE/OIAE_IAD-1/P/ CIR/2023/131 dated July 31, 2023, to streamline the existing dispute resolution mechanism in the Indian securities market by establishing a common Online Dispute Resolution Portal which harnesses online conciliation and online arbitration for resolution of disputes.

The Disputes between Investors/Clients and Listed companies, including their Registrar and Share Transfer Agents (RTAs) will be resolved in accordance with this circular. The information can be accessed from the Website of the Company at https://www.autoaxle.com/Important_Investor_Updates.aspx

Legal proceedings in respect of title of shares

There are no cases related to disputes over title to shares in which the Company has been made a party.

Special Contingency Insurance Policy

As per Schedule IV of IEPF (Accounting, Audit, Transfer and Refund) Rules, 2016 the Company obtained special contingency insurance policy from the insurance company towards the risk arising out of such claims in respect of verification report under sub-rule (3) of rule 7 or the revised verification report under the second proviso of sub-rule (7) of the said rule, as the case may be.

Accounting Treatment in preparation of Financial Statements

The Company has prepared the Financial Statements in accordance with the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act, read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 and the relevant provisions of the Act, as applicable.

Certification by CEO and CFO

The President & Whole Time Director and the Interim Chief Financial Officer have certified to the Board in accordance with Regulation 17(8) read with Part B of Schedule II to the SEBI Listing Regulations pertaining to CEO/CFO certification for the year ended March 31, 2026. The Certificate forms part of this Report.

Shareholder Engagement Initiatives

During the year, the Company implemented a series of initiatives focused on strengthening shareholder engagement. These efforts were carried out in alignment with communications from the Investor Education and Protection Fund (IEPF) and guidelines issued through SEBI circulars. The primary objective was to assist shareholders in updating their Know Your Customer (KYC) details and other relevant information to facilitate the payment of unpaid and unclaimed dividends directly to shareholders, thereby preventing such funds from being transferred to the IEPF. Special windows specifically for physical shareholders, were also opened, enabling them to re-lodge their transfer deeds, providing them adequate opportunities to address deficiencies and complete pending transfers, as per the applicable regulations.

These initiatives were regularly communicated to shareholders through newspaper advertisements, direct communications including emails and reminder letters, publication on the Company's website and dissemination through the Company's official social media platforms, to ensure broad awareness and timely participation by shareholders.

- Every year reminder letters for unpaid/unclaimed dividend are sent to the shareholders who have not claimed their dividend. Accordingly, the Company has sent the reminder letters to the shareholders dated June 13, 2025 during the year.

- Letters dispatched to shareholders on July 18, 2025, to Update their KYC Details to ensure to get their rights and entitlements on time.
- Intimation to physical security holders with respect to electronic payment of dividend, TDS and Exemption declaration submission in respect of such folios, only through electronic mode with effect from April 01, 2024 has been intimated on July 18, 2025.
- Notice of 44th Annual General Meeting of The Financial Year 2024-25 and Reminder to Physical Shareholders to update KYC and dematerialise physical shares pursuant to SEBI Master Circular No. SEBI/HO/MIRSD/POD1/P/CIR/2024/37 dated May 07, 2024 read with circular no. SEBI/HO/MIRSD/POD-1/P/CIR/2024/81 dated June 10, 2024 ('the SEBI Circular') has been sent on July 18, 2025
- Notice to Shareholders regarding opening of Special Window (from July 7, 2025 to January 6, 2026) to facilitate re-lodgement of transfer request of physical shares (For Investors whose transfer deeds were lodged prior to April 1, 2019 were rejected/returned/ not attended due to deficiency) through Newspaper Publications on 23rd July 2025, 11th October 2025 & 12th December 2025.
- IEPF Authority's - Saksham Niveshak -100 Days Campaign (From 28th July 2025 to 6th November 2025) & Second 100 Days Campaign (From April 1, 2026 To July 9, 2026).

This initiative aims to create awareness amongst investors and facilitate the resolution of pending issues relating to unclaimed dividends and shares transferred to Investor Education and Protection Fund (IEPF), updation of KYC and nomination details, and enable investors to claim their rightful entitlements.

- Special Window for Transfer and Dematerialisation of Physical Shares

Pursuant to the SEBI Circular dated 30th January, 2026, the Company has opened a special window from 5th February, 2026 to 4th February, 2027 to enable transfer and dematerialisation of physical shares sold or purchased prior to 1st April, 2019, including cases where earlier transfer requests were rejected, returned or unattended due to deficiencies.

Transfers under this window are permitted only in demat mode and the credited securities will remain under one year lock-in from the date of registration of transfer.

Further, cases involving disputes between transferor and transferee will not be considered in this window and

may be settled by transferor and transferee through court/ NCLT process. Also, securities which have been transferred to Investor Education and Protection Fund (IEPF) shall not be considered under this window for processing.

Acceptance of recommendations of Committees by the Board of Directors

In terms of the SEBI Listing Regulations, there have been no instances during the year under review, when the recommendations of any of the Committees were not accepted by the Board.

Green Initiative

As a responsible corporate citizen, the Company welcomes and supports the 'Green Initiative' undertaken by the Ministry of Corporate Affairs, Government of India, enabling electronic delivery of documents including the Annual Report and other communications amongst others, to the Members at their email addresses previously registered with the Depository Participants ('DPs') and RTA. Members who have not registered their email addresses so far are requested to do the same. Those holding shares in demat form can register their email address with their concerned DPs. Members who hold shares in physical form are requested to register their email addresses with the RTA.

Other disclosures

- The Company has complied with the corporate governance requirements as per Regulation 17 to 27 and website disclosure requirements as per Regulation 46(2) of the Listing Regulations.
- The securities of the Company were not suspended from trading anytime during fiscal year 2025-26.
- There are no 'Loans and advances' given to any firms or companies in which the directors are interested

DECLARATION ON COMPLIANCE WITH THE CODE OF CONDUCT

I, Nagaraja Gargeshwari, President & Whole-time Director of Automotive Axles Limited hereby declare that all the Board Members and Senior Managerial Personnel have affirmed for the year ended March 31, 2026 compliance with the Code of Conduct of the Company laid down for them.

Nagaraja Gargeshwari

President & Wholetime Director

Place: Pune

Date: May 19, 2026



TO THE BOARD OF DIRECTORS OF AUTOMOTIVE AXLES LIMITED

Certification by Chief Executive Officer and Chief Financial Officer of the Company

We, Nagaraja Gargeshwari, President & Whole time Director and Raman K., Interim Chief Financial Officer of Automotive Axles Limited as required under the Regulation 17(8) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 to the best of our knowledge and belief, certify with respect to the financial results for the financial year ending March 31, 2026 as follows:

- A. We have reviewed the 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 are in compliance with existing accounting standards, applicable laws and regulations.
- B. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's code of conduct.
- C. We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the listed entity 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 they have taken or propose to take to rectify these deficiencies.
- D. We have indicated to the auditors and the Audit committee wherever applicable:
 - 1) significant changes in internal control over financial reporting during the year;
 - 2) significant changes in accounting policies during the year and that the same have been disclosed in the notes to the financial statements; and
 - 3) 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.

Nagaraja Gargeshwari
President & Whole time Director

Raman K
Interim Chief Financial Officer

Place: Pune
Date: May 19, 2026

**CERTIFICATE OF THE COMPLIANCE WITH THE CONDITIONS OF CORPORATE
GOVERNANCE UNDER SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING
OBLIGATIONS AND DISCLOSURES REQUIREMENTS) REGULATIONS, 2015**

Registration No. of the Company: L51909KA1981PLC004198

Nominal Capital: ₹ 250,000,000/-

To,
The Members of
Automotive Axles Limited

I have examined the compliance of the conditions of Corporate Governance by Automotive Axles Limited (hereinafter referred to as 'Company'), for the financial year ended 31st March 2026, as stipulated under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as LODR Regulations).

The compliance with the conditions of Corporate Governance is the responsibility of the management. My examination was limited to the procedure and implementation thereof by the Company. This Certificate 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.

On the basis of my examination of the records produced, explanations and information furnished to me by the Company, I certify that the Company has complied with the mandatory conditions of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

For **Pracheta and Associates**
Company Secretaries

Place: Mysuru
Date: 19.05.2026

Pracheta M.
Proprietrix
FCS No.: F9323
C P No.: 9838
Peer Review Certificate No.: 7726/2026
UDIN: F009323H000385303



CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

[As per Clause 10(i) of Para C of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirement) Regulations, 2015 read with regulation 34(3) of the said Listing Regulations].

To
The Members,

AUTOMOTIVE AXLES LIMITED

CIN: L51909KA1981PLC004198

1. We have examined the status of directors for the year ended on March 31, 2026, pursuant to the provisions of Clause 10(i) of Para C of Schedule V of the **Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Regulations")**.
2. It is neither an audit nor an expression of opinion regarding the legality of debarring or disqualification by the Securities and Exchange Board of India (SEBI)/Ministry of Corporate Affairs (MCA) or any such statutory authority.
3. Our examination was limited to a review of the relevant records of the Company and website of MCA, stock exchange(s), SEBI and other relevant statutory authority(ies) and it is solemnly the responsibility of Directors to submit relevant declarations and disclosures with complete and accurate information in compliance with the relevant provisions.
4. In our opinion and to the best of our information and according to our examination of the relevant records and the explanations given to us and the declarations and disclosures made by the Directors, we certify that none of the directors on the Board of AUTOMOTIVE AXLES LIMITED have been debarred or disqualified from being appointed or continuing as directors of companies by the SEBI/Ministry of Corporate Affairs or any such statutory authority during the year ended at March 31, 2026.

For **Pracheta and Associates**
Company Secretaries

Pracheta M.

Proprietrix

FCS No.: F9323

C P No.: 9838

Peer Review Certificate No.: 7726/2026

UDIN: F009323H000385281

Place: Mysuru
Date: 19.05.2026

INDEPENDENT AUDITOR'S REPORT

To the Members of Automotive Axles Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Automotive Axles Limited ("the Company"), which comprise the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, including the statement of Other Comprehensive Income, the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013, as amended ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, its profit including other comprehensive loss, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the 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 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 audit opinion on the financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements for the financial year ended March 31, 2026. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Key audit matters	How our audit addressed the key audit matter
(a) Provision for slow-moving/non-moving and obsolete inventories (as described in note 2.2(i) and note 8 of the financial statements)	
We have identified provision for slow-moving/non-moving and obsolete inventories as key audit matters due to critical judgement exercised by the Company's Management in identifying the obsolete and slow-moving/ non-moving and obsolete items of inventories and assessing the amount of allowance for inventories. The balance of inventories as at March 31, 2026 is ₹ 2,143 million, net of provision for slow-moving/non-moving and obsolete inventories. Inventories comprise of raw material, work in progress, finished products and stores and spares. The determination of provision in respect of inventories requires management to exercise judgement in identifying the obsolete and slow-moving/ non-moving inventories and make estimates of appropriate level of provision required.	Our audit procedures in relation to identification of slow moving/ non-moving and obsolete inventory included the following: • We assessed and tested the design and operating effectiveness of the Company's internal control environment over receipts, consumption and dispatch of inventories, valuation of inventories and determination of provision required for slow/ non-moving inventories and obsolete inventories; • We understood and evaluated the basis of identification of the obsolete and slow-moving/non- moving inventories; • We observed physical inventory count performed by the management and assessed the physical condition of inventories; • We tested the accuracy of the report on aged inventories, on a sample basis;



Key audit matters	How our audit addressed the key audit matter
(a) Provision for slow-moving/non-moving and obsolete inventories (as described in note 2.2(i) and note 8 of the financial statements)	• We assessed the allowance policy by comparing the actual loss to historical allowance recognized, on a sample basis • We assessed the realizable value of finished goods, on a sample basis, by comparing their carrying values at year-end with the subsequent sale prices of the finished goods; • We assessed the net realizable values of raw materials and work in progress, on a sample basis, by comparing their carrying values at year-end with the subsequent sale prices of related finished goods, less future cost of their conversion into finished goods; and • We also assessed the Company's disclosures concerning this in note 31.2 on significant accounting estimates and judgements and note 8 on Inventories to the financial statements.

We have determined that there are no other key audit matters to communicate in our report.

Information Other than the Financial Statements and Auditor's Report Thereon

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Director's report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management for the Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance including other comprehensive loss, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian

Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. 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 the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee

that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal 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 financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements for the financial year ended March 31, 2026 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, we give in the "Annexure 1" a statement on the matters specified in paragraphs 3 and 4 of the Order.
2. As required by Section 143(3) of the Act, we report, to the extent applicable, that:
 - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
 - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books



except for the matters stated in the paragraph 2(i)(vi) below on reporting under rule 11(g);

- (c) The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Cash Flow Statement and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account;
- (d) In our opinion, the aforesaid financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;
- (e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act;
- (f) The modification relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph 2(b) above on reporting under Section 143(3)(b) and paragraph 2(i)(vi) below on reporting under Rule 11(g);
- (g) With respect to the adequacy of the internal financial controls with reference to these financial statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure 2" to this report;
- (h) In our opinion, the managerial remuneration for the year ended March 31, 2026 has been paid / provided by the Company to its directors in accordance with the provisions of section 197 read with Schedule V to the Act;
- (i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its financial statements – Refer note 34 to the 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, required to be transferred, to the Investor Education and Protection Fund by the Company;
- iv. a) The management has represented that, to the best of its knowledge and belief, as disclosed in the note 43 to the financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
- b) The management has represented that, to the best of its knowledge and belief, as disclosed in the note 43 to the financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
- c) Based on such audit procedures 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 (a) and (b) contain any material misstatement.

- 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 Act to the extent it applies to payment of dividend.

As stated in note 14.2 to the financial statements, 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.

- vi. Based on our examination which included test checks, the Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except that, audit trail feature is not enabled for direct changes to data when using certain access rights, as described in note 45 to the financial

statements. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with, in respect of accounting software where the audit trail has been enabled.

Additionally, the audit trail of prior year has been preserved by the Company as per the statutory requirements for record retention, to the extent it was enabled and recorded in the prior year, as stated in note 45 to the financial statements.

For **S.R. Batliboi & Associates LLP**

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per **Pradip Agarwal**

Partner

Membership Number: 065537

UDIN: 26065537RMVEFD1926

Place of Signature: Bengaluru

Date: May 19, 2026



Annexure 1 referred to in our report to the members of Automotive Axles Limited ("the Company") for the year ended March 31, 2026

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment.
- (a) (B) The Company has maintained proper records showing full particulars of intangibles assets.
- (b) Property, Plant and Equipment have been physically verified by the management during the year and no material discrepancies were identified on such verification.
- (c) 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) disclosed in note 3.1 to the financial statements included in property, plant and equipment are held in the name of the Company.
- (d) The Company has not revalued its Property, Plant and Equipment (including Right of use assets) or intangible assets during the year ended March 31, 2026.
- (e) There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- (ii) (a) Physical verification of inventory has been conducted at reasonable intervals during the year by management including inventories lying with third parties. In our opinion, the coverage and procedure of such verification by the management is appropriate. There were no discrepancies of 10% or more noticed, in the aggregate for each class of inventory.
- (b) As disclosed in note 11.2 to the financial statements, the Company has been sanctioned working capital limits in excess of ₹ five crores in aggregate from banks and financial institutions during the year on the basis of security of current assets of the Company. Based on the records examined by us in the normal course of audit of the financial statements, the quarterly returns/statements filed by the Company with such banks and financial institutions are in agreement with the books of accounts of the Company.
- (iii) (a) During the year, the Company has not provided advances in the nature of loans, or provided security, or stood guarantee to companies, firms, Limited Liability Partnerships. Further, during the year, the Company has provided loans to other parties as follows:

Particulars	Loans (₹ In Millions)
Aggregate amount granted/ provided during the year - Others	55.00
Balance outstanding as at balance sheet date in respect of above cases - Others	56.01

- (b) During the year, the terms and conditions of the grant of all loans to other parties are not prejudicial to the Company's interest. During the year, the Company has not made any investments, provided guarantees, security and advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties.
- (c) In respect of loans granted to other parties, the schedule of repayment of principal and payment of interest has been stipulated and the repayment or receipts are regular except in the following case:

Name of the Entity	Amount (₹ In Millions)	Due date	Extent of delay (in days)
AB Auto Brakes Private Limited	0.32	Various dates	More than 365 days

- (d) The following amounts are overdue for more than ninety days from a Company to whom loan has been granted, and reasonable steps have been taken by the Company for recovery of the overdue amount of interest.

Number of Case	Principal Amount Overdue (₹ In Millions)	Interest Overdue (₹ In Millions)	Total Overdue (₹ In Millions)
1	Nil	0.32	0.32

- (e) There were no loans or advance in the nature of loan granted to companies, firms, Limited Liability Partnerships or any other parties which has fallen due during the year, that have been renewed or extended or fresh loans granted to settle the overdues of existing loans given to the same parties.
- (f) The Company has not granted any loans or advances in the nature of loans, either repayable on demand or without specifying any terms or period of repayment to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii)(f) of the Order is not applicable to the Company.
- (iv) Loans, investments, guarantees and security in respect of which provisions of Section 186 of the Companies Act, 2013 are applicable have been complied with by the Company. There are no loans in respect of which provisions of Section 185 of the Companies Act, 2013 are applicable to the Company.
- (v) The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of Sections 73 to 76 of the Companies Act, 2013 and the rules made thereunder, to the extent applicable. Accordingly, the requirement to report on clause 3(v) of the Order is not applicable to the Company.
- (vi) We have broadly reviewed the books of account maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records under Section 148(1) of the Companies Act, 2013, related to the manufacture of axles and brakes, and are of the opinion that prima facie, the specified accounts and records have been made and maintained. We have not, however, made a detailed examination of the same.
- (vii) (a) The Company is regular in depositing with appropriate authorities undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, duty of customs, cess and other statutory dues applicable to it. According to the information and explanations given to us and based on audit procedures performed by us, no undisputed amounts payable in respect of these statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable.
- (b) According to the information and explanation given to us, there are no dues of provident fund, employees' state insurance, service tax, sales tax, value added tax, duty of custom and cess on account of any dispute. The disputed dues on account of income tax and goods and service tax are as follows:

Name of the statute	Nature of dues	Amount of dispute (₹ million)	Payment under protest (₹ million)	Period to which the amount relates	Forum where dispute is pending
Income Tax Act, 1961	Income Tax	0.21	0.04	AY 2018-19	CIT (Appeals)
Goods and Service Tax Laws	Goods and Service Tax	15.29	0.09	FY 2017-18 to FY 2023-24	Appellate Authority
Goods and Service Tax Laws	Goods and Service Tax	0.13	-	FY 2020-21	Commercial Tax Officer

- (viii) The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.
- (ix) (a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender.
- (b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.
- (c) The Company did not have any term loans outstanding during the year hence, the requirement to report on clause (ix)(c) of the Order is not applicable to the Company.
- (d) The Company did not raise any funds during the year hence, the requirement to report on clause (ix)(d) of the Order is not applicable to the Company.
- (e) The Company does not have any subsidiary, associate or joint venture. Accordingly, the requirement to report on clause 3(ix)(e) & (f) of the Order is not applicable to the Company.
- (x) (a) The Company has not raised any money during the year by way of initial public offer / further public offer (including debt instruments) hence, the requirement to report on clause 3(x)(a) of the Order is not applicable to the Company.
- (b) The Company has not made any preferential allotment or private placement of shares /fully or partially or optionally convertible debentures during the year under audit and hence, the requirement



to report on clause 3(x)(b) of the Order is not applicable to the Company.

- (xi) (a) No fraud by the Company or no material fraud on the Company has been noticed or reported during the year.
- (b) During the year, no report under Sub-section (12) of Section 143 of the Companies Act, 2013 has been filed 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 as per the provisions of the Companies Act, 2013. Therefore, the requirement to report on clause 3(xii)(a), (b) & (c) of the Order is not applicable to the Company.
- (xiii) Transactions with the related parties are in compliance with Sections 177 and 188 of Companies Act, 2013 where applicable and the details have been disclosed in the notes to the financial statements, as required by the applicable accounting standards.
- (xiv) (a) The Company has an internal audit system commensurate with the size and nature of its business.
- (b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.
- (xv) The Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence requirement to report on clause 3(xv) of the Order is not applicable to the Company.
- (xvi) (a) The provisions of Section 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause (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. Accordingly, the requirement to report on clause (xvi)(b) of the Order is not applicable to the Company.
- (c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi)(c) of the Order is not applicable to the Company.
- (d) There is no Core Investment Company as a part of the Group, hence, the requirement to report on clause 3(xvi)(d) of the Order is not applicable to the Company.
- (xvii) The Company has not incurred cash losses in the current financial year and in the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year and accordingly requirement to report on Clause 3(xviii) of the Order is not applicable to the Company.
- (xix) On the basis of the financial ratios disclosed in note 42 to the financial statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the 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) (a) In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Companies Act, 2013 in compliance with second proviso to Sub-section 5 of Section 135 of the Companies Act, 2013. This matter has been disclosed in note 30 to the financial statements.
- (b) All amounts that are unspent under Section (5) of section 135 of Companies Act, 2013, pursuant to any ongoing project, has been transferred to special account in compliance of with provisions of Sub-section (6) of Section 135 of the Companies Act, 2013. This matter has been disclosed in note 30 to the financial statements.

For **S.R. Batliboi & Associates LLP**

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per **Pradip Agarwal**

Partner

Membership Number: 065537

UDIN: 26065537RMVEFD1926

Place of Signature: Bengaluru

Date: May 19, 2026

Annexure 2 to the Independent Auditor's Report of Even Date on the Financial Statements of Automotive Axles Limited

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to financial statements of Automotive Axles Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's Management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to these financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, as specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to these

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 these financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to these 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 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 these financial statements.

Meaning of Internal Financial Controls With Reference to these Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.



Inherent Limitations of Internal Financial Controls 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.

Opinion

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls with reference to financial statements were operating effectively

as at March 31, 2026, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **S.R. Batliboi & Associates LLP**

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per **Pradip Agarwal**

Partner

Membership Number: 065537

UDIN: 26065537RMVEFD1926

Place of Signature: Bengaluru

Date: May 19, 2026

Balance Sheet

as at March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

	Notes	March 31, 2026	March 31, 2025
ASSETS			
Non-current assets			
Property, plant and equipment	3.1	2,103.77	1,855.80
Capital-work-in-progress	3.2	135.17	65.43
Intangible assets	4	18.98	2.01
Right-of-use assets	33	123.21	142.16
Financial assets			
Loans	5	30.76	30.62
Other financial assets	6	422.70	178.86
Income tax assets (net)	19.1	0.25	26.61
Deferred tax assets (net)	20	47.23	22.84
Other non-current assets	7	326.70	159.86
		3,208.77	2,484.19
Current assets			
Inventories	8	2,143.11	2,294.14
Financial assets			
Investments	9	1,402.17	774.75
Trade receivables	10	4,921.70	4,375.20
Cash and cash equivalents	11	381.86	85.74
Bank balances other than cash and cash equivalents	12	2,207.28	303.54
Loans	5	25.25	18.20
Other financial assets	6	480.24	2,734.37
Other current assets	7	432.95	499.79
		11,994.56	11,085.73
		15,203.33	13,569.92
Total assets			
EQUITY AND LIABILITIES			
Equity			
Equity share capital	13	151.12	151.12
Other equity	14	10,836.58	9,668.10
Total equity		10,987.70	9,819.22
Liabilities			
Non-current liabilities			
Financial liabilities			
Lease liabilities	33	124.84	140.68
Provisions	15	36.86	29.95
		161.70	170.63
Current liabilities			
Financial liabilities			
Lease liabilities	33	15.84	14.63
Trade payables	16		
(A) Total outstanding dues of micro enterprises and small enterprises		400.98	271.04
(B) Total outstanding dues of creditors other than micro enterprises and small enterprises		2,954.25	2,744.64
Other financial liabilities	17	315.05	167.87
Other current liabilities	18	128.13	262.87
Provisions	15	204.14	103.55
Current tax liabilities (net)	19.2	35.54	15.47
		4,053.93	3,580.07
		4,215.63	3,750.70
Total liabilities		15,203.33	13,569.92
Total equity and liabilities		15,203.33	13,569.92
Summary of material accounting policies	2		

The accompanying notes are an integral part of the financial statements.

As per our report of even date attached
For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per **Pradip Agarwal**
Partner
Membership No.: 065537

Place: Bengaluru
Date: May 19, 2026

For and on behalf of the Board of Directors of
Automotive Axles Limited
CIN: L51909KA1981PLC004198

Nagaraja Gargeshwari
Whole Time Director
DIN: 00839616

Place: Pune
Date: May 19, 2026

Raman K
Chief Financial Officer

Place: Pune
Date: May 19, 2026

Dr. B. N. Kalyani
Chairman
DIN: 00089380

Place: Pune
Date: May 19, 2026

Debadass Panda
Company Secretary
Membership No: 16898

Place: Pune
Date: May 19, 2026



Statement of Profit and Loss

for the year ended March 31, 2026

(All amounts in Indian Rupees million, except share data and per share data, unless otherwise stated)

	Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
Income			
Revenue from operations	21	21,777.29	20,775.38
Other income	22	321.80	272.14
Total income		22,099.09	21,047.52
Expenses			
Cost of raw material consumed	23	14,538.17	14,749.52
Changes in inventories of finished goods and work-in-progress	24	169.57	9.43
Employee benefits expense	25	1,592.73	1,387.40
Finance costs	26	15.68	29.72
Depreciation and amortisation expense	27	358.93	336.45
Other expenses	28	3,106.19	2,428.87
Total expenses		19,781.27	18,941.39
Profit before exceptional items and tax		2,317.82	2,106.13
Exceptional items	25	(119.87)	-
Profit before tax		2,197.95	2,106.13
Tax expense			
Current tax	20	573.77	536.11
Deferred tax	20	(19.57)	14.67
Total tax expense		554.20	550.78
Profit for the year		1,643.75	1,555.35
Other comprehensive income (OCI)			
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:			
Re-measurement gain/ (loss) on defined benefit plan	36	(19.17)	(15.91)
Tax on remeasurements of the defined benefit plan	20	4.82	4.00
Other comprehensive income/(loss) for the year, net of tax		(14.35)	(11.91)
Total comprehensive income for the year, net of tax		1,629.40	1,543.44
Earnings per equity share [nominal value of share ₹ 10 (March 31, 2025: ₹ 10)]			
Basic and Diluted	29	108.77	102.92
Summary of material accounting policies	2		

The accompanying notes are an integral part of the financial statements.

As per our report of even date attached
For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per **Pradip Agarwal**
Partner
Membership No.: 065537

Place: Bengaluru
Date: May 19, 2026

For and on behalf of the Board of Directors of
Automotive Axles Limited
CIN: L51909KA1981PLC004198

Nagaraja Gargeshwari
Whole Time Director
DIN: 00839616

Place: Pune
Date: May 19, 2026

Raman K
Chief Financial Officer

Place: Pune
Date: May 19, 2026

Dr. B. N. Kalyani
Chairman
DIN: 00089380

Place: Pune
Date: May 19, 2026

Debadass Panda
Company Secretary
Membership No: 16898

Place: Pune
Date: May 19, 2026

Cash flow statement

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

	Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
I Cash flow from operating activities			
Profit before tax		2,197.95	2,106.13
Adjustments to reconcile profit before tax to net cash flows:			
Depreciation and amortisation expense	27	358.93	336.45
Profit on sale of property, plant and equipment	22	(13.79)	(1.02)
Liabilities no longer required written back	22	(10.31)	(7.34)
Profit on termination of lease		-	(15.44)
Profit on sale of mutual funds	22	(45.72)	(19.34)
Fair value gain on financial instruments at fair value through profit or loss	22	(29.17)	(18.95)
Provision for warranties	28	108.47	83.31
Finance costs	26	13.47	25.85
Interest income	22	(217.06)	(202.03)
Impairment loss on trade receivables	28	9.25	-
Unrealised foreign exchange gain		(18.17)	-
Operating profit before working capital adjustments		2,353.85	2,287.62
Working capital adjustments :			
Increase in trade receivables		(535.82)	(730.25)
Increase in other financial assets		(5.45)	(22.72)
(Increase) / decrease in other assets		71.42	(101.02)
Decrease in inventories		151.03	208.20
Increase in trade payables		337.79	206.19
Increase / (decrease) in other liabilities		(138.97)	52.35
Increase / (decrease) in other financial liabilities		40.70	(0.57)
Decrease in provisions		(21.70)	(94.58)
		2,252.85	1,805.22
Income tax paid (net of refund)		(527.34)	(522.75)
Net cash flows from operating activities		1,725.51	1,282.47
II Cash flow from investing activities			
Purchase of property, plant and equipment and intangible assets		(733.32)	(264.12)
Proceeds from sale of property, plant and equipment		17.45	1.45
Net proceeds from transfer of ROU		-	127.50
Purchase of mutual funds		(4,982.68)	(18,990.41)
Proceeds from sale of mutual funds		4,430.14	18,463.75
Loans given to suppliers		(55.00)	(49.50)
Loans repaid by suppliers		47.81	5.50
Investment in fixed deposits (net)		110.03	(399.41)
Interest received		223.63	164.33
Net cash flows used in investing activities		(941.94)	(940.91)



Cash flow statement (Contd.)

for the year ended March 31, 2025

(All amounts in Indian Rupees Million, unless otherwise stated)

	Notes	For the year ended March 31, 2026	For the year ended March 31, 2025
III Cash flow from financing activities			
Repayment of borrowings		-	(62.50)
Interest paid		(11.90)	(23.61)
Payment of principal portion of lease liabilities		(14.63)	(15.70)
Dividend paid to equity holders	14.2	(460.92)	(483.58)
Net cash flows used in financing activities		(487.45)	(585.39)
IV Net increase / (decrease) in cash and cash equivalents (I + II + III)		296.12	(243.83)
Effect of exchange differences on cash and cash equivalents held in foreign currency		0.00	-
Cash and cash equivalents at the beginning of the year	11	85.74	329.57
V Cash and cash equivalents at the end of the year	11	381.86	85.74
VI Components of cash and cash equivalents as at the end of the year	11		
Cash on hand		0.03	0.05
Balances with banks			
- in current accounts		331.83	85.69
- in deposit accounts with original maturity of less than three months		50.00	-
Total cash and cash equivalents		381.86	85.74
Refer note 11.1 for changes in liabilities arising from financing activities and non-cash investing activities.			
Summary of material accounting policies	2		

The accompanying notes are an integral part of the financial statements.

As per our report of even date attached
For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per **Pradip Agarwal**
Partner
Membership No.: 065537

Place: Bengaluru
Date: May 19, 2026

For and on behalf of the Board of Directors of
Automotive Axles Limited
CIN: L51909KA1981PLC004198

Nagaraja Gargeshwari
Whole Time Director
DIN: 00839616

Place: Pune
Date: May 19, 2026

Raman K
Chief Financial Officer

Place: Pune
Date: May 19, 2026

Dr. B. N. Kalyani
Chairman
DIN: 00089380

Place: Pune
Date: May 19, 2026

Debadass Panda
Company Secretary
Membership No: 16898

Place: Pune
Date: May 19, 2026

Statement of Changes in Equity

for the year ended March 31, 2026

(All amounts in Indian Rupees million, except share data and per share data, unless otherwise stated)

a) Equity share capital

Equity shares of ₹ 10 each issued, subscribed and fully paid

	Numbers	₹
As at April 01, 2025	1,51,11,975	151.12
Issued during the year	-	-
As at March 31, 2026	1,51,11,975	151.12
As at April 01, 2024	1,51,11,975	151.12
Issued during the year	-	-
As at March 31, 2025	1,51,11,975	151.12

b) Other equity

	Reserves and Surplus			
	Securities premium	General reserve	Retained earnings	Total
Balance as at April 01, 2025	115.59	458.82	9,093.69	9,668.10
Profit for the year	-	-	1,643.75	1,643.75
Other comprehensive income/(loss), net of tax	-	-	(14.35)	(14.35)
Dividend paid (refer note 14.2)	-	-	(460.92)	(460.92)
Balance as at March 31, 2026	115.59	458.82	10,262.17	10,836.58
Balance as at April 01, 2024	115.59	458.82	8,033.85	8,608.26
Profit for the year	-	-	1,555.35	1,555.35
Other comprehensive income/(loss), net of tax	-	-	(11.91)	(11.91)
Dividend paid (refer note 14.2)	-	-	(483.58)	(483.58)
Balance as at March 31, 2025	115.59	458.82	9,093.69	9,668.10
Summary of material accounting policies	Note 2			

The accompanying notes are an integral part of the financial statements.

As per our report of even date attached
For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per **Pradip Agarwal**
Partner
Membership No.: 065537

Place: Bengaluru
Date: May 19, 2026

For and on behalf of the Board of Directors of
Automotive Axles Limited
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Company Secretary
Membership No: 16898

Place : Pune
Date: May 19, 2026



Notes to the Financial Statements

for the year ended March 31, 2026

1. Corporate information

Automotive Axles Limited ("the Company") is a joint venture company incorporated in 1981, between Bharat Forge Limited, Pune, India and Meritor Heavy Vehicle Systems LLC, USA. The Company is a public company domiciled in India. Its shares are listed on the BSE Limited and the National Stock Exchange of India Limited. The registered office of the Company is located at Hootagalli Industrial Area, Off Hunsur Road, Mysore, Karnataka- 570018 and CIN of the Company is L51909KA1981PLC004198.

The Company is primarily engaged in manufacturing of axles and brakes at Mysore, Rudrapur and Jamshedpur.

The financial statements were approved for issue in accordance with a resolution of the Company's Board of Directors on May 19, 2026.

Pursuant to the approval of Board of Directors on March 20, 2025, the Company has entered into a Memorandum of Understanding and a Service Agreement with Meritor HVS (India) Limited dated March 20, 2025 and March 31, 2025 respectively, the Company is selling the products directly to original equipment manufacturers with effect from April 1, 2025 and have obtained certain services in relation to marketing, business development, product technology, engineering and product development, account management and relationship, program management from Meritor HVS (India) Limited. Further, the Company is in the process of finalising the direct agreements with the original equipment manufacturers.

2. Material accounting policies

2.1. Basis of preparation

The financial statements of the Company have been prepared in accordance with Indian Accounting Standards ("Ind AS") notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) read with section 133 of the Companies Act, 2013 ("the Act") and presentation requirements of Division II of Schedule III to the Companies Act, 2013, (Ind AS compliant Schedule III), as applicable to financial statements.

The financial statements have been prepared on a historical cost basis, except for the following assets which have been measured at fair value:

- Certain financial assets at fair value (refer accounting policy regarding financial instruments), and

- Defined benefit plans-plan assets measured at fair value.

The accounting policies adopted for preparation and presentation of financial statement have been consistent with the previous year.

The financial statements are presented in Indian Rupees ('₹') and all values are rounded to the nearest million (₹ 000,000), except when otherwise indicated.

The Company has prepared the financial statements on the basis that it will continue to operate as a going concern.

2.2. Summary of material accounting policies

The following are the material accounting policies applied by the Company in preparing its financial statements:

(a) Current versus non-current classification

The Company segregates assets and liabilities into current and non-current categories for presentation in the balance sheet after considering its normal operating cycle and other criteria set out in Ind AS 1, "Presentation of Financial Statements". For this purpose, current assets and liabilities include the current portion of non-current assets and liabilities respectively. Deferred tax assets and liabilities are always classified as non-current.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

(b) Revenue from contract with customers

The Company earns revenue from contract with customers primarily from sale of goods. Revenue is recognised upon transfer of control of promised products to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those goods. The Company has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer, it is the primary obligor in all the revenue arrangements as it has pricing latitude and is also exposed to inventory and credit risks.

Sale of goods:

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods

Notes to the Financial Statements

for the year ended March 31, 2026

or based on the terms of the contract. Delivery occurs when the products have been shipped or delivered to the specific location as the case may be, the risks of loss has been transferred, and either the customer has accepted the products in accordance with the sales contract, or the Company has objective evidence that all criteria for acceptance have been satisfied. Sale of products include related ancillary services, if any. In contracts where freight is arranged by the Company and recovered from the customers, the same is treated as a separate performance obligation and revenue is recognised when such freight services are rendered.

The Company considers whether there are other promises in the contract that 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 considers the effects of variable consideration, the existence of significant financing components, non-cash consideration and consideration payable to the customer (if any).

(i) Variable consideration

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 significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. Some contracts for the sale of goods provide customers with discount.

The Company applies the practical expedient for short-term advances received from customers. That is, the promised amount of consideration is not adjusted for the effects of a significant financing component if the period between the transfer of the promised good or service and the payment is one year or less.

The Company typically provides warranties for any field failures and general repairs of defects that existed at the time of sale until specific period agreed / usage agreed with the customer. These assurance-type warranties are accounted for under Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

(ii) Volume rebates

The Company applies the most likely amount or the expected value method to estimate the variable consideration in the contract. The selected method that best predicts the amount of variable consideration is primarily driven by the number of volume thresholds contained in the contract. The most likely amount is used for those contracts with a single volume threshold, while the expected value method is used for those with more than one volume threshold. The Company then applies the requirements on constraining estimates in order to determine the amount of variable consideration that can be included in the transaction price and recognised as revenue. A refund liability is recognised for the expected future rebates (i.e., the amount not included in the transaction price).

(iii) Contract balances

• **Contract assets**

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Company performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

• **Trade receivables**

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e. only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in section (I)

Financial instruments – initial recognition and subsequent measurement.

• **Contract liabilities**

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is



Notes to the Financial Statements

for the year ended March 31, 2026

recognised when the payment is made, or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs under the contract.

(iv) Warranty provisions

The estimated liability for product warranties is recorded when products are sold. These estimates are established using historical information on the nature, frequency and average cost of warranty claims and management estimates regarding possible future incidence based on corrective actions on product failures. The timing of outflows will vary as and when warranty claim will arise being typically up to three years.

As per the terms of the contracts, the Company provides post-contact services / warranty support to some of its customers. The company accounts for the post-contract support / provision for warranty on the basis of the information available with management duly taking into the account the current and post technical estimates.

The disclosures of significant accounting judgements, estimates and assumptions relating to revenue from contracts with customers are provided in note 31.

(c) Foreign currencies

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the entity operates (i.e. the "functional currency"). The Company's financial statements are presented in Indian Rupee, which is also the Company's functional and presentation currency.

Transactions and balances

Transactions in foreign currencies are initially recorded by the Company's at their functional currency spot rates at the date the transaction first qualifies for recognition. However, for practical reasons, the Company uses average rate if the average approximates the actual rate at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Exchange differences arising on settlement or translation of monetary items are recognised

in profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions.

(d) Taxes

Tax expense comprises current tax expense and deferred tax

Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in India where the Company operates and generates taxable income.

Current income tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment.

Deferred tax

Deferred tax is provided using the balance sheet approach on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date. The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised, or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except when the deferred tax asset

Notes to the Financial Statements

for the year ended March 31, 2026

relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

In assessing the recoverability of deferred tax assets, the Company considers whether the entity has sufficient taxable temporary differences relating to the same taxation authority and the same taxable entity, which will result in taxable amounts against which the unused tax losses or unused tax credits can be utilised before they expire.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss either in other comprehensive income or in equity in correlation to the underlying transaction

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority

(e) Property, plant and equipment (PPE)

All items of property, plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such costs include the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the

carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met and if the amount is material.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition

of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognised.

Property, plant and equipment under installation or construction as at the balance sheet date is shown as capital work-in-progress and is stated at cost, net of accumulated impairment loss, if any. Further the related advances are shown under non-current assets.

Depreciation on property, plant and equipment is calculated on straight-line basis using the rates arrived at based on the useful life estimated by the management.

The management believes that depreciation rates used fairly reflect its estimate of the useful lives and residual values of property, plant and equipment, though these rates in certain cases are different from lives prescribed under Schedule II of the Companies Act 2013. The Company has used the following estimated useful lives to provide depreciation on its property, plant and equipment.

Category of assets	Useful lives
Building - Factory	30 years
Building - Others (including Roads)	5-60 years
Plant & Machinery	2-15 years
Plant & Machinery – Windmill	9 years
Electrical installation	3-10 years
Furniture & fixtures	5-10 years
Computers and servers	3-6 years
Office equipments	5 years
Vehicles	4-8 years

Leasehold improvements are depreciated over the primary period of lease, or useful life, whichever is lower, on a straight-line basis.



Notes to the Financial Statements

for the year ended March 31, 2026

The Company reviews the estimated residual values and expected useful lives of assets at least annually. In particular, the Company considers the impact of health, safety and environmental legislation in its assessment of expected useful lives and estimated residual values.

(f) Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

Computer Software which is not an integral part of the related hardware is classified as an intangible asset. Intangible assets are amortised on a straight-line basis over the estimated useful economic life of 3 years.

The amortization period and the amortization method are reviewed at least at each financial year end.

(g) Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Company's lease assets class primarily consist of lease of land, building and premises.

Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on

a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Particulars	Useful life (in years)
Building	10 years

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment.

(ii) Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as rent expenses in the period in which the event or condition that triggers the payment occurs.

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. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Notes to the Financial Statements

for the year ended March 31, 2026

(iii) Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases. (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Company as a lessor

Leases are classified as finance leases when the transfer of substantially all risks and rewards of ownership occurs from the Company to the lessee. Amounts receivable from lessees under finance leases are recorded as receivables at a net basis, representing the Company's net investment in the leases and when the Company combines two or more contracts executed at or near the same time with the same counterparty (or related parties of the counterparty) and these contracts are treated as a single contract for accounting purposes. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the net investment outstanding in respect of the lease.

(h) Impairment of non-financial assets

The Company assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

(i) Inventories

Inventories of raw materials, stores and spares, work-in-progress and finished goods are valued at lower of cost or net realizable value.

Cost of inventories incurred in bringing each product to its present location and condition are accounted for as follows:

- Raw materials and stores and spares - Cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on moving weighted average basis.
- Finished goods and work in progress - Cost includes cost of direct materials, direct labour and the appropriate proportion of variable and fixed overhead expenditure based on the normal operating capacity. Cost is determined on moving weighted average basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

(i) Provisions and contingent liability

A provision is recognised when the Company has a present obligation as a result of past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in extremely rare cases where there is a liability that cannot be recognised because it



Notes to the Financial Statements

for the year ended March 31, 2026

cannot be measured reliably. The Company does not recognize a contingent liability but discloses its existence in the financial statements. Provisions, contingent liabilities are reviewed at each Balance Sheet date.

(k) Retirement and other employee benefits

(i) Defined contribution plan

Employees' State Insurance Corporation (ESIC) are defined contribution schemes whose contributions are charged to the statement of profit and loss for the period when they are due to the respective funds. There are no obligations other than the contributions to the respective funds.

Retirement benefit in the form of Provident fund & Superannuation fund is a defined contribution scheme. The Company has no obligation, other than the contribution payable to the provident fund & superannuation fund. The Company recognizes contribution payable to the provident fund & superannuation fund scheme as expense, when an employee renders the related service. If the contribution payable to the scheme for service received before the balance sheet date exceeds the contribution already paid, the deficit payable to the scheme is recognised as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the balance sheet date, then excess is recognised as an asset to the extent that the pre-payment will lead to, for example, a reduction in future payment or a cash refund.

(ii) Defined benefit plan

The Company operates a defined benefit gratuity plan. The Company contributes to a gratuity fund maintained by an independent insurance company. The cost of providing benefits under the defined benefit plan is determined using the projected unit credit method.

Remeasurements comprising of actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognised immediately in the balance sheet with a corresponding

debit or credit to retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognised in the statement of profit or loss on the earlier of:

- The date of the plan amendment or curtailment, and
- The date that the Company recognises related restructuring costs

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Company recognises the following changes in the net defined benefit obligation as an expense in the statement of profit and loss:

- Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements; and Net interest expense or income.

(iii) Leave encashment / Compensated absences

Accumulated leave, which is expected to be utilised within the next twelve months, is treated as short-term employee benefit. The Company measures the expected cost of such absences as the additional amount that it expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The Company presents the entire leave as a current liability in the balance sheet, since it does not have an unconditional right to defer its settlement for twelve months after the reporting date.

(l) 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.

Subsequent measurement

Financial Assets

Initial recognition and measurement

Financial assets are classified, at initial recognition and subsequently measured at amortised cost, fair value through other comprehensive income (OCI) and fair value through profit or loss.

Notes to the Financial Statements

for the year ended March 31, 2026

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient, the Company initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient are measured at the transaction price determined under Ind AS 115. Refer to the accounting policies in section (d) 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 recognised on the trade date, i.e. the date that the Company commits to purchase or sell the asset.

Subsequent measurement

Financial assets at amortised cost

A 'financial asset' is measured at the amortised cost if both the following conditions are met:

- a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- b) 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.

This category is the most relevant to the Company. After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the profit or loss. The losses arising from impairment are recognised in the profit or loss. The Company's financial assets at amortised cost includes trade receivables, Cash and cash equivalents, other bank balances and Net investment in leases and Security deposits included under other current and non-current financial assets.

De-recognition

A financial asset (or, where applicable, a part of a financial asset or part of a Company of similar financial assets) is primarily derecognised (i.e. removed from the Company's balance sheet) when:

- (i) The rights to receive cash flows from the asset have expired, or
- (ii) 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 recognise the transferred asset to the extent of the Company's continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset 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.

Impairment of financial assets

Further disclosures relating to impairment of financial assets are also provided in the following notes:

- a) Disclosures for significant judgements, estimates and assumptions – Refer note 31
- b) Trade receivables – Refer note 10



Notes to the Financial Statements

for the year ended March 31, 2026

The Company recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Company applies a simplified approach in calculating ECL. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECL at each reporting date. The Company has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Financial assets at fair value through OCI (FVTOCI)

A financial asset is subsequently measured at fair value through other comprehensive income if it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the balance sheet at fair value with net changes in fair value recognised in the statement of profit and loss. This category includes investment in mutual fund.

Financial liabilities

Initial recognition, measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and in the case of loans and borrowings and payables, net of directly attributable transaction costs. The Company's financial liabilities include security deposits, trade and other payables and derivative financial instruments.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at amortised cost

This is the category most relevant to the Company. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

The Company enters into deferred payment arrangements (acceptances) whereby overseas lenders such as banks and other financial institutions make payments to supplier's banks for purchase of raw materials and others. The banks and financial institutions are subsequently repaid by the Company at a later date providing working capital benefits. These arrangements are in the nature of credit extended in normal operating cycle and these arrangements for raw materials are recognised as Acceptances (under trade payables).

De-recognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit and loss.

Notes to the Financial Statements

for the year ended March 31, 2026

Offsetting of financial instruments

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

Supplier finance arrangements (acceptances)

The Company has established supplier finance arrangements. The Company evaluates whether financial liabilities covered such arrangements continue to be classified within trade payables, or they need to be classified as a borrowing or as part of other financial liabilities/ as a separate line item on the face of the balance sheet. Such evaluation requires exercise of judgment basis specific terms of the arrangement.

The Company classifies financial liabilities covered under supplier finance arrangement within trade payables in the balance sheet only if (i) the obligation represents a liability to pay for goods and services, (ii) is invoiced and formally agreed with the supplier, (iii) is part of the working capital used in its normal operating cycle, (iv) the Company is not legally released from its original obligation to the supplier, and has not assumed a new obligation toward the bank, and another party (iv) there is no substantial modification to the terms of the liability.

If one or more of the above criteria are not met, the Company derecognises its original liability toward the supplier and recognise a new liability toward the bank which is classified as bank borrowing or other financial liability, depending on factors such as whether the Company (i) has obligation towards bank, (ii) is getting extended credit period such that obligation is no longer part of its working capital cycle, (iii) is paying interest directly or indirectly, (iv) has provided guarantee or security, and/ or (v) is recognized as borrower in the bank books.

Cash flows related to liabilities arising from supplier finance arrangements that continue to be classified in trade payables in the balance sheet are included in operating activities in the statement of cash flows, when the Company finally settles the liability.

In cases, where the Company has derecognised its original liability toward the supplier and recognise a new liability toward the bank, the Company has assessed that the bank is acting as its agent in

making payment to the supplier. Accordingly, the Company presents operating cash outflow and financing cash inflow, when bank made payment to the supplier. The payment made by the Company to the bank toward interest, if any, as well as on settlement is presented as financing cash outflow.

(m) Fair value measurement

The Company measures financial instruments, such as, mutual funds at fair value at each balance sheet 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

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, assuming that market participants act in their economic best interest.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted prices (unadjusted) in active market or Net Asset Value (NAV) for identical assets or liabilities.
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable



Notes to the Financial Statements

for the year ended March 31, 2026

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(n) Cash and cash equivalents

Cash and cash equivalent includes cash on hand, cash at banks and short-term deposits 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 change in value (refer note 11). Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

(o) Other income

Interest income:

Interest is recognised using the effective interest rate (EIR) method, as income for the period in which it occurs. EIR is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument to the gross carrying amount of the financial asset or to the amortised cost of a financial liability.

When calculating the effective interest rate, the Group estimates the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayment, extension, call and similar options) but does not consider the expected credit losses.

Dividend:

The Company recognises a liability to make cash distributions to equity holders of the Company when the distribution is authorised, and the distribution is no longer at the discretion of the Company. Final dividends on shares are recorded as a liability on the date of approval by the shareholders.

Duty drawback and export incentives:

Income from duty drawback and export incentives are recognised on an accrual basis.

(p) Borrowing costs

All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist

of interest and other costs that an entity incurs in connection with the borrowing of funds.

(q) Earnings per share

Basic earnings per share are calculated by dividing the net profit or loss for the period attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. Partly paid equity shares are treated as a fraction of an equity share to the extent that they are entitled to participate in dividends relative to a fully paid equity share during the reporting period.

For calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

(r) Segment reporting

The Company's operating businesses are organised and managed as a single business segment and the products sold is governed by similar set of risks and returns. The analysis of geographical segments are based on the areas in which major operating divisions of the Company operate.

Segment accounting policies

The Company prepares its segment information in conformity with the accounting policies adopted for preparing and presenting the financial statements of the Company as a whole.

2.3. New and amended standards

The Company applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 April 2025. The Company has not early adopted any standard, interpretation of amendment that has been issued but is not yet effective.

(i) Amendments to Ind AS 21 - Lack of exchangeability

The Ministry of Corporate Affairs (MCA) notified the Companies (Indian Accounting Standards) Amendment Rules, 2025, which amend Ind AS 21, The Effects of Changes in Foreign Exchange Rates to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other

Notes to the Financial Statements

for the year ended March 31, 2026

currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after 1 April 2025. When applying the amendments, an entity cannot restate comparative information. The amendments do not have an impact on the Company's financial statements.

(ii) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In August 2025, the MCA notified amendments to paragraphs 69 to 76 of Ind AS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

If there is a breach of a material covenant of a long term loan arrangement on or before the end of the reporting period, resulting in the liability becoming payable on demand as at the reporting date, and the lender agrees—after the reporting period but before the financial statements are approved for issue—not to demand repayment for at least 12 months as a consequence of the breach, this shall be treated as an adjusting event. Accordingly, the entity is not required to classify the liability as current.

The amendments are effective for annual reporting periods beginning on or after 1 April 2025 retrospectively in accordance with Ind AS 8. The amendments does not have any impact on the classification of Company's liabilities.

(iii) Amendments to Ind AS 7 and Ind AS 107 - Supplier Finance Arrangements

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

As a result of implementing the amendments, the Company has provided additional disclosures about its supplier finance arrangement. Please refer to note 16.

(iv) International Tax Reform—Pillar Two Model Rules – Amendments to Ind AS 12

In August 2025, the MCA notified amendments to Ind AS 12 Income Taxes in response to the OECD's BEPS Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The mandatory temporary exception – the use of which is required to be disclosed – applies immediately. The remaining disclosure requirements apply for annual reporting periods beginning on or after 1 April 2025, but not for any interim periods ending on or before 31 March 2026.

The amendments had no impact on the Company's financial statements as the Company is not in scope of the Pillar Two model rules.

2.4 Standards notified but not yet effective

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



Notes to the Financial Statements

for the year ended March 31, 2026

(i) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In accordance with Ind AS 1 currently applicable, breach of an immaterial covenant is ignored deciding in current vs. non-current classification of liabilities. Also, in case of breach of a material covenant of a non-current loan on or before the reporting date, the entity can obtain waiver from the lender after the reporting date and continue to classify the loan as non-current liability.

In accordance with changes to Ind AS 1 already notified by the MCA, the above relaxations to classify loan as non-current liability will not be available from FY 2026-27 onward and need to be applied retrospectively. Consequently:

- A breach of either material or immaterial covenant will trigger current classification of liability.
- To continue classifying loan as non-current liability, entities will need to obtain waiver from the breach on or before the reporting date.

The Company is currently assessing the impact the amendments will have on its Ind AS financial statements

2.5 Climate – related matters

The Company considers climate-related matters in estimates and assumptions, where appropriate. This assessment includes a wide range of possible impacts on the Company due to both physical and transition risks. Even though the Company believes its business model and products will still be viable after the transition to a low-carbon economy, climate-related matters increase the uncertainty in estimates and assumptions underpinning several items in the Ind AS financial statements. Even though climate-related risks might not currently have a significant impact on measurement, the Company is closely monitoring relevant changes and developments, such as new climate-related legislation. The items and considerations that are most directly impacted by climate-related matters are:

Useful life of property, plant and equipment. When reviewing the residual values and expected useful lives of assets, the Company considers climate-related matters, such as climate-related legislation and regulations that may restrict the use of assets or require significant capital expenditures. See note 2.2 (e) for further information.

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

3.1 Property, plant and equipment

	Freehold land	Building	Roads	Plant & machinery	Furniture & fixtures	Office equipment & electricals	Computers & servers	Vehicles	Total
Cost									
At April 01, 2024	3.83	572.03	53.75	3,914.41	23.16	94.77	79.30	9.34	4,750.59
Additions	-	7.88	-	139.30	-	4.42	5.36	-	156.96
Disposals/Retirement	-	-	-	(8.47)	-	-	-	-	(8.47)
At March 31, 2025	3.83	579.91	53.75	4,045.24	23.16	99.19	84.66	9.34	4,899.08
Additions	-	2.03	-	532.84	-	7.45	44.79	-	587.11
Disposals/Retirement	-	-	-	(179.91)	-	(3.74)	(42.00)	-	(225.65)
At March 31, 2026	3.83	581.94	53.75	4,398.17	23.16	102.90	87.45	9.34	5,260.54
Depreciation									
At April 01, 2024	-	157.88	17.98	2,406.97	21.16	65.12	72.05	8.97	2,750.13
Charge for the year	-	21.39	1.72	260.68	0.29	9.60	7.29	0.23	301.20
Disposals/Retirement	-	-	-	(8.05)	-	-	-	-	(8.05)
At March 31, 2025	-	179.27	19.70	2,659.60	21.45	74.72	79.34	9.20	3,043.28
Charge for the year	-	31.64	1.64	290.15	0.01	3.64	8.39	0.02	335.49
Disposals/Retirement	-	-	-	(178.45)	-	(3.55)	(40.00)	-	(222.00)
At March 31, 2026	-	210.91	21.34	2,771.30	21.46	74.81	47.73	9.22	3,156.77
Net book value									
At March 31, 2025	3.83	400.64	34.05	1,385.64	1.71	24.47	5.32	0.14	1,855.80
At March 31, 2026	3.83	371.03	32.41	1,626.87	1.70	28.09	39.72	0.12	2,103.77

Note:

During the year ended March 31, 2026, with effect from July 1, 2025, the Company has revised depreciation method of all classes of assets from Reduced Balance method to Straight-Line method. The effect of this change on actual and expected depreciation expense in future years is impracticable to estimate. The effect of this change on actual and expected depreciation expense in current year is as follows:

	March 31, 2026
Decrease in depreciation expense	3.25

3.2 Capital work-in-progress

	Total
At April 01, 2024	57.09
Additions	165.30
Capitalisation	(156.96)
At March 31, 2025	65.43
Additions	656.85
Capitalisation	(587.11)
At March 31, 2026	135.17

Capital work-in-progress (CWIP) ageing schedule

Particulars	At March 31, 2026					At March 31, 2025				
	Amount in CWIP for a period of					Amount in CWIP for a period of				
	<1 year	1-2 years	2-3 years	>3 years	Total	<1 year	1-2 years	2-3 years	>3 years	Total
Projects in progress	134.01	1.16	-	-	135.17	34.83	15.63	14.97	-	65.43
Projects temporarily suspended	-	-	-	-	-	-	-	-	-	-

Capital work-in-progress includes plant and machinery. There are no overdue or cost overrun projects compared to its original plan. There are no projects that are temporarily suspended, on the above mentioned reporting dates.



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

4 Intangible assets

	Software	Total
Cost		
At April 01, 2024	45.95	45.95
Additions	3.55	3.55
At March 31, 2025	49.50	49.50
Additions	21.47	21.47
Disposals / Write-off	48.68	48.68
At March 31, 2026	22.29	22.29
Amortisation		
At April 01, 2024	38.64	38.64
Charge for the year	8.85	8.85
Disposals / Write-off	-	-
At March 31, 2025	47.49	47.49
Charge for the year	4.49	4.49
Disposals / Write-off	48.67	48.67
At March 31, 2026	3.31	3.31
Net book value		
At March 31, 2025	2.01	2.01
At March 31, 2026	18.98	18.98

Note:

During the year ended March 31, 2026, with effect from July 01, 2025, the Company has revised depreciation method of intangible assets from Reduced Balance method to Straight-Line method. The effect of this change on actual and expected depreciation expense in current year is as follows:

	March 31, 2026
Decrease in depreciation	0.01

5 Financial assets

	Non-current		Current	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Loans				
Secured, considered good				
Loans to suppliers (refer note 37)	30.76	30.62	25.25	18.20
	30.76	30.62	25.25	18.20

6 Other financial assets

	Non-current		Current	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Unsecured, considered good				
Net investment in leases [refer note 33(b)]	109.25	109.99	2.05	1.34
Investment in Parola Renewables Private Limited (refer note 6.1)	12.38	10.25	-	1.06
Investment in Torrent Saurya Urja 3 Private Limited (refer note 6.2)	22.14	18.34	-	1.90
Security deposits	41.29	39.25	-	-
Term deposits with original maturity for more than twelve months	200.00	-	460.00	2,600.00
Advance to employees	0.72	1.03	7.55	6.77
Interest receivable on term deposits	36.92	-	10.64	123.30
	422.70	178.86	480.24	2,734.37

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

Notes:

- 6.1** Pursuant to requirements of Electricity Act, the Company has subscribed 2,250,000 equity shares* of ₹ 10 each of Parola Renewables Private Limited ("Parola") for a purchase consideration of ₹ 22.50 million ("Subscription Price"). Further, pursuant to Power Supply and Offtake Agreement, the Company has agreed to purchase total solar power to be generated from solar plant having installed capacity i.e., 7.5 MWDC. As per the Share Subscription and Shareholders Agreement ("SSSA") between the Company, Parola and Radiance Renewables Private Limited ("Majority Shareholder"), the Company has an option to sell back the aforesaid equity shares at the Subscription Price and the Majority Shareholder has an option to call for selling the share at the subscription price. Accordingly, these investments are carried at amortised cost as financial assets. At the inception, these financial assets are recognised at fair value and the difference between the fair value and the subscription price of ₹ 13.32 million is recorded as prepaid power expenses being amortised over the term of the agreement. As at March 31, 2026, prepaid expenses is ₹ 8.88 million (March 31, 2025: ₹ 10.21 million).
- 6.2** Pursuant to requirements of Electricity Act, the Company has agreed to subscribe and pay for 4,146,559 equity shares* of ₹ 10 each of Torrent Saurya Urja 3 Private Limited ("Torrent ") for a purchase consideration of ₹ 41.47 million ("Subscription Price"). Further, pursuant to Power Supply and Offtake Agreement, the Company has agreed to purchase total solar power to be generated from solar plant having installed capacity i.e., 12 MWDC. As per the Share Subscription and Shareholders Agreement ("SSSA") between the Company, Torrent and Torrent Green Energy Power Limited ("Majority Shareholder"), the Company has an option to sell back the aforesaid equity shares at the Subscription Price and the Majority Shareholder has an option to call for selling the share at the subscription price. Accordingly, these investments are being carried at amortised cost as financial assets. At the inception, these financial assets are recognised at fair value and the difference between the fair value and the subscription price of ₹ 20.63 million is recorded as prepaid power expenses being amortised over the term of the agreement. As at March 31, 2026, prepaid expenses is ₹ 18.73 million (March 31, 2025: ₹ 20.63 million).

* in full figures

7 Other assets

	Non-current		Current	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Unsecured, considered good				
Capital advances	302.69	131.26	-	-
Advance to suppliers	-	-	139.74	201.45
Prepaid expenses	23.87	28.46	39.21	51.58
Gratuity fund (refer note 36)	-	-	-	1.80
Balance with statutory/ government authorities	0.14	0.14	254.00	244.96
	326.70	159.86	432.95	499.79

8 Inventories

	March 31, 2026	March 31, 2025
At the lower of cost and net realisable value		
Raw materials [includes ₹ 115.61 million (March 31, 2025: ₹ 93.09 million) in transit]	754.89	728.53
Work-in-progress	909.19	928.41
Finished goods [includes ₹ 147.79 million (March 31, 2025: ₹ 20.59 million) in transit]	403.70	554.05
Stores and spares	75.33	83.15
	2,143.11	2,294.14

During the year ended March 31, 2026, ₹ 48.36 million (March 31, 2025: ₹ 48.31 million) was recognised as an expense for slow moving, non-moving and obsolete inventory.



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

9 Investments

	Current	
	March 31, 2026	March 31, 2025
Investments at fair value through profit and loss		
Investment in mutual funds (quoted)	1,402.17	774.75
	1,402.17	774.75
Aggregate book value and market value of quoted investments	1,402.17	774.75
Aggregate amount of impairment in value of investments	-	-

10 Trade receivables

	March 31, 2026	March 31, 2025
Trade receivables	4,857.40	501.53
Receivables from related parties (refer note 35)	64.30	3,873.67
Total trade receivables	4,921.70	4,375.20
Break-up for security details:		
Current		
Secured, considered good	-	-
Unsecured, considered good	4,921.70	4,375.20
Trade receivables which have significant increase in credit risk	-	-
Trade receivables - credit impaired	12.10	2.85
	4,933.80	4,378.05
Impairment allowance (allowance for bad and doubtful debts)		
Unsecured, considered good	-	-
Trade receivables which have significant increase in credit risk	-	-
Trade receivables - credit impaired	(12.10)	(2.85)
	4,921.70	4,375.20

No trade or other receivable are due from directors or other officers of the Company either severally or jointly with any other person except disclosed in note 35.

For terms and conditions relating to related party receivables, refer note 35.

Trade receivables are non-interest bearing and are generally on terms of 30 to 90 days.

Movement of impairment allowance (allowance for bad and doubtful debts):

	March 31, 2026	March 31, 2025
Opening provision	2.85	2.85
Provision created during the year	9.25	
Provision reversal utilised during the year	-	-
Closing provision	12.10	2.85

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

10 Trade receivables (contd.)

Trade receivables ageing schedule:

As at 31 March 2025

Particulars	Current but not due	Outstanding for following periods from due date of payment			Total
		Less than 6 months	6 months - 1 year	More than 1 year	
Undisputed Trade receivables – considered good	4,570.27	351.43	-	-	4,921.70
Undisputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-
Undisputed Trade receivables – credit impaired	-	10.32	1.38	0.40	12.10
Disputed Trade receivables considered good	-	-	-	-	-
Disputed Trade receivables - which have significant increase in credit risk	-	-	-	-	-
Disputed Trade receivables – credit impaired	-	-	-	-	-
Subtotal	4,570.27	361.75	1.38	0.40	4,933.80
Less: Impairment allowance	-	10.32	1.38	0.40	12.10
Total	4,570.27	351.43	-	-	4,921.70

As at March 31, 2025

Particulars	Current but not due	Outstanding for following periods from due date of payment			Total
		Less than 6 months	6 months - 1 year	More than 1 year	
Undisputed Trade receivables – considered good	4,228.55	146.65	-	-	4,375.20
Undisputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-
Undisputed Trade receivables – credit impaired	-	-	-	2.85	2.85
Disputed Trade receivables considered good	-	-	-	-	-
Disputed Trade receivables - which have significant increase in credit risk	-	-	-	-	-
Disputed Trade receivables – credit impaired	-	-	-	-	-
Subtotal	4,228.55	146.65	-	2.85	4,378.05
Less: Impairment allowance	-	-	-	2.85	2.85
Total	4,228.55	146.65	-	-	4,375.20

11 Cash and cash equivalents

	March 31, 2026	March 31, 2025
Cash on hand	0.03	0.05
Balances with banks		
On current accounts	331.83	85.69
Deposits with original maturity of less than 3 months	50.00	-
	381.86	85.74

Short-term deposits are made for varying periods ranging from 1 to 3 months, depending on the immediate cash requirements of the Company, and earn interest at the respective deposit rates.



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

11.1 Details of non-cash transactions from investing activities and changes in liabilities arising from financing activities

		Lease liabilities (note 33)
Financing activities		
As at April 01, 2025		155.31
Repayment of financing activities		(14.63)
As at March 31, 2026		140.68
As at April 01, 2024		155.33
New leases entered during the year (net of deletions)		15.68
Repayment of financing activities		(15.70)
As at March 31, 2025		155.31
Investing activities		March 31, 2026
Right-of-use assets		138.11

11.2 As at March 31, 2026, the Company had undrawn borrowing facilities aggregating ₹ 833.58 million (March 31, 2025: ₹ 957.04 million). These facilities represent sanctioned limits available to the Company for meeting its working capital requirements and are subject to compliance with applicable terms and covenants. The quarterly returns or statements of current assets filed by the Company with respect to the sanctioned working capital limits with banks are in agreement with the books of accounts.

12 Bank balances other than cash and cash equivalents

	March 31, 2026	March 31, 2025
Earmarked balance - unpaid dividend	3.90	3.54
Balance with banks on deposits with original maturity more than 3 months but less than 12 months	2,129.97	300.00
Corporate Social Responsibility unspent account	4.23	-
Interest receivable on bank deposits with original maturity more than 3 months but less than 12 months	69.18	-
	2,207.28	303.54

Break up of financial assets carried at amortised cost

	March 31, 2026	March 31, 2025
Financial assets measured at amortised cost		
Loans (refer note 5)	56.01	48.82
Trade receivables (refer note 10)	4,921.70	4,375.20
Cash and cash equivalents (refer note 11)	381.86	85.74
Other bank balances (refer note 12)	2,207.28	303.54
Other financial assets (refer note 6)	902.94	2,913.23
Total financial assets carried at amortised cost	8,469.79	7,726.53
Break up of financial assets carried at FVTPL		
	1,402.17	774.75
Investment in mutual funds (quoted) (refer note 9)	1,402.17	774.75
Total of financial assets	9,871.96	8,501.28

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

13 Share capital

	Equity shares		Preference shares	
	Number of shares	Amount	Number of shares	Amount
Authorised share capital				
At April 01, 2024	2,30,00,000	230.00	20,00,000	20.00
Increase/ (decrease) during the year	-	-	-	-
At March 31, 2025	2,30,00,000	230.00	20,00,000	20.00
Increase/ (decrease) during the year	-	-	-	-
At March 31, 2026	2,30,00,000	230.00	20,00,000	20.00

	Number of shares	Amount
Issued equity capital		
Equity shares of ₹ 10 each issued, subscribed and fully paid		
At April 01, 2024	1,51,11,975	151.12
Changes during the year	-	-
At March 31, 2025	1,51,11,975	151.12
Changes during the year	-	-
At March 31, 2026	1,51,11,975	151.12

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

	March 31, 2026		March 31, 2025	
	Number of shares	Amount	Number of shares	Amount
Equity shares of ₹ 10 each				
At the commencement of the year	1,51,11,975	151.12	1,51,11,975	151.12
At the end of the year	1,51,11,975	151.12	1,51,11,975	151.12

(b) Terms/rights attached to equity shares

The Company has issued only one class of equity share having par value of ₹ 10/- per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividend in Indian Rupees. The dividend proposed by Board of Directors is subject to approval by the shareholders at the ensuing Annual General Meeting.

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

(c) Details of shareholders holding more than 5% shares in the Company

	March 31, 2026		March 31, 2025	
	Number of shares	% holding	Number of shares	% holding
Equity shares of ₹ 10 each fully paid-up				
BF Investments Limited	53,67,806	35.52%	53,67,806	35.52%
Meritor Heavy Vehicle Systems, LLC	53,67,275	35.52%	53,67,275	35.52%
Nippon Life India Trustee Limited (formerly known as Reliance Capital Trustee Company Limited)	13,31,528	8.81%	13,31,528	8.81%



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

13 Share capital (contd.)

(d) During the period of five years immediately preceding the reporting date, the Company has -

- (i) not bought back any shares;
- (ii) not issued any bonus shares; and
- (iii) not issued any shares for consideration other than cash.

(e) The Company has not reserved any shares for issuance under options and contracts/ commitments for the sale of shares/ disinvestment.

(f) Details of shares held by promoters

As at March 31, 2026

	Promoter Name	No. of shares at the beginning of the year	Change during the year	No. of shares at the end of the year	% of total shares	% change during the year
Equity shares of ₹ 10 each fully paid	BF Investment Limited	53,67,806	-	53,67,806	35.52%	-
Equity shares of ₹ 10 each fully paid	Meritor Heavy Vehicle Systems, LLC	53,67,275	-	53,67,275	35.52%	-
Total		1,07,35,081	-	1,07,35,081	71.04%	-

As at March 31, 2025

	Promoter Name	No. of shares at the beginning of the year	Change during the year	No. of shares at the end of the year	% of total shares	% change during the year
Equity shares of ₹ 10 each fully paid	BF Investment Limited	53,67,806	-	53,67,806	35.52%	-
Equity shares of ₹ 10 each fully paid	Meritor Heavy Vehicle Systems, LLC	53,67,275	-	53,67,275	35.52%	-
Total		1,07,35,081	-	1,07,35,081	71.04%	-

14 Other equity

	March 31, 2026	March 31, 2025
Securities premium account		
Balance at the beginning of the year	115.59	115.59
Add: Addition during the year	-	-
Closing balance (a)	115.59	115.59
Retained earnings		
Balance at the beginning of the year	9,093.69	8,033.85
Add: Profit for the year	1,643.75	1,555.35
Less: OCI - remeasurement gain/ (loss) on defined benefit obligation (net of tax)	(14.35)	(11.91)
Less: Dividend paid (refer note 14.2)	(460.92)	(483.58)
Closing balance (b)	10,262.17	9,093.69
General reserve		
Balance at the beginning of the year	458.82	458.82
Closing balance (c)	458.82	458.82
Total (a+b+c)	10,836.58	9,668.10

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

14.1 Nature and purpose of reserves

a) Securities premium

Securities premium is used to record the premium on issue of shares. The reserve can be utilised only for limited purposes in accordance with the provisions of Section 52 of the Companies Act, 2013.

b) Retained earnings

Retained earnings are the profits/(loss) that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders. Retained earnings include re-measurement loss / (gain) on defined benefit plans, net of taxes that will not be reclassified to Statement of Profit and Loss.

c) General reserve

Under the erstwhile Companies Act 1956, general reserve was created through an annual transfer of net income at a specified percentage in accordance with applicable regulations. The purpose of these transfers was to ensure that if a dividend distribution in a given year is more than 10% of the paid-up capital of the Company for that year, then the total dividend distribution is less than the total distributable results for that year. Consequent to introduction of Companies Act 2013, the requirement to mandatorily transfer a specified percentage of the net profit to general reserve has been withdrawn. However, the amount previously transferred to the general reserve can be utilised only in accordance with the specific requirements of Companies Act, 2013.

14.2 Dividend distribution made and proposed

	March 31, 2026	March 31, 2025
Cash dividends on equity shares declared and paid:		
Final dividend for the year ended March 31, 2025: ₹ 30.50 per share (March 31, 2024: ₹ 32.00 per share)	460.92	483.58
	460.92	483.58
Proposed dividends on equity shares:*		
Final dividend for the year ended March 31, 2026: ₹ 32.00 per share (March 31, 2025: ₹ 30.50 per share)	483.58	460.92
	483.58	460.92

*Proposed dividends on equity shares are subject to approval at the annual general meeting and hence not recognised as a liability as at March 31, 2026 and March 31, 2025.

15 Provisions

Borrowings	Non-current		Current	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Provision for employee benefits				
Provision for gratuity (refer note 36)	-	-	105.37	-
Provision for compensated absences	-	-	10.01	6.02
Others				
Provision for warranty (refer note below)	36.86	29.95	88.76	97.53
	36.86	29.95	204.14	103.55

Warranty:

A provision is recognised for expected warranty claims on products sold during the year, based on past experience of the level of repairs and returns. Assumptions used to calculate the provision for warranties were based on current sales levels and current information available about returns based on the warranty period for all products sold.



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

15 Provisions

	March 31, 2026	March 31, 2025
Opening balance	127.48	125.75
Additions during the year	110.04	86.12
Utilised during the year	(111.90)	(84.39)
Closing balance	125.62	127.48

16 Trade payables

	March 31, 2026	March 31, 2025
Trade payables (including acceptances)*		
Total outstanding dues of micro enterprises and small enterprises (refer 16.2)	400.98	271.04
Total outstanding dues of creditors other than micro enterprises and small enterprises	2,954.25	2,744.64
	3,355.23	3,015.68
Trade payables	3,059.55	2,881.13
Trade payables to related parties (refer note 35)	295.68	134.55
	3,355.23	3,015.68

*Supplier financing arrangements (acceptances)

The Company has established a supplier finance arrangement that is given to certain suppliers of the Company. Under this arrangement, banks make payments directly to suppliers prior to their contractual due date of invoices for goods or services procured by the Company. The Company is obligated to pay the banks for such settled invoices in accordance with the original payment terms agreed with the suppliers, which generally range from 30 to 60 days from the invoice date. The arrangement does not result in any change to the pricing of goods or services procured by the Company. The payment terms with suppliers have not been renegotiated or extended in connection with this arrangement, and the Company continues to recognize trade payables in line with the contractual terms of the underlying transactions.

	March 31, 2026	March 31, 2025
Carrying amount of trade payables that are part of a supplier finance arrangement	623.58	592.88
- of which suppliers have received payment	623.58	592.88

16.1 Trade payables ageing schedule:

As at March 31, 2026

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment				Total
			< 1 year	1-2 years	2-3 years	> 3 years	
Total outstanding dues of micro enterprises and small enterprises	-	351.18	49.12	0.30	0.38	-	400.98
Total outstanding dues of creditors other than micro enterprises and small enterprises	688.55	1,788.58	471.76	1.68	3.68	-	2,954.25
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-	-
Total	688.55	2,139.76	520.88	1.98	4.06	-	3,355.23

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

16.1 Trade payables ageing schedule (contd.)

As at March 31, 2025

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment				Total
			< 1 year	1-2 years	2-3 years	> 3 years	
Total outstanding dues of micro enterprises and small enterprises	-	249.99	20.67	0.38	-	-	271.04
Total outstanding dues of creditors other than micro enterprises and small enterprises	620.52	1,777.31	343.13	3.68	-	-	2,744.64
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-	-
Total	620.52	2,027.30	363.80	4.06	-	-	3,015.68

Terms and conditions of the above financial liabilities:

- Trade payables are non-interest bearing and are normally settled on 30 to 60 day terms
- For terms and conditions with related parties, refer note 35

16.2 Details of dues to micro and small enterprises as defined under the MSMED Act, 2006

The Company has amounts due to Micro and Small Enterprises under The Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act) as at March 31, 2026 and March 31, 2025. The details in respect of such dues are as follows:

Particulars	March 31, 2026	March 31, 2025
Principal amount remaining unpaid to any supplier as at the end of the accounting year	400.98	271.04
Interest due thereon remaining unpaid to any supplier as at the end of the accounting year	-	-
The amount of interest paid by the buyer in terms of Section 16 of the Micro, Small and Medium Enterprises Development Act, 2006 (27 of 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 has been paid but beyond the appointed day during the year) but without adding the interest specified under the Micro, Small and Medium Enterprises Development Act, 2006;	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year; and	-	-
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise, for the purpose of disallowance of a deductible expenditure under section 23 of the Micro, Small and Medium Enterprises Development Act, 2006	-	-

The information as required to be disclosed under The Micro, Small and Medium Enterprises Development Act, 2006 regarding Micro and Small enterprises determined to the extent such parties have been identified on the basis of the information available with the Company.



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

17 Other financial liabilities

	Current	
	March 31, 2026	March 31, 2025
Payable towards capital expenditure	150.98	44.86
Employee related liabilities	160.17	119.47
Unclaimed dividend	3.90	3.54
	315.05	167.87
Total of financial liabilities	3,810.96	3,338.86

Break up of financial liabilities carried at amortised cost

	March 31, 2026	March 31, 2025
Financial liabilities measured at amortised cost:		
Lease liabilities (refer note 33)	140.68	155.31
Trade payables (refer note 16)	3,355.23	3,015.68
Others financial liabilities (refer note 17)	315.05	167.87
Total financial liabilities carried at amortised cost	3,810.96	3,338.86

18 Other liabilities

	Current	
	March 31, 2026	March 31, 2025
Statutory liabilities*	83.34	132.53
Contract liabilities** (refer note 35)	44.09	103.92
Liability towards Corporate Social Responsibility (refer note 30)	0.70	26.42
	128.13	262.87

* It mainly includes dues towards provident fund, employee state insurance, professional tax, goods and service tax and tax deducted at source.

** It represents amounts received by the Company from customers prior to the delivery of goods and are recorded as liabilities in these financial statements until the goods are delivered.

19.1 Income tax assets (net)

	March 31, 2026	March 31, 2025
Advance tax (net of provision for tax)	0.25	26.61
	0.25	26.61

19.2 Current tax liabilities (net)

	March 31, 2026	March 31, 2025
Provision for income tax (net of advance income tax)	35.54	15.47
	35.54	15.47

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

20 Deferred tax

Deferred tax relates to the following:	Balance Sheet		Statement of profit and loss	
	March 31, 2026	March 31, 2025	For the year ended March 31, 2026	For the year ended March 31, 2025
Property, plant and equipment and intangible assets	37.52	42.74	5.22	7.12
Employee benefit expenses*	39.16	11.29	(27.87)	(0.43)
Lease liabilities	35.41	39.08	3.67	0.01
ROU	(31.01)	(35.78)	(4.77)	1.85
Net investment in lease	(28.01)	(28.02)	(0.01)	(0.58)
Others**	(5.84)	(6.47)	(0.63)	2.70
Deferred tax expense/(income)			(24.39)	10.67
OCI movement on defined benefit plan*			4.82	4.00
Net deferred tax assets/(liabilities)	47.23	22.84	(19.57)	14.67

*The closing balance of deferred tax asset on gratuity include OCI movement of ₹ 4.82 million (March 31, 2025: ₹ 4.00 million)

**It primarily includes timing differences due to impairment allowance for expected credit loss, provision for warranty and fair value gain on financial instruments.

Reconciliation of deferred tax liabilities (net):	March 31, 2026	March 31, 2025
Opening balance as of 1 April	22.84	33.51
Tax income/(expense) during the period recognised in profit or loss	24.39	(14.67)
Tax income/(expense) during the period recognised in OCI	4.82	4.00
Closing balance as at 31 March	52.05	22.84

Income taxes

Components of income tax expense

(a) The major components of income tax expense for the years ended March 31, 2026 and March 31, 2025 are:

	March 31, 2026	March 31, 2025
(i) Statement of Profit and Loss		
Current tax	573.77	536.11
Deferred tax	(19.57)	14.67
Tax expense reported in the statement of profit and loss	554.20	550.78
(ii) OCI section		
Deferred tax related to items recognized in OCI during the year:		
Net actuarial loss on remeasurement of defined benefit plans	4.82	4.00
Income tax credit to OCI	4.82	4.00

(b) Reconciliation of tax expense and accounting profit for the years ended March 31, 2026 and March 31, 2025

	March 31, 2026	March 31, 2025
Accounting profit before income tax	2,197.95	2,106.13
Enacted tax rates in India	25.168%	25.168%
Tax using the Company's domestic tax rate	553.18	530.07
Tax effect on permanent non-deductible expenses	10.93	9.09
Others	(9.91)	11.62
	554.20	550.78
	554.20	550.78



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

21 Revenue from operations

	March 31, 2026	March 31, 2025
Revenue from contract with customers - Sale of products	21,277.61	20,352.58
	21,277.61	20,352.58
Other operating revenue		
Sale of scrap	358.94	414.43
Tooling income	70.22	-
Income from wind power generation	8.39	8.37
Export incentive	62.13	-
	499.68	422.80
Total revenue from operations	21,777.29	20,775.38

21.1 Disaggregated revenue information*

	March 31, 2026	March 31, 2025
India	19,587.67	20,775.38
Rest of world	2,189.62	-
Total	21,777.29	20,775.38
*Revenues allocated to India and Rest of world based on the location of the customer from which revenue has been generated.		
Type of goods or service		
Sale of axles	12,090.00	11,144.08
Sale of brakes	5,312.00	4,565.20
Others (mainly includes gear set, carrier, housing, suspension, scrap sales and windmill)	4,375.29	5,066.10
Total	21,777.29	20,775.38
Timing of revenue recognition		
Goods transferred at a point in time	21,698.68	20,767.01
Services transferred over time	78.61	8.37
Total	21,777.29	20,775.38

21.2 Contract balances

	March 31, 2026	March 31, 2025
Trade receivables (refer note 10)	4,921.70	4,375.20
Contract liabilities (refer note 18)	44.09	103.92

- (a) Trade receivables are non-interest bearing and are generally on terms of 30 to 90 days. During the year ended March 31, 2026, ₹ 9.25 million (March 31, 2025: Nil) was recognised as provision for expected credit losses on trade receivables.
- (b) Contract liabilities represents amounts received by the Company from customers prior to the delivery of goods and are recorded as liabilities in these financial statements until the goods are delivered.

21.3 Performance obligation

- (a) The performance obligation is satisfied upon shipment/ delivery of goods.
- (b) During the year ended March 31, 2026, the Company recognised revenue of ₹ 73.64 million arising from contract liabilities as at March 31, 2026. During the year ended March 31, 2025, the Company recognised revenue of ₹ 144.26 million arising from contract liabilities as at March 31, 2025.

21.4 There are no significant adjustment between the contracted price and revenue recognised.

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

22 Other income

	March 31, 2026	March 31, 2025
Interest income		
On deposits with banks	194.99	189.57
Others*	22.07	12.46
Other non-operating income		
Fair value gain on financial instruments at fair value through profit or loss	29.17	18.95
Profit on sale of property, plant and equipment	13.79	1.02
Profit on sale of mutual funds	45.72	19.34
Liabilities no longer required written back	10.31	7.34
Miscellaneous income	5.75	23.46
	321.80	272.14

*It mainly includes interest on trade advances and interest income from test lab building (interest on net investment in leases).

23 Cost of raw material consumed

	March 31, 2026	March 31, 2025
Inventory at the beginning of the year (refer note 8)	728.53	928.08
Add: Purchases (net)	14,564.53	14,549.97
Less: Inventory at the end of the year (refer note 8)	(754.89)	(728.53)
Cost of raw material consumed	14,538.17	14,749.52

24 Changes in inventories of finished goods and work-in-progress

	March 31, 2026	March 31, 2025
Closing stock		
Finished goods (refer note 8)	403.70	554.05
Work-in-progress (refer note 8)	909.19	928.41
Total	1,312.89	1,482.46
Opening stock		
Finished goods (refer note 8)	554.05	564.16
Work-in-progress (refer note 8)	928.41	927.73
Total	1,482.46	1,491.89
Changes in inventories of finished goods and work-in-progress	169.57	9.43

25 Employee benefits expense

	March 31, 2026	March 31, 2025
Salaries, wages and bonus	1,285.22	1,156.95
Contribution to provident and other funds (refer note 36)	59.11	59.30
Gratuity expense (refer note 36)	22.89	13.68
Compensated absences	79.11	42.54
Staff welfare expenses	146.40	114.93
	1,592.73	1,387.40

Note:

On November 21, 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labour Codes') which consolidate twenty- nine existing labour laws into a unified framework governing employee



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

benefit during employment and post employment. The Labour Codes, amongst other things introduces changes, including a uniform definition of wages and enhanced benefits relating to leave. The Company has assessed the financial implications of these changes which has resulted in increase in gratuity liability by ₹ 116.53 million and leave liability by ₹ 3.34 million arising out of past service cost. Considering the impact arising out of an enactment of the new legislation is an event of non-recurring nature, the Company has presented this incremental amount under “Exceptional Item” in the Statement of Profit and Loss for the year ended March 31, 2026. As this is an emerging topic and the finalisation of certain Rules is still pending, the Company will continue monitoring changes and provide appropriate accounting effect as required based on future developments.

26 Finance costs

	March 31, 2026	March 31, 2025
Interest expense		
on borrowings from banks	-	1.97
on lease liabilities (refer note 33)	11.90	21.08
on others	1.57	2.81
Bank charges	2.21	3.86
	15.68	29.72

27 Depreciation and amortisation expense

	March 31, 2026	March 31, 2025
Depreciation of property, plant and equipment (refer note 3.1)	335.49	301.20
Amortisation of intangible assets (refer note 4)	4.49	8.85
Depreciation of right-of-use assets (refer note 33)	18.95	26.40
	358.93	336.45

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

29 Other expenses (contd.)

29 Other expenses

	March 31, 2026	March 31, 2025
Consumption of stores and spares	471.17	422.17
Power and fuel	224.37	261.29
Travelling expenses	23.37	24.67
Rent (refer note 33)	44.48	43.16
Repairs and maintenance		
Plant and machinery	197.12	213.88
Buildings	2.98	13.31
Others	71.86	89.52
Rates and taxes	12.21	18.99
Insurance charges	24.89	22.21
Security charges	23.73	22.02
Safety expenses	12.84	15.97
Directors' commission (refer note 35)	2.13	2.70
Directors' sitting fees (refer note 35)	1.94	2.27
Legal and professional charges	35.05	49.16
Payment to auditor (refer note (i) below)	5.80	6.05
Technical fees	975.33	106.77
Outside processing charges	550.74	630.08
Provision for warranties (net)	108.47	83.31
Freight charges	303.12	332.12
Expected credit loss on trade receivables	9.25	-
Corporate social responsibility expenditure (refer note 30)	43.43	36.11
Loss on termination of lease (refer note 33)	-	2.56
Foreign exchange (gain) / loss	(67.30)	-
Miscellaneous expenses*	29.21	30.55
	3,106.19	2,428.87

*Miscellaneous expenses mainly includes printing and stationery charges and recruitment expenses.

(i) Payments to auditors:

	March 31, 2026	March 31, 2025
As auditor (excluding GST)		
Statutory audit fee (including limited review)	5.10	5.50
Reimbursement of expenses	0.70	0.55
	5.80	6.05



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

29 Earnings per share (EPS)

Basic EPS amounts are calculated by dividing the profit for the year attributable to equity holders 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.

	March 31, 2026	March 31, 2025
The following reflects the income and share data used in the basic and diluted EPS computations:		
Profit attributable to equity shareholders for basic and diluted earnings	1,643.75	1,555.35
Weighted average number of equity shares for basic and diluted EPS (nos) *	1,51,11,975	1,51,11,975
EPS (Basic and Diluted)	108.77	102.92
Face value per share (₹)	10.00	10.00

* There have been no other transactions involving equity shares or potential equity shares between the reporting date and the date of authorisation of these financial statements.

30 Disclosures in accordance with guidance note on accounting for expenditure on Corporate Social Responsibility ("CSR") activities

As per Section 135 of the Companies Act, 2013, a Corporate Social Responsibility ('CSR') Committee has been formed by the Company. The Company has incurred expenditure which are specified in Schedule VII of the Companies Act, 2013 as below:

Particulars	March 31, 2026	March 31, 2025
a) Gross amount required to be spent by the Company during the year	43.43	36.11
b) Amount approved by the Board to be spent during the year	43.43	36.11

c) Amount spent during the year ended March 31, 2026:

	In cash	Yet to be paid in cash	Yet to be paid in cash
(i) Construction/ acquisition of any assets	-	-	-
(ii) On purposes other than (i) above	69.14	-	69.14

d) Amount spent during the year ended March 31, 2025:

	In cash	Yet to be paid in cash	Yet to be paid in cash
(i) Construction/acquisition of any assets	-	-	-
(ii) On purposes other than (i) above	13.04	-	13.04

e) Details related to spent / unspent obligations:

	March 31, 2026	March 31, 2025
(i) Contribution through public trust	-	6.96
(ii) Contribution through charitable trust	26.31	-
(iii) Other expenditure*	42.84	6.08
(iv) Unspent amount in relation to:		
Ongoing project	4.21	26.42
Other than ongoing project	-	-
	73.35	39.46

*CSR activities undertaken during the year pertain to promoting education and skill development; promoting healthcare including preventive healthcare, sustainability initiative, promoting culture etc.

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

30 Disclosures in accordance with guidance note on accounting for expenditure on Corporate Social Responsibility ("CSR") activities (Contd.)

As at March 31, 2026

In case of Section 135(5) (Ongoing project)						
Opening balance		Amount required to be spent during the year	Amount spent during the year		Closing balance	
With Company	In separate CSR unspent account		From Company's bank account	From separate CSR unspent account	With Company	In separate CSR unspent account*
-	26.42	24.74	24.74	22.21	-	4.21

*The amount has been deposited on April 23, 2025, in separate bank account.

In case of Section 135(5) (Other than ongoing project)				
Opening balance	Amount deposited in Specified Fund of Sch. VII within 6 months	Amount required to be spent during the year	Amount spent during the year	Closing balance
-	-	18.69	22.20	(3.51)

As at March 31, 2025

In case of Section 135(5) (Ongoing project)						
Opening balance		Amount required to be spent during the year	Amount spent during the year		Closing balance	
With Company	In separate CSR unspent account		From Company's bank account	From separate CSR unspent account	With Company	In separate CSR unspent account*
-	3.35	28.72	2.30	3.35	-	26.42

*The amount has been deposited on April 30, 2024, in separate bank account.

In case of Section 135(5) (Other than ongoing project)				
Opening balance	Amount deposited in Specified Fund of Sch. VII within 6 months	Amount required to be spent during the year	Amount spent during the year	Closing balance
-	-	7.39	7.39	-

31 Significant accounting judgements, estimates and assumptions

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods

Other disclosures relating to the Company's exposure to risks and uncertainties includes:

- (i) Capital management (refer note 41)
- (ii) Financial risk management risk and policies (refer note 40)
- (iii) Sensitivity analysis disclosures (refer note 40)



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

31.1 Judgements:

In the process of applying the Company's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements:

a) Lease classification – Company as lessor:

The Company had entered into lease agreements with Meritor HVS India Limited ('MHVSIL') and Meritor Commercial Vehicle Systems India Private Limited ('MCVSIPL') to obtain a land on lease from MHVSIL and to construct test lab building ('Building') and lease to MCVSIPL for research and development (R&D) activities. The present value of the minimum lease payments amounts to substantially all of the fair value of the property and accounted for the contracts as finance lease based on the evaluation of the terms and conditions of the arrangements [refer note 33(b)].

b) Determination of significant influence over investee:

In accordance with the provisions of the Electricity Act applicable to a captive user, the Company invested ₹ 22.50 million in exchange for a 26% equity shares in Parola Renewables Private Limited ("Parola"). The Company lacks significant influence over the operations of Parola. Therefore, it is not classified as an associate under the guidelines of Ind AS 28, Investments in Associates and Joint Ventures.

Furthermore, in accordance with the provisions of the Electricity Act applicable to a captive user, the Company invested ₹ 41.47 million in exchange for a 26% equity shares of Torrent Saurya Urja 3 Private Limited ("Torrent"). The Company lacks significant influence over the operations of Torrent. Therefore, it is not classified as an associate under the guidelines of Ind AS 28, Investments in Associates and Joint Ventures.

31.2 Estimates and assumptions:

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

a) Defined benefit plans (gratuity benefits):

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

The parameter most subject to change is the discount rate. In determining the appropriate discount rate for plans operated in India, the management considers the interest rates of government bonds in currencies consistent with the currencies of the post-employment benefit obligation.

The mortality rate is based on publicly available mortality tables. These mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rates.

b) Provision for inventories:

Management reviews the aged inventory on a periodic basis. The purpose is to ascertain whether an allowance is required to be made in the financial statements for any obsolete and slow-moving items. The management also evaluates on the usability of existing inventories as a result of technological and regulatory changes in the automotive sector if any and provides for the required allowances for slow moving/ non-moving and obsolete inventory. This review also involves comparison of the carrying value of the aged inventory item with the respective net realisable value. Management believes that adequate allowance for obsolete and slow-moving inventories has been made in the financial statements.

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

31.2 Estimates and assumptions: (Contd.)

c) Impairment of financial assets:

The impairment provisions for financial assets are based on assumptions about risk of default and expected loss rates. The Company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on Company's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

d) Provision for warranty:

Warranty estimates are established using historical information on the nature, frequency and average cost of warranty claims and also management estimates regarding possible future outflow on servicing the customers for any corrective action in respect of product failure.

e) Leases - estimating the incremental borrowing rate:

The Company cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

f) Useful lives of property, plant and equipment:

Management reviews the useful lives of property, plant and equipment at least once a year. Such lives are dependent upon an assessment of both the technical life of the assets and also their likely economic lives based on various internal and external factors including relative efficiency and operating costs. This reassessment may result in change in depreciation and amortisation expected in future periods.

32 Segment reporting

The Board of Directors is the Chief Operating Decision Maker (CODM) and monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. The Company is predominantly engaged in the business of manufacturing and sale of automotive components, which constitutes a single business segment and is governed by similar set of risks and returns. The operations of the Company primarily cater to the market in India, which the CODM views as a single segment. The CODM monitors the operating results of its single segment for the purpose of making decisions about resource allocation and performance assessment.

Revenues from transactions with a external customers amounting to 10 per cent or more of the Company's revenues is as below:

	March 31, 2026	March 31, 2025
Customer A	14,404.89	1,674.03
Customer B	2,138.21	1,759.65
Customer C	284.99	16,686.22
Total	16,828.09	20,119.90

The Company is domiciled in India. The Company's revenue from operations from external customers is disclosed in note 21 and all the non-current assets of the Company are located in India.



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

33 Leases

a) Company as a lessee

- i) The Company has entered into leases contracts consisting of the Company's manufacturing facilities which includes buildings. These leases are for a period of ten years. The Company is restricted from assigning and sub leasing the lease assets. The Company's obligations under its leases are secured by the lessor's title to the leased assets. The Company also has certain leases with lease terms of 12 months or less. The Company applies the 'short-term lease' recognition exemption for these leases.
- ii) During the year ended March 31, 2025, the Company had entered into an agreement with a buyer to sell its lease pertaining to the Pithampur land. The sale consideration of ₹ 127.50 million was received from the buyer on June 12, 2024. Further, the Company has recorded a loss of ₹ 2.56 million in the statement of profit and loss after adjusting the existing right-of-use asset and lease liability created for the aforesaid land, as a result of the sale transaction.

Below are the carrying amounts of right-of-use assets (ROU) recognised and the movements during the year:

	Leasehold Building	Leasehold Land	Total
As at April 1, 2024	122.87	141.75	264.62
Additions	138.11	-	138.11
Deletions [refer note (ii) above]	(92.67)	(141.50)	(234.17)
Depreciation expense	(26.15)	(0.25)	(26.40)
As at March 31, 2025	142.16	-	142.16
Additions	-	-	-
Deletions	-	-	-
Depreciation expense	(18.95)	-	(18.95)
As at March 31, 2026	123.21	-	123.21

Below are the carrying amounts of lease liabilities and the movements during the year:

	Leasehold building	Leasehold land	Total
As at April 1, 2024	143.74	11.59	155.33
Additions	138.11	-	138.11
Deletions [refer note (ii) above]	(110.84)	(11.59)	(122.43)
Accretion of interest	20.93	0.15	21.08
Interest payments	(20.93)	(0.15)	(21.08)
Principal payments	(15.70)	-	(15.70)
As at March 31, 2025	155.31	-	155.31
Additions	-	-	-
Deletions	-	-	-
Accretion of interest	11.90	-	11.90
Interest payments	(11.90)	-	(11.89)
Principal payments	(14.63)	-	(14.63)
As at March 31, 2026	140.68	-	140.68

	March 31, 2026	March 31, 2025
Current	15.84	14.63
Non-current	124.84	140.68
	140.68	155.31

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

33 Leases (contd.)

The maturity analysis of lease liabilities are disclosed in note 40(iii).

The effective interest rate for lease liabilities is 8%

The following are the amounts recognised in profit or loss:

	March 31, 2026	March 31, 2025
Depreciation expense of right-of-use assets	18.95	26.40
Interest expense on lease liabilities	11.90	21.08
Expense relating to short-term leases (included in other expenses)	44.48	43.16
Loss on termination of lease	-	2.56
Gain on termination of lease	-	18.00
Total amount recognised in statement of profit or loss	75.33	111.20

The Company had total cash outflows for leases of ₹ 26.53 million (March 31, 2025: ₹ 36.92 million). There are no future cash outflows relating to leases that have not yet commenced.

b) Company as a lessor

The Company had entered into lease agreements dated July 01, 2018 with Meritor HVS India Limited ('MHVSIL') and Meritor Commercial Vehicle Systems India Private Limited ('MCVSIPL') to obtain a land on lease from MHVSIL and to construct test lab building ('Building'); and further lease out to MCVSIPL for research and development activities. The lease term is 20 years. Since both the aforesaid lease agreements were entered with related parties on the same date and negotiated as one lease, these leases are essentially treated as a single contract in substance, wherein, the Company is the lessor of the Building and MCVSIPL is the lessee. The carrying amount of net investment in lease is ₹ 111.30 million (March 31, 2025: 113.333 million). Net finance income on lease receivables recognised by the Company during the year is ₹ 9.42 million (March 31, 2025: ₹ 8.91 million).

Future minimum net rentals receivables under finance lease is as follows:

	March 31, 2026	March 31, 2025
Within one year	11.59	11.04
Between 1 and 2 years	12.17	11.59
Between 2 and 3 years	12.78	12.17
Between 3 and 4 years	13.42	12.78
Between 4 and 5 years	14.09	13.42
More than five years	125.52	139.60
	189.57	200.60

Reconciliation of the undiscounted lease receivables to the net investment in the lease:

	March 31, 2026	March 31, 2025
Total undiscounted lease receivables	189.57	200.60
Less: unearned finance income related to future years	(78.27)	(89.27)
Net investment in leases (refer note 6)	111.30	111.33

	March 31, 2026	March 31, 2025
Current	2.05	1.34
Non-current	109.25	109.99
	111.30	111.33



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

34 Commitments and contingencies

a) Commitments

	March 31, 2026	March 31, 2025
Estimated amount of contracts remaining to be executed on capital account (net of advance)	427.48	320.43
Other commitments- refer note 6.1 and 6.2		

b) Contingent liabilities

Claims against the Company not acknowledge as debts	March 31, 2026	March 31, 2025
Indirect tax matters for demands pending before various appellate authorities	15.42	22.95
Direct tax matters for under dispute / pending before income tax authorities	0.21	0.21

The Company is contesting the demands and the Management believe that its position is likely to be upheld in the appellate process. No expense has been accrued in these financial statements for the demands raised by the authorities. The Management believes that the ultimate outcome of this proceeding will not have a material adverse effect on the Company's financial position.

35 Related party transactions

(i) Names of related parties and related party relationship

(a) Related parties where control exist irrespective of whether transaction have occurred or not:

Entities having joint control over the Company

Meritor Heavy Vehicle System LLC

Meritor Inc, Troy (Holding Company of Meritor Heavy Vehicle System LLC)

BF Investments Limited, Pune

(b) Other related parties with whom the Company had transactions:

Enterprises controlled or jointly controlled or significantly influenced by Joint Venturer or their controlling or substantial shareholders with whom the Company had transactions

Meritor HVS (India) Limited

Meritor Heavy Vehicle Systems Cameri Spa

Xuzhou Meritor Axle Co.Ltd.

Meritor HVS LLC, Morristown

Meritor HVS LLC, Florence

Meritor HVS Inc., Fletcher

Meritor HVS AB., Sweden

Meritor HVS Australia

Meritor HVS LLC Troy

Sistemas Automotrices de Mexico, S.A. de C.V.

Meritor Laurinberg Speciality

Meritor Aftermarket Switzerland AG

Meritor do Brasil Sistemas Automotivos Ltda.

Meritor Commercial Vehicle Systems (India) Private Limited

Axletech India Private Limited

Synise Technologies Limited

Valvoline Cummins Private Limited

K Drive Mobility Solutions Private Limited (formerly known as AAM India Manufacturing Corp) (w.e.f July 01, 2025)

Enterprises over which key management personnel of the Company or their relatives have significant influence

Bharat Forge Limited

Meritor HVS (India) Limited

Other related parties as per the Companies Act, 2013*

Parola Renewables Private Limited

Torrent Saurya Urja 3 Private Limited

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

35 Related party transactions (Contd.)

Key Management Personnel:	
Dr. B N Kalyani	Chairman, Director
Mr. Nagaraja Gargeshwari	President & Whole-Time Director
Mr. Ranganathan S	Chief Financial Officer (upto November 21, 2025)
Mr. Raman K	Chief Financial Officer (w.e.f February 4, 2026)
Mr. Debadas Panda	Company Secretary
Mr. Bhalachandra B Hattarki	Independent Director (upto February 4, 2025)
Mr. B C Prabhakar	Independent Director (upto February 4, 2025)
Mr. Kenneth James Hogan	Director
Ms. Bijal Tushar Ajinkya	Independent Director
Mr. Girish Dinanath Nadkarni	Independent Director (w.e.f August 7, 2024)
Dr. Venkata Ramana Murthy Piniseti	Independent Director (w.e.f February 4, 2025)

Transactions and balances less than 10% of the total transactions and balances disclosed as "Others".

* refer 31.1 (b)

(ii) Related party disclosures

Particulars	March 31, 2026	March 31, 2025
Purchase of raw materials (including stores and spares)		
Bharat Forge Limited	92.98	136.65
Meritor HVS AB., Sweden	95.22	86.54
Meritor Heavy Vehicle Systems Cameri Spa	12.73	33.85
Others	40.22	33.68
	241.15	290.72
Sale of goods		
Meritor Heavy Vehicle Systems Cameri Spa	392.15	-
Meritor HVS LLC Troy	230.33	-
Meritor HVS (India) Limited	284.99	16,686.22
Others	173.58	8.66
	1,081.05	16,694.88
Purchase of property, plant and equipment (capital advances given)		
Bharat Forge Limited	2.50	-
	2.50	-
Lease rental receipts*		
Meritor Commercial Vehicle Systems (India) Private Limited	16.81	16.01
	16.81	16.01
Lease rental payment*		
Axletech India Private Limited	0.70	10.63
Meritor HVS (India) Limited	5.77	5.98
	6.47	16.61
Services received		
Bharat Forge Limited (includes outside processing charges)	185.04	183.77
Meritor HVS (India) Limited [mainly includes technical fees of ₹ 975.33 million (March 31, 2025: ₹ 106.77 million) and rent expenses]	976.14	107.58
Torrent Saurya Urja 3 Private Limited (includes power and fuel charges)	79.92	69.94
Others	43.66	41.10
	1,284.76	402.39



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

35 Related party transactions (Contd.)

Particulars	March 31, 2026	March 31, 2025
Expenses incurred by the Company on behalf of related parties		
Meritor HVS (India) Limited [includes reimbursement of tooling amounting to Nil (March 31, 2025: ₹ 27 million)]	10.60	64.93
Meritor Commercial Vehicle Systems (India) Private Limited	15.94	19.47
Others	-	0.26
	26.54	84.66
Expenses incurred by related parties on behalf of the Company		
Axletech India Private Limited	-	3.24
Meritor HVS (India) Limited	19.10	-
Meritor Commercial Vehicle Systems (India) Private Limited	-	0.33
	19.10	3.57
Warranty claims		
Meritor HVS (India) Limited	108.42	84.20
	108.42	84.20
Reimbursement of expenses		
Mr. Nagaraja Gargeshwari	0.32	0.81
Mr. Ranganathan S	0.14	0.31
Mr. Raman K	0.05	-
Mr. Debadas Panda	0.03	0.11
	0.54	1.23
Directors sitting fees		
Dr. B N Kalyani	0.17	0.27
Mr. Bhalachandra B Hattarki	-	0.48
Mr. B C Prabhakar	-	0.52
Ms. Bijal Tushar Ajinkya	0.48	0.48
Dr. Girish Dinanath Nadkarni	0.71	0.37
Dr. Venkata Ramana Murthy Piniseti	0.58	0.15
	1.94	2.27
Directors commission		
Mr. Bhalachandra B Hattarki	-	0.68
Mr. B.C Prabhakar	-	0.68
Ms. Bijal Tushar Ajinkya	0.69	0.70
Mr. Girish Dinanath Nadkarni	0.76	0.52
Dr. Venkata Ramana Murthy Piniseti	0.68	0.12
	2.13	2.70
Dividend paid		
Meritor Inc, Troy	163.70	171.75
BF Investment Limited	163.72	171.77
	327.42	343.52
Compensation of key management personnel:		
Short-term employee benefits	26.47	30.04
Post-employment benefits	3.10	3.11
	29.57	33.15

As the liabilities for gratuity and leave encashment are provided on an actuarial basis for the Company as a whole, the amounts pertaining to the key management personnel are not included above.

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

35 Related party transactions (Contd.)

Particulars	March 31, 2026	March 31, 2025
Balance outstanding as at year-end:		
Trade receivables		
Meritor Heavy Vehicle Systems Cameri Spa	9.59	-
Meritor HVS Australia	12.23	-
Xuzhou Meritor Axle Co. Ltd.	10.75	-
K Drive Mobility Solutions Private Limited (formerly known as AAM India Manufacturing Corporation Private Limited)	13.81	-
Meritor HVS (India) Limited	10.80	3,872.36
Others	7.12	1.31
	64.30	3,873.67
Other financial assets		
Torrent Saurya Urja 3 Private Limited	22.14	20.24
Parola Renewables Private Limited	12.38	11.31
	34.52	31.55
Other assets		
Torrent Saurya Urja 3 Private Limited	18.73	20.63
Parola Renewables Private Limited	8.88	10.21
	27.61	30.84
Capital advances		
Bharat Forge Limited	2.50	-
	2.50	-
Lease receivables*		
Meritor Commercial Vehicle Systems (India) Private Limited	-	4.19
	-	4.19
Advance to vendors		
Meritor Commercial Vehicle Systems (India) Private Limited	1.16	-
	1.16	-
Trade payables		
Bharat Forge Limited	59.94	75.02
Meritor HVS AB., Sweden	39.73	40.67
Meritor HVS (India) Limited	177.04	-
Others	18.98	18.86
	295.68	134.55
Contract liabilities		
Meritor HVS (India) Limited	21.62	100.59
	21.62	100.59

* represents the amount received/ receivable and paid/ payable and does not include adjustments relating to Ind AS 116.

Terms and conditions of transactions with related parties

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Amounts owed to and by related party are unsecured and interest free and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables. For the year ended March 31, 2026, the Company has recorded impairment of Nil towards receivables from related parties (March 31, 2025: Nil). This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

36 Employee benefits

Defined contribution plans

A. Provident fund and employee state insurance scheme

The Company makes contributions to provident fund and employee state insurance scheme ("Schemes"), which are defined contribution plan for eligible employees and the contributions are charged to the statement of profit and loss of the year when the contributions to the respective funds are due. Under the Schemes, the Company is required to contribute a specified percentage of the salary to fund the benefits. The Company recorded an expense of ₹ 50.58 million (March 31, 2025: ₹ 50.43 million) towards contribution of provident fund and ₹ 2.68 million (March 31, 2025: ₹ 3.03 million) towards contribution of employee state insurance scheme in the statement of profit and loss.

B. Superannuation fund

Retirement benefits in the form of superannuation fund (being administered by LIC) are funded defined contribution schemes and the contributions are charged to the statement of profit and loss of the year when the contributions to the respective funds are due. There are no other obligations other than the contribution payable. The contributions for the year ended March 31, 2026 is ₹ 5.85 million (March 31, 2025: ₹ 5.84 million).

Defined benefit plans

The Company has a defined benefit gratuity plan for its employees. The gratuity plan is governed by the Payment of Gratuity Act, 1972. Under the act, employee who has completed five years of service is entitled to specific benefit. The level of benefits provided depends on the member's length of service and salary at retirement age. The Company makes provision of such gratuity liability in the books of accounts on the basis of actuarial valuation as per the projected unit credit method.

The following tables summarize the components of net benefit expense recognized in the Statement of Profit and Loss and the funded status and defined benefit obligation recognized in the Balance Sheet.

	March 31, 2026	March 31, 2025
Change in projected benefit obligations		
Obligations at beginning of the year	337.13	313.34
Current service cost	23.01	14.73
Interest cost	20.29	20.07
Benefits settled	(24.81)	(29.37)
Past service cost	116.53	-
Acquisition cost	2.28	-
Actuarial loss (through OCI)	23.21	18.36
Obligations at end of the year	497.64	337.13
Change in plan assets		
Plan assets at beginning of the year, at fair value	338.93	313.23
Interest income	20.41	21.12
Actuarial gain/ (loss) (through OCI)	4.04	2.45
Contributions	51.42	31.50
Acquisition credit	2.28	-
Benefits settled	(24.81)	(29.37)
Plan assets at end of the year	392.27	338.93
Present value of defined benefit obligation at the end of the year	497.64	337.13
Less: Fair value of plan assets at the end of the year	392.27	338.93
(Gratuity fund)/ Net liability recognised in the balance sheet	105.37	(1.80)

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

36 Employee benefits (Contd.)

	March 31, 2026	March 31, 2025
Expenses recognised in statement of profit and loss		
Current service cost	23.01	14.73
Interest income (net)	(0.12)	(1.05)
Net gratuity cost	22.89	13.68
Re-measurement (gains) / losses in OCI		
Actuarial (gain)/loss due to demographic assumption changes in DBO	0.16	0.01
Actuarial (gain) / loss due to financial assumption changes	13.70	31.80
Actuarial loss due to experience adjustments	9.35	(13.45)
Actuarial loss/(gain) on plan assets less/(greater) than discount rate	(4.04)	(2.45)
Total expenses routed through OCI	19.17	15.91

The major categories of plan assets of the fair value of the total plan assets are as follows:

	March 31, 2026	March 31, 2025
Investments with insurer	79%	100%

The principal plan asset consist of a scheme of insurance taken by the Company, which is a qualifying insurance policy.

The principal assumptions used in determining gratuity benefit obligations for the Company's plans are shown below:

	March 31, 2026	March 31, 2025
Discount rate	6.95%	6.72%
Future salary increases	Staff - 8.00% Labour - 5.00%	Staff - 7.40% Labour - 4.00%
Mortality table	Indian assured lives Mortality (2012-2014) Ult.	Indian assured lives Mortality (2012-2014) Ult.
Employee turnover	Staff - 9.00% Labour - 2.00%	Staff - 6.41% Labour - 2.00%
Estimated rate of return on plan assets	6.95%	6.72%

The estimates of future salary increases considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

Assumptions regarding future mortality are based on published statistics and mortality tables.

Risk analysis

The Company is exposed to the following risks in the defined benefits plans:

Investment risk: The present value of the defined benefit obligation is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds. If the return on plan assets is below this rate, it will create a plan deficit.

Interest risk: A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by increase in the return on the plan's debt investments.

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

Salary growth risk: The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. An increase in the salary of the plan participants will increase the plan's liability.



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

36 Employee benefits (Contd.)

A quantitative sensitivity analysis for significant assumptions as at March 31, 2026 and March 31, 2025 is as shown below:

	Sensitivity Level	Defined benefit obligation	
		March 31, 2026	March 31, 2025
		Change in DBO	Change in DBO
Discount rate	1% increase	(20.85)	(11.61)
	1% decrease	22.25	12.81
Further salary increase	1% increase	22.23	13.02
	1% decrease	(21.19)	(12.02)
Attrition rate	1% increase	0.82	0.41
	1% decrease	(1.51)	(0.46)
Mortality rate	10% increase	(0.20)	0.01

The sensitivity analysis above have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The sensitivity analysis are based on a change in a significant assumption, keeping all other assumptions constant. The sensitivity analysis may not be representative of an actual change in the defined benefit obligation as it is unlikely that changes in assumptions would occur in isolation from one another.

The following payments are expected contributions to the defined benefit plan in future years:

	March 31, 2026	March 31, 2025
Five years pay-outs		
Year 1	74.10	69.92
Year 2	74.96	62.65
Year 3	107.75	53.08
Year 4	90.03	26.96
Year 5	42.94	24.77
Next 5 years	151.24	57.11
Contributions likely to be made for the next one year	105.37	7.33

The average duration of the defined benefit plan obligation at the end of the reporting period is 7.78 years (March 31, 2025: 9.51 years).

37 Disclosure required under Section 186(4) of the Companies Act 2013

Particulars of loans given to suppliers included in loans have been disclosed below as per the requirement of Section 186(4) of the Companies Act 2013 is as follows:

Name of the loanee	Rate of interest	Due date	Secured/ Unsecured [refer note (i)]	March 31, 2026	March 31, 2025
Adma Auto Components Private Limited	10.50%	Various dates	Secured	-	5.14
P D Forge Private Limited	10.50%	Various dates	Secured	14.37	14.06
AB Auto Brakes (P) Limited	11.50%	Various dates	Unsecured	0.32	0.32
Jothi Micro Cast Private Limited	11.25%	Various dates	Secured	13.78	9.77
Jothi Malleables Private Limited	11.25%	Various dates	Secured	27.54	19.53
				56.01	48.82

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

Note:

- (i) The Company has extended loans to certain aforesaid suppliers for the purchase of plant and machinery. These loans are secured by way of hypothecation over the respective plant and machinery procured by these suppliers using the loan proceeds. The hypothecation creates a charge on the underlying assets until the loans are fully repaid.
- (ii) In respect of loans granted to companies, the repayment or receipts are regular as per the stipulated schedule of repayment for principal and interest, except in case of AB Auto Brakes (P) Limited, where an amount of ₹ 0.32 million is overdue for more than 365 days as on March 31, 2026 and March 31, 2025.

38 Fair values

	31 March 2026	31 March 2025
Financial assets measured at FVTPL:		
Investments	1,402.17	774.75
	1,402.17	774.75

The carrying amount of financial assets and financial liabilities measured at amortised cost in the financial statements are a reasonable approximation of their fair values since the Company does not anticipate that the carrying amounts would be significantly different from the values that would eventually be received or settled.

39 Fair values hierarchy

The following table provides the fair value measurement hierarchy of the Company's assets and liabilities

Assets measured at fair value:	Quoted prices / NAV in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Investments			
March 31, 2026	1,402.17	-	-
March 31, 2025	774.75	-	-

40 Financial risk management objectives and policies

The Company's principal financial liabilities comprise borrowings, lease liabilities and trade and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include loans, trade and other receivables, short term investments and cash and cash equivalents that derive directly from its operations. The Company is exposed to market risk, credit risk and liquidity risk. The Company's senior management oversees the management of these risks. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

(i) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk, such as equity price risk and commodity risk. The Company is not exposed to interest rate risk and other risk.

The analysis exclude the impact of movement in market variables on the carrying values of gratuity and other post retirement obligations and provisions.

The sensitivity of the relevant profit or loss item is the effect of the assumed changes in respective market risks. This is based on the financial assets and financial liabilities held at March 31, 2026 and March 31, 2025.

(a) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities (when revenue or expense is denominated in a foreign currency).



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

40 Financial risk management objectives and policies (Contd.)

The Company manages its foreign exchange fluctuation risk by monitoring the movements in the exchange rate in the market closely. As on March 31, 2026, the Company has following foreign currency exposures:

	Currency	March 31, 2026		March 31, 2025	
		Amount in foreign currency	Amount in ₹	Amount in foreign currency	Amount in ₹
Trade payables	USD	0.11	10.46	0.11	9.60
	SEK	1.09	10.82	1.12	9.50
	EUR	0.23	25.00		
Trade receivables	USD	5.54	523.95	-	-
	EUR	1.22	132.84	-	-
Cash and cash equivalents	USD	0.13	12.64	-	-
	EUR	0.13	14.21	-	-
Capital advances	USD	-	-	-	-
	EUR	-	-	0.44	40.90

Foreign currency sensitivity

The following table demonstrate the sensitivity to a reasonable possible change in EUR, USD and SEK exchange rates, with all other variables held constant. The impact on the Company's profit before tax due to changes in the value of monetary assets and liabilities is as under:

5% increase and decrease in foreign exchange rates that will have the following impact on profit before tax and equity are as follow:

	Change in USD	Effect on profit before tax	Effect on equity
March 31, 2026	5%	26.31	19.69
	-5%	(26.31)	(19.69)
March 31, 2025	5%	(0.48)	(0.36)
	-5%	0.48	0.36
	Change in EURO	Effect on profit before tax	Effect on equity
March 31, 2026	5%	6.10	4.57
	-5%	(6.10)	(4.57)
March 31, 2025	5%	(2.05)	(1.53)
	-5%	2.05	1.53
	Change in SEK	Effect on profit before tax	Effect on equity
March 31, 2026	5%	0.54	0.40
	-5%	(0.54)	(0.40)
March 31, 2025	5%	(0.48)	(0.36)
	-5%	0.48	0.36

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

40 Financial risk management objectives and policies (Contd.)

(b) Commodity price risk

Commodity price risk results from changes in market prices for raw materials, mainly steel, forgings and casting which forms the largest portion of Company's cost of sales.

The principal raw materials for the Company products are steel, forgings and casting which are purchased by the Company from the approved list of suppliers. Most of the input materials are procured from domestic vendors. Further, a significant portion of the Company's volume is sold based on price adjustment mechanism which allows for recovery of the changed raw material cost from its customers. The Company is affected by the price volatility of certain commodities. However the Company is able to pass on price fluctuations to its customers resulting from changes in commodity prices, thereby neutralizing the impact on profit due to commodity price risk.

(ii) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables) and from its investing activities, including deposits with banks and financial institutions, other receivables and deposits, and other financial instruments.

a. Trade receivable

The Company mainly sells to its related parties, OEMs and Tier I companies, having long standing relationship with the Company. Customer credit risk is managed by the Company subject to the Company's established policy, procedures and control relating to customer credit risk management. Outstanding customer receivables are regularly monitored. To manage this, the Group periodically assesses the financial reliability of customers, taking into account the financial condition, current economic trends, and analysis of historical bad debts and ageing of account receivable. The Company creates allowance for all trade receivables based on lifetime expected credit loss model (ECL). The Company does not hold collateral as security. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets. Further, for movement in provision for doubtful receivables during the year refer note 10.

b. Bank balance and other financial assets

The Company maintains exposure in cash and cash equivalents, term deposits with banks and investments in mutual funds. The Company concentrates its major investment activities with a limited number of counter-parties which have secure credit ratings, to reduce this risk. Individual risk limits are set for each counter-party based on financial position, credit rating and past experience. Credit limits and concentration of exposures are actively monitored by the Company's Treasury department. Credit risk from balances with banks is managed by the Company in accordance with its policy. Investments of surplus funds of ₹ 1,402.17 million (March 31, 2025: ₹ 774.75 million) are made only with approved counterparties and within credit limits assigned to each counterparty. Further, other financial assets mainly includes net investment of lease amounting to ₹ 111.30 million (March 31, 2025: ₹ 111.33 million) receivables from related party.

(iii) Liquidity risk

Liquidity risk refers to the risk that the Company cannot meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that the funds are available for use as per the requirements. The Company manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities. The Company consistently generates sufficient cash flows from operations to meet its financial obligations as and when they fall due.

The table below summarises the maturity profile of the Company's financial liabilities based on contractual payments:



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

40 Financial risk management objectives and policies (Contd.)

	< 1 year	1 to 5 years	>5 years	Total
March 31, 2026				
Lease liabilities	26.52	93.36	69.07	188.95
Other financial liabilities	315.05	-	-	315.05
Trade payables	3,355.23	-	-	3,355.23
	3,696.80	93.36	69.07	3,859.23
March 31, 2025				
Lease liabilities	26.52	97.89	91.06	215.47
Other financial liabilities	167.87	-	-	167.87
Trade payables	3,015.68	-	-	3,015.68
	3,210.07	97.89	91.06	3,399.02

41 Capital management

For the purpose of the Company's capital management, capital includes issued equity capital, securities premium and all other equity reserves. The primary objective of the Company's capital management is to maximise the shareholder value. The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. The Company includes within net debt, lease liabilities, less cash and cash equivalents. The Company's gearing ratio, which is total borrowings divided by total capital employed is as below:

	March 31, 2026	March 31, 2025
Lease liabilities (note 33)	140.68	155.31
Less: Cash and cash equivalents (note 11)	381.86	85.74
Net debt (A)	(241.18)	69.57
Equity	10,987.70	9,819.22
Total equity (B)	10,987.70	9,819.22
Total capital employed (C) = (A+B)	10,746.52	9,888.79
Gearing ratio (D) = (A/C)	-	0.70%

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2026 and March 31, 2025.

42 Ratio Analysis and its elements

Ratio	Numerator	Denominator	As on March 31, 2026	As on March 31, 2025	% change	Reason for variance where the change is more than 25%
Current ratio	Current assets	Current liabilities	2.96	3.10	-4%	-
Debt- equity ratio	Total debt (including lease liabilities)	Shareholder's equity	0.01	0.02	-19%	-
Debt service coverage ratio	Earnings for debt service = Net profit after taxes + non-cash operating expenses + interest + non-cash operating income	Debt service = Interest & lease payments + principal repayments	69.57	17.25	303%	This is mainly due to decrease in borrowing cost pursuant to repayment of borrowing in FY25.
Return on equity ratio	Net profits after taxes	Average shareholder's equity	0.16	0.17	-5%	-

Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

42 Ratio Analysis and its elements (Contd.)

Ratio	Numerator	Denominator	As on March 31, 2026	As on March 31, 2025	% change	Reason for variance where the change is more than 25%
Inventory turnover ratio	Cost of goods sold	Average inventory	6.63	6.15	8%	-
Trade receivable turnover ratio	Net credit sales	Average trade receivable	4.67	5.18	-10%	-
Trade payable turnover ratio	Net credit purchases	Average trade payables	5.50	5.78	-5%	-
Net capital turnover ratio	Net sales	Working capital = Current assets – current liabilities	2.74	2.77	-1%	-
Net profit ratio	Net profit	net sales	0.08	0.07	3%	-
Return on capital employed	Earnings before interest and taxes	Capital employed = Tangible net worth + total debt + deferred tax liability	0.20	0.21	-7%	-
Return on investment (mutual funds)	Profit and fair value gain on mutual funds	Investment	6.88%	6.30%	9%	-

43 Other Statutory information for the years ended March 31, 2026 and March 31, 2025

- (i) The Company do not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property under the Benami Transactions (Prohibition) Act, 1988 and rules made thereunder.
- (ii) The Company do not have any transactions with companies struck off under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956.
- (iii) The Company do not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
- (iv) The Company have not traded, invested nor holding any crypto currency or virtual currency.
- (v) The Company have not advanced or loaned or invested funds to any other person or entity, 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.
- (vi) The Company have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:
 - (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (ultimate beneficiaries); or
 - (b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries.
- (vii) The Company has not entered into any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
- (viii) The Company has not been declared as wilful defaulter by any bank or financial institution or other lender.



Notes to the Financial Statements

for the year ended March 31, 2026

(All amounts in Indian Rupees Million, unless otherwise stated)

44 Transfer pricing

The Company maintains the information and documents as required under the transfer pricing regulations under Section 92-92F of the Income Tax Act, 1961. The Management is in the process of updating the transfer pricing documentation for the financial year ended March 31, 2026 and is of the view that its transactions are at arm's length and the aforesaid legislation will not have any impact on the financial statements, particularly on the amount of tax expense and that of provision for taxation.

45 Proper books of account as required by law have been kept by the Company.

The Company has used accounting software SAP 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, except that audit trail feature is not enabled at the database level insofar as it relates to SAP accounting software. Further no instance of audit trail feature being tampered with was noted in respect of accounting software where the audit trail has been enabled. Additionally, based on the requirements of section 128(5) of the Companies Act, 2013, the audit trail of prior year has been preserved by the Company as per the statutory requirements for record retention, to the extent it was enabled and recorded in the prior year.

46 In light of the tariffs imposed by U.S.A., the Management has evaluated the likely impact of prevailing uncertainties relating to imposition or enhancement of reciprocal tariffs and believes that there are no material impacts on the financial statements of the Company for the year ended March 31, 2026. However, the Management will continue to monitor the situation from the perspective of potential impact on the operations of the Company.

47 Events occurring after balance sheet

The Board of Directors have proposed dividend of ₹ 32.00 per share after the balance sheet date which is subject to approval by the shareholders at the annual general meeting.

The accompanying notes are an integral part of the financial statements.

As per our report of even date attached
For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per **Pradip Agarwal**
Partner
Membership No.: 065537

Place: Bengaluru
Date: May 19, 2026

For and on behalf of the Board of Directors of
Automotive Axles Limited
CIN: L51909KA1981PLC004198

Nagaraja Gargeshwari
Whole Time Director
DIN: 00839616

Place: Pune
Date: May 19, 2026

Raman K
Chief Financial Officer

Place: Pune
Date: May 19, 2026

Dr. B. N. Kalyani
Chairman
DIN: 00089380

Place: Pune
Date: May 19, 2026

Debadash Panda
Company Secretary
Membership No: 16898

Place: Pune
Date: May 19, 2026

NOTICE OF 45th ANNUAL GENERAL MEETING

Notice is hereby given that the 45th Annual General Meeting ("the AGM") of the Members of Automotive Axles Limited ("the Company"), will be held on **Wednesday, August 12, 2026 at 3.00 PM (IST)** through Video Conferencing (VC) facility or other audio-visual means (OAVM) to transact the following business:

ORDINARY BUSINESS:

Item No. 1 – Adoption of Audited Standalone Financial Statements

To consider and adopt the Financial Statements of the Company for the year ended March 31, 2026 and the Reports of Board of Directors and Auditors thereon.

Item No. 2 – Declaration of Final Dividend

To declare final dividend on equity shares at ₹ 32/- per equity share of ₹ 10/- each (320%) for the financial year 2025-26.

Item No. 3 – Re-appointment of a Director

To appoint a Director in place of Mr. Kenneth James Hogan, (DIN:09161738) who retires by rotation in terms of Section 152(6) of the Companies Act, 2013 and being eligible offers himself for re-appointment.

By Order of the Board of Directors
For Automotive Axles Limited

sd/-

Debadas Panda

Company Secretary & Compliance Officer

Place: Pune

Date: May 19, 2026

Registered Office:

Hootagalli Industrial Area

Off. Hunsur Road, Mysuru -570 018

Karnataka

CIN : L51909KA1981PLC004198

Phone No. : 0821-7197500

Email : sec@autoaxle.com

Web : www.autoaxle.com



Notes:

1. The Ministry of Corporate Affairs ("MCA") has, vide its General Circular dated September 22, 2025 read together with circulars dated April 8, 2020, April 13, 2020, May 5, 2020, January 13, 2021, December 8, 2021, December 14, 2021, May 5, 2022, December 28, 2022, September 25, 2023 and September 19, 2024 (collectively referred to as "MCA Circulars"), permitted convening the Annual General Meeting ("AGM" / "Meeting") through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM"), without physical presence of the members at a common venue.

In compliance with the applicable provisions of the Companies Act, 2013, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and MCA Circulars, the 45th AGM of the Company is being held through VC/OAVM on **Wednesday, August 12, 2026, at 3:00 P.M. (IST)**. The proceedings of the AGM will be deemed to be conducted at the Registered office of the Company i.e Automotive Axles Limited, Hootagalli Industrial Area, Off. Hunsur Road, Mysuru – 570 018, Karnataka which shall be deemed to be the venue for the 45th AGM.

2. **Pursuant to the Circular No. 14/2020 dated April 08, 2020, issued by the Ministry of Corporate Affairs, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM. However, the Body Corporates / Institutional Members (i.e. other than individuals, HUFs, NRIs, etc.) are entitled to appoint authorised representatives pursuant to Sections 112 and 113 of the Companies Act, 2013 (hereinafter referred to as "the Act") as the case maybe, to attend the AGM through VC/OAVM and participate there at and cast their votes through e-voting. Accordingly, in terms of the MCA circulars, the facility for appointment of proxies by the members will not be available for this AGM and hence the proxy form, attendance slip and route map of AGM are not annexed to this notice.**
3. The relevant details with respect to Item No. 3 of the Notice pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard - 2 on General Meetings issued by the Institute of Company Secretaries of India ("ICSI") with respect to "Director seeking re-appointment at this AGM" is also provided as **Annexure** to this notice. Requisite declarations have been received from the Director seeking re-appointment.
4. As this AGM is being conducted through VC/OAVM means in compliance with applicable provisions of the Act, read with MCA Circular issued from time to

time and the attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.

5. National Securities Depository Limited ("NSDL") will be providing facility for voting through remote e-Voting, for participation in the 45th AGM through VC/OAVM Facility and e-Voting during the 45th AGM.
6. The Corporates / Institutional Investors, who are Members of the Company, are encouraged to attend and vote at the 45th AGM through VC/OAVM facility. Corporate Members / Institutional Investors intending to appoint their authorised representatives pursuant to Sections 112 and 113 of the Act, as the case maybe, to attend the AGM through VC/OAVM or to vote through remote e-Voting are requested to send a certified copy of the Board Resolution to the Scrutinizer by e-mail at Pracheta@prachetaassociates.in with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e., other than individuals, HUF's, NRI's etc.) can also upload their Board Resolution/Power of Attorney/ Authority Letter etc. by clicking on "Upload Board Resolution/Authority Letter" displayed under "e-Voting" tab in their login.

In case of joint holders attending the AGM, only such joint holder, who is higher in the order of names as of the cut-off date i.e., **Wednesday, August 5, 2026**, will be entitled to vote at the Meeting.

7. The Members can join the AGM through the VC/OAVM mode 30 minutes before and upto 15 minutes after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The Members will be able to view the proceedings by logging into the NSDL's e-Voting website at www.evoting.nsdl.com. The facility of participation at the AGM through VC/OAVM will be made available to at least 1,000 Members on a first come first served basis as per the MCA Circulars. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons 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. In line with the Regulation 36(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, MCA General Circulars read with the SEBI Circulars, the Notice of the AGM along with the Annual Report 2025-26 is being sent only through **electronic mode** to those Members whose e-mail addresses are registered with the Company/Depository Participants (DP). The Notice convening the 45th AGM has been

uploaded on the website of the Company at www.autoaxle.com under 'Investor Relations' section and may also be accessed on the websites of the Stock Exchanges i.e. BSE Limited and the National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively. The Notice is also available on the website of NSDL at www.evoting.nsdl.com.

9. The Company shall send a physical copy of the Annual Report 2025-26 to those Members who request the same at sec@autoaxle.com mentioning their Folio No./ DP ID and Client ID. In accordance with Regulation 36(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 a letter is being sent to the Members whose e-mail addresses are not registered with the Company/DP, providing a web-link and QR code for accessing the Annual Report 2025-26.
10. Further, in order to receive the dividend in a timely manner, Members holding shares in physical form who have not updated their mandate for receiving the dividends directly in their bank accounts through Electronic Clearing Service or any other means are requested to follow the instructions mentioned in this notice to update the details. Members holding shares in electronic form may please note that their bank details as furnished by the respective Depositories to the Company will be considered for remittance of dividend as per the applicable regulations of the Depositories and the Company will not entertain any direct request from such Members for change/ addition/deletion in such bank details. Accordingly, the Members holding shares in Demat form are requested to update their Electronic Bank Mandate with their respective DPs **on or before August 5, 2026**.

Further, please note that instructions, if any, already given by the Members in respect of shares held in physical form, will not be automatically applicable to the dividend paid on shares held in electronic form.

SEBI has mandated the Listed Companies to process service requests* for issue of securities in dematerialized form only, subject to folio being KYC compliant. Accordingly, Members are requested to submit duly filled and signed Form ISR-4.

**Request for 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.*

11. As per Regulation 40 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended, transfer, transmission or transposition of securities of listed companies shall be **processed only in dematerialized 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 to dematerialized form. Members can contact the Company's Registrar and Share Transfer Agent (RTA) i.e., Integrated Registry Management Services Private Limited, for assistance in this regard.
12. We urge members to support our commitment to environmental protection by choosing to receive the Company's communication through email. Members are requested to intimate changes, if any pertaining to their name, postal address, e-mail address, telephone/mobile numbers, PAN, registering of nomination, power of attorney registration, Bank Mandate details, etc. to their DPs in case the shares are held in electronic form and to the Registrar and Transfer Agent in prescribed Form as detail below pursuant to SEBI Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 February 6, 2026. *The Company has already sent letters to the physical shareholders to furnish the required details.*

Type of holder	Process to be followed	
Physical	For availing the following investor services, send a written request in the prescribed forms to the RTA of the Company i.e Integrated Registry Management Services Private Limited either by email to irg@integratedindia.in or by post to No.30, Ramana Residency, 4 th Cross, Sampige Road, Malleswaram, Bengaluru - 560003.	
	Form for availing investor services to register PAN, email address, bank details and other KYC details or changes / update thereof for securities held in physical mode	Form ISR-1
	Update of signature of securities holder	Form ISR-2
	For nomination as provided in the Rules 19 (1) of Companies (Share capital and debenture) Rules, 2014	Form SH-13
	Declaration to opt out of Nomination	Form ISR-3
	Cancellation of nomination by the holder(s) (along with ISR-3) / Change of Nominee	Form SH-14
	Form for requesting issue of Duplicate Certificate and other service requests for shares held in physical form	Form ISR - 4
	Request for transmission of securities by nominee or legal heirs	Form ISR-5
	The forms for updating the above details are available at the Company's website: www.autoaxle.com/Important_Investor_Updates.aspx	



13. Members holding more than one physical folio in identical order of names are requested to submit Form ISR-4 along with requisite KYC documents and share certificates to the Company or the RTA for consolidation of holdings in one folio. Request for consolidated shares certificates shall be processed in dematerialised form only.
14. The Record Date fixed for determining the entitlement of Members to attend the AGM for the financial year ended March 31, 2026 is **Wednesday, August 5, 2026**.
15. The Register of Members and Share Transfer Books will remain closed from **Thursday, August 6, 2026 to Wednesday, August 12, 2026** (both days inclusive) for determining the names of the members eligible for final dividend on equity shares, if declared at the meeting.
16. Dividend on Equity Shares as recommended by the Board of Directors, if declared at the meeting, will be paid to the members whose names appear –
 - i) As beneficial owners of the shares as per list to be furnished by the depositories in respect of the shares held in demat form on the closing hours of the business on **Wednesday, August 5, 2026** and
 - ii) As Members on the Register of Members of the Company as on **Wednesday, August 5, 2026** after giving effect to all valid shares transfer in physical form which would be received by the Company end of the business hours on **Wednesday, August 5, 2026**.
17. In accordance with the provisions of the Income-tax Act, 2025 ("IT Act, 2025"), dividends declared and paid by a company are taxable in the hands of shareholders. Consequently, the Company is obligated to deduct tax at source (TDS) at the applicable rates while making payment of the final dividend. Shareholders are therefore requested to submit the requisite documents and declarations, as outlined below, to enable the Company to determine the correct TDS rate in compliance with the provisions of the IT Act, 2025.

For **resident shareholders**, taxes shall be deducted at source under Section 393 of the IT Act as follows:

Shareholders having valid Permanent Account Number (PAN)	10%* or as notified by the Government of India (GOI)
Shareholders not having PAN / valid PAN	20% or as notified by the GOI

*As per Section 262 of the Income Tax Act, 2025 ("IT Act 2025") every person who has been allotted a PAN and who is eligible to obtain Aadhaar, shall be required to link the PAN with Aadhaar. In case of failure to comply with this, the PAN allotted shall be deemed invalid / inoperative and, such person shall be liable to

all consequences under the IT Act, 2025 and tax shall be deducted at the higher rates as provided in Section 397 of the IT Act, 2025, i.e., 20% of tax deduction at source.

However, no tax shall be deducted on the dividend payable to resident individual shareholders if the total dividend to be received by them during tax year 2026-27 does not exceed ₹10,000 and also in cases where Shareholders provide Form No. 121, subject to conditions specified in the IT Act, 2025. Resident shareholders may also submit any other document as prescribed under the IT Act, 2025 to claim a lower / nil withholding of tax. PAN is mandatory for Shareholders providing Form No. 121 or any other document as mentioned above.

For **Non - Resident shareholders**, taxes are required to be withheld in accordance with the provisions of Section 393 and other applicable sections of the IT Act, 2025, at the rates in force. The withholding tax shall be at the rate of 20% (plus applicable surcharge and cess) or as notified by the GOI on the amount of dividend payable. However, as per Section 159 of the IT Act, 2025, non-resident shareholders have the option to be governed by the provisions of the Double Tax Avoidance Agreement ("Tax Treaty" or "DTAA"), read with Multilateral Instrument (MLI), if any, between India and the country of tax residence of the shareholders, if they are more beneficial to them. For this purpose, i.e. to avail the benefits under the DTAA read with MLI, non-resident shareholders will have to provide the following:

- Copy of the PAN card allotted by the Indian Income Tax authorities duly attested by the shareholders/ authorized signatory. In case of non-availability of PAN, information under sub-rule 2 of rule 217 of the Income-tax Rules, 2026.
- Copy of the Tax Residency Certificate for the tax year 2026-27 obtained from the revenue or tax authorities of the country of tax residence, duly attested by shareholders / authorized signatory.
- Form 41 (for claiming tax treaty benefit), which can be obtained electronically through the e-filing portal of the income tax website at <https://www.incometax.gov.in/iec/foportal>.
- Self-declaration by the shareholders of having no permanent establishment in India in accordance with the applicable tax treaty and IT Act, 2025.
- Self-declaration of beneficial ownership of equity shares by the non-resident shareholder.
- Self-declaration of fulfilling all conditions of applicable tax treaty for being eligible to claim benefit of the tax treaty read with MLI.
- Any other documents as prescribed under the IT Act, 2025, if applicable, or certificate for lower withholding of taxes, duly attested by the shareholders.

- In case of Foreign Institutional Investors (FII) / Foreign Portfolio Investors (FPI), tax will be deducted under Section 393 of the IT Act 2025 at the rate of 20% (plus applicable surcharge and cess) or the rate provided in relevant DTAA, read with MLI, whichever is more beneficial, subject to the submission of the above documents, if applicable.

The aforementioned documents are required to be uploaded on the shareholder portal at <https://ipostatus.integratedregistry.in/TaxExemptionRegistration.aspx> on or before August 5, 2026.

18. The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number ("PAN") by every participant in securities market. Members holding shares in electronic form are, therefore, requested to submit the PAN to their Depository Participants and Members holding shares in physical form can submit their PAN details to our Registrar & Share Transfer Agent as per instructions mentioned in this notice to update the details.

19. Norms for furnishing of PAN, KYC, Bank details and Nomination:

SEBI vide its Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated May 7, 2024, read with SEBI Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/81 dated June 10, 2024 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 upon folio being KYC compliant i.e. the PAN, contact details including mobile no., bank account details and specimen signature are registered with the RTA/Company.

As per the provisions of Section 72 of the Act, the facility for making nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form SH-13. If a Member desires to opt out or cancel the earlier nomination and record a fresh nomination, he / she may submit the same in Form ISR-3 or Form SH-14 as the case may be.

Relevant FAQs have been published by SEBI in this regard which can be viewed at https://www.sebi.gov.in/sebi_data/faqfiles/jan-2026/1767611333081.pdf

20. Those Members who have so far not encashed their Dividend Warrants for the below mentioned Financial Years, may claim or approach the Company's Registrar & Share Transfer Agents for the payment thereof, as the same will be transferred to the Investor Education and Protection Fund ('IEPF') of the Central Government, pursuant to Section 124 of the Companies Act, 2013, on the respective due date(s) mentioned there against. Kindly note that after such date, the members will not be entitled to claim such dividend from the Company. The members may also note that as per the new provisions, the shares on which dividend remains unclaimed for a continuous period of 7 years, shall also be transferred to IEPF.

Year	Particulars	Date of Declaration	Due date of Transfer
2018-19	195% Dividend	14-Aug-2019	16-Sep-2026
2019-20 (Interim)	60% Dividend	02-Mar-2020	06-April-2027
2019-20 (Final)	8% Dividend	19-Aug-2020	21-Sep-2027
2020-21	45% Dividend	10-Aug-2021	12-Sep-2028
2021-22	150% Dividend	05-Aug-2022	09-Sep-2029
2022-23	320% Dividend	03-Aug-2023	06-Sep-2030
2023-24	320% Dividend	05-Aug-2024	09-Sept-2031
2024-25	305% Dividend	12-Aug-2025	14-Sept-2032

21. Members will be provided with the facility for voting through electronic voting system during the VC/OAVM proceedings at the AGM and Members participating at the AGM, who have not already cast their vote by remote e-Voting, will be eligible to exercise their right to vote during such proceedings of the AGM. Members who have cast their vote by remote e-Voting prior to the AGM will also be eligible to participate at the AGM but shall not be entitled to cast their vote again.

22. Special window for re-lodgement of physical share transfer requests:

Members who have executed the transfer prior to April 1, 2019, but were not lodged for transfer or were lodged and subsequently rejected, returned or not attended due to deficiency in the documents have been provided a **special re-lodgement window** till February 4, 2027, to re-lodge the transfer requests.

Transfers would be approved if all the requisite documents are in place. Transfer under this window will be credited only in dematerialised form and will carry a one-year lock-in period from the date of transfer registration. Members can contact the Company or the RTA, for assistance in this regard.



23. Simplification of Procedure for Issuance of Duplicate Share Certificates:

SEBI vide Circular No: HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 Dated February 6, 2026 has simplified the process for issuing duplicate share certificates. The documentation requirements have been standardised as below:

Market Value	Required Documents
Up to ₹ 10,000	Undertaking on plain paper (no notarisation required)
Above ₹ 10,000 and up to ₹ 10,00,000	Single Affidavit-cum-Indemnity Bond
Above ₹ 10,00,000	Affidavit-cum-Indemnity Bond along with FIR/Police Complaint/Court injunction order/copy of plaint and Newspaper Advertisement by the Company

24. With effect from April 2, 2026, SEBI has dispensed with the requirement of issuance of a Letter of Confirmation by the Company or the RTA while processing service request*. Accordingly, Shares will be credited directly to the Member's demat account upon submission of valid demat account details along with the latest Client Master List, not older than 2 months, attested by their DP. Any Letter of Confirmation issued before April 2, 2026, may be submitted by the shareholders to DP for dematerialisation within 120 days from the date of issuance of Letter of Confirmation.

**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.*

25. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended), the Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India, Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended), and the Circulars issued by the Ministry of Corporate Affairs from time to time the Company is providing facility of remote e-Voting to its Members in respect of the business to be transacted at this AGM. For this purpose, the Company has entered into an agreement with National Securities Depository Limited (NSDL) for facilitating voting through electronic means, as the authorized agency. The facility of casting votes by a member using remote e-Voting system as well as e-voting on the date of the AGM will be provided by NSDL.
26. Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes member of the Company after the notice is sent through e-mail and holding shares as of the cut-off date i.e. **August 5, 2026**, may obtain the login ID and password by sending a request at evoting@nsdl.com or Company/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. **022 - 4886 7000**. In case of Individual Shareholders 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., August 5, 2026 may follow steps mentioned in the Notice of the AGM under **"How do I vote electronically using NSDL e-Voting system"**.

27. Ms. Pracheta M., Practising Company Secretary (FCS No. 9323, C.P. No. 9838) has been appointed as the Scrutinizer to scrutinize the remote e-Voting process and casting vote through the e-Voting system during the meeting in a fair and transparent manner.
28. The Chairman shall, after responding to the questions raised by the Members in advance or as a speaker at the AGM, formally conclude the meeting. All those Members who are present during the AGM through VC/OAVM but have not cast their votes by availing the remote e-Voting facility shall be allowed to vote through e-voting system. The e-Voting module during the AGM shall be disabled by NSDL for voting 15 minutes after the conclusion of the Meeting.
29. The Scrutiniser shall immediately after the conclusion of voting at the AGM, unblock the votes cast through remote e-Voting (votes cast during the AGM and votes cast prior to the AGM). The Scrutiniser shall make a consolidated Scrutiniser's Report of the total votes cast in favor or against, if any to the Chairman or any person authorised by him. The results will be declared within timelines stipulated under Regulation 44 of the SEBI (Listing obligations and Disclosure requirements) Regulations, 2015 read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended.

30. The results declared along with the Scrutinizer's report shall be communicated to the Stock Exchanges on which the Company's shares are listed, NSDL and RTA and will also be displayed on the Company's website at www.autoaxle.com
31. 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>). Link to access ODR portal is available on Company's website www.autoaxle.com/investorupdates
32. The Register of Directors and Key Managerial Personnel and their Shareholding maintained under Section 170 of the Act, and the Register of Contracts or Arrangements

in which the Directors are interested, maintained under Section 189 of the Act, and relevant documents referred to in this Notice or Explanatory Statement will be available electronically for inspection by the Members before as well as during the AGM. Members seeking to inspect such documents can send an e-mail to: sec@autoaxle.com.

THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING AND JOINING AGM ARE AS UNDER: -

Members of the Company holding shares either in physical form or in electronic form as on the cut-off date of **Wednesday, August 5, 2026** may cast their vote by remote e-Voting. The remote e-Voting period commences on **Sunday, August 9, 2026 at 9.00 a.m. (IST) and ends on Tuesday, August 11, 2026 at 5.00 p.m. (IST)**. The remote e-Voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently. The voting rights of the Members (for voting through remote e-Voting before/during the AGM) shall be in proportion to their share of the paid-up equity share capital of the Company as on the cut-off date i.e. **Wednesday, August 5, 2026**.

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

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

Step 1: Access to NSDL e-Voting system

- A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in Demat mode

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

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

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	- For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID, 8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. - 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.



Type of shareholders	Login Method
	- 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 - 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. - 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   
Individual Shareholders holding securities in demat mode with CDSL	- 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. - 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. - 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. - Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

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

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

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

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

4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID 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 140246 then user ID is 140246001***

5. Password details for shareholders other than Individual shareholders are given below:
 - a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
 - b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
 - c) How to retrieve your 'initial password'?
 - (i) If your email id is registered in your demat account or with the company, your 'initial password' is communicated to you on your email id. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form.



- The .pdf file contains your 'User ID' and your 'initial password'.
- (ii) If your email id is not registered, please follow steps mentioned below in process for those shareholders whose email ids are not registered.
6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:
- a) Click on **"Forgot User Details/ Password?"** (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
- b) **Physical User Reset Password?"** (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
- c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
- d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.
7. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.
8. Now, you will have to click on "Login" button.
9. After you click on the "Login" button, Home page of e-Voting will open.

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

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.
5. Upon confirmation, the message "Vote cast successfully" will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/ JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to cscapracheta@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on.: 022 - 4886 7000 or send a request to Mr. Falguni Chakraborti, Assistant Manager at evoting@nsdl.com

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

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) by email to irg@integratedindia.in.
2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) to irg@integratedindia.in. If you are an Individual shareholders holding securities in demat mode, you are requested to refer to the login method explained at **step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.**
3. Alternatively shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.
4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email id correctly in their demat account in order to access e-Voting facility.

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER: -

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for Remote e-voting.

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

1. Member will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for Access to NSDL e-Voting system. After successful login, you can see link of "VC/OAVM link" placed under "Join Meeting" menu against company name. You are requested to click on VC/OAVM link placed under Join Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Members are encouraged to join the Meeting through Laptops for better experience.
3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
5. Members are encouraged to submit their questions in advance with regard to the financial statements or any other matter to be placed at the AGM from their registered e-mail address, mentioning their name, DP ID and Client ID number/folio number and mobile number to reach the Company's e-mail address at sec@autoaxle.com before 3.00 p.m. (IST) on **Saturday, August 8, 2026**. Such questions by the Members shall be suitably replied to by the Company.
6. 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 email address mentioning their name, DP ID and Client ID/folio number, PAN, mobile number to sec@autoaxle.com from **Thursday, August 6, 2026 (9:00 A.M. IST) to Monday, August 10, 2026 (5:00 P.M. IST)**. Those Members who have registered themselves as a speaker will only be allowed to express their views/ ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

**Annexure to Notice:****Additional Details of Director seeking Re-appointment at the Annual General Meeting:**

(In pursuance to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) 2015 and Secretarial Standard – 2 on General Meetings)

Name	Mr. Kenneth James Hogan
Director Identification Number (DIN)	09161738
Designation and Category of Director	Non-Executive Non-Independent Director related to Promoter.
No. of years of Experience	30 years
Nature of expertise	Leadership, Strategic Planning, Business Operations, Technology, Sales and Marketing, Finance Acumen, Governance and Risk Management.
Age	56 years
Educational Qualification	Bachelor of Science in Mechanical Engineering & Master of Business Administration in Finance.
Brief Profile	Mr. Hogan is a Bachelor of Science in Mechanical Engineering from Michigan State University and a Master of Business Administration in Finance from the University of Michigan. He has around 3 decades of leadership experience in operations management, strategic planning, and project management and delivering flawless execution of cost reduction programs, production transfers and facility rationalisation. Uniquely skilled at developing cohesive and collaborative teams while empowering employees to drive out waste and improve bottom line company performance by driving vigorous action, measurement and implementation. Mr. Hogan joined Meritor in 2008 and has held positions of increasing responsibility across the organization. He is currently vice president of Cummins Drivetrain and Braking Systems. In this role, he is responsible for overseeing the strategy and priorities of Cummins Drivetrain and Braking Systems globally. Before joining Meritor, Hogan held progressive leadership positions with Booz Allen Hamilton, Deloitte, Falding Capital Group and Detroit Diesel. This new role recognizes the increasingly global nature of Cummins Drivetrain and Braking Systems customer base and enables him to apply his proven management approach to our global business.
Listed entities (other than Automotive Axles Limited) in which Mr. Kenneth James Hogan holds Directorships and Committee Membership as on 31st March 2026	Nil
Listed entities from which Mr. Kenneth James Hogan has resigned as Director in past 3 years as on 31st March 2026	Nil
BSE Circular No. LIST/COMP/14/201 8-19 dated June 20, 2018 and NSE Circular No. NSE/ CML/2018/24 dated June 20, 2018	Mr. Hogan is not debarred from holding the office of Director by virtue of any SEBI Order or any other authority.
Terms of appointment/re-appointment	Re-appointment in terms of Section 152(6) of the Companies Act, 2013
Remuneration sought to be paid	Nil
Remuneration last drawn	N.A.
Date of first appointment at the Board	14.05.2021
Shareholding in the Company	Nil
Relationship with other directors and Key Managerial Personnel	No relationship
Number of Board meetings attended during the financial year ending March 31, 2026.	4 (Four) out of 6 (Six)

Key CSR Initiatives



Construction of a Dormitory Building for Residential Students at Vishwakshema Trust



Renovation of the Tribal School at Dammanakatte Hadi to Enhance Learning Facilities for Tribal Students (Under Renovation)



Honoured with the Rotary India National CSR Award



Contribution Towards Breast Cancer Treatment Through Bharath Hospital



Contribution Towards Strengthening Skill Development Infrastructure at Government Polytechnic, Holenarasipura

If undelivered please return to

Automotive Axles Limited

Hootagalli Industrial Area

Mysuru - 570 018

Karnataka

www.autoaxle.com