KAYNES

Growth

WITH SUSTAINABILITY

ANNUAL REPORT 2025-26



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Investor Information

Market Capitalisation (as on 31 March, 2026)	: ₹2,29,90,20,49,358
CIN	: L29128KA2008PLC045825
BSE Code	: 543664
NSE Symbol	: KAYNES
AGM Date	: 17 September, 2026
AGM Venue	: Registered office at 23-25, Belagola Food Industrial Estate, Metagalli PO, Mysuru - 570 016, Karnataka
AGM Mode	: Video Conferencing/Other Audio-Visual Means

Disclaimer:

This document contains statements about expected future events and financials of Kaynes Technology India Limited ('the Company'), which are forward-looking. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. There is a significant risk that the assumptions, predictions, and other forward-looking statements may not prove to be accurate. Readers are cautioned not to place undue reliance on forward-looking statements, as several factors could cause assumptions, actual future results and events to differ materially from those expressed in the forward-looking statements. Accordingly, this document is subject to the disclaimer and qualified in its entirety by the assumptions, qualifications and risk factors referred to in the Management Discussion and Analysis section of this Annual Report.

Growth WITH SUSTAINABILITY

Growth becomes meaningful when it is built on more than just ambition. It must be anchored in trust, guided by discipline, and strengthened by the ability to endure through changing cycles. The strongest enterprises are not those that simply move faster, but those that move forward with purpose, transparency, and conviction.

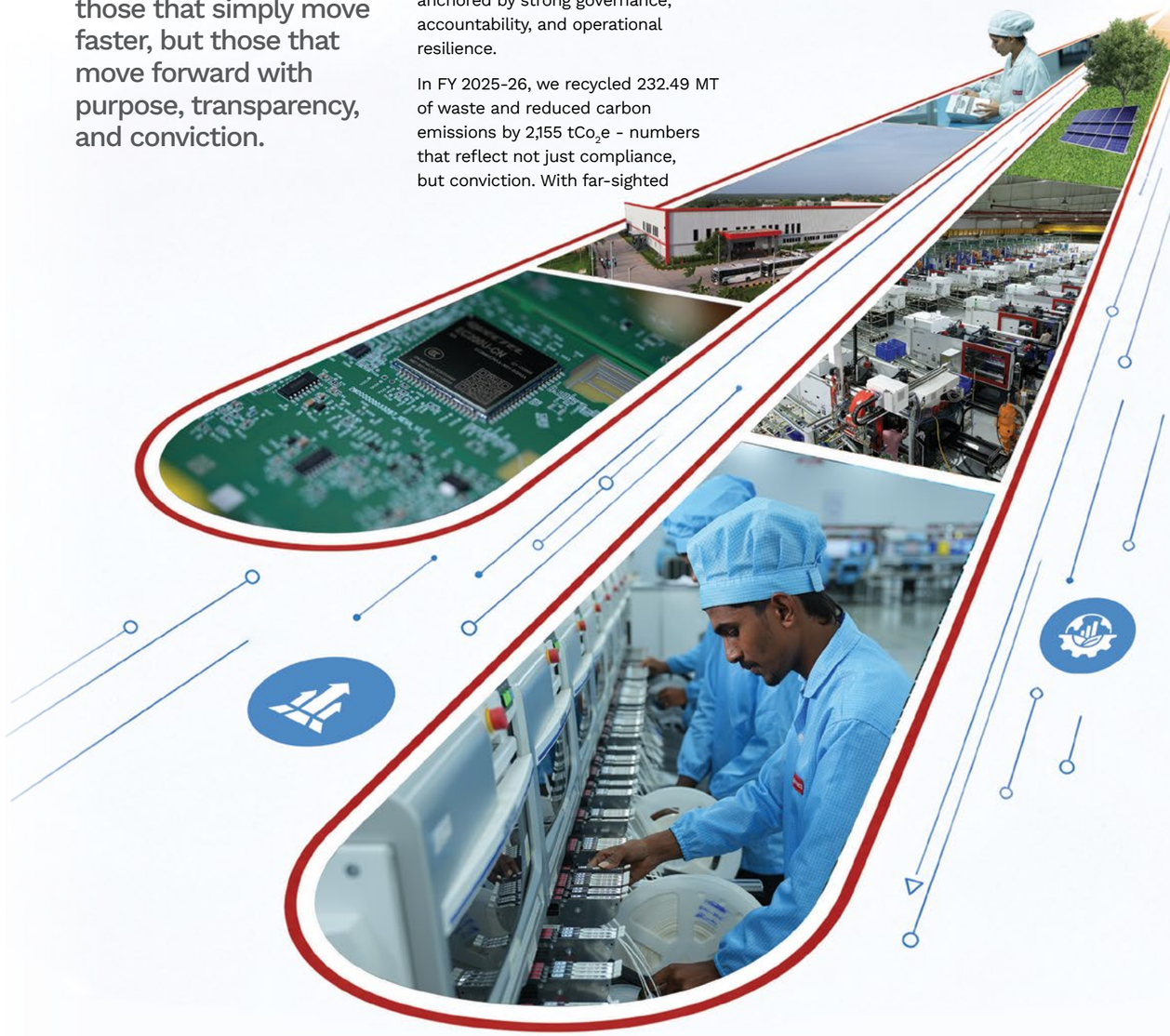
For Kaynes Technology, this journey is reflected in the evolution of a more integrated, future-ready and globally relevant organisation. We drive our sustainability agenda through focused action across environmental, social, and governance pillars.

At Kaynes, deepening capability and responsible growth are two sides of the same coin. Our strategic priorities, spanning design, manufacturing, supply chain integration, and advanced electronics, are shaped by an environment-first mindset, anchored by strong governance, accountability, and operational resilience.

In FY 2025-26, we recycled 232.49 MT of waste and reduced carbon emissions by 2,155 tCo_2e - numbers that reflect not just compliance, but conviction. With far-sighted leadership and robust governance at its core, Kaynes continues to lead on the frontiers of financial discipline, environmental stewardship, and inclusive economic growth.

Every new capability added, every system strengthened, and every process made more transparent contributes to a larger vision: creating growth that is not only scalable, but sustainable by design.

A growth story measured not just by size, but by the strength, clarity and credibility with which it is built.



Message from the Chairperson



"We are no longer just a participant in the electronics supply chain; we are engineering the ecosystem that powers tomorrow's electronics industry. By transitioning to a vertically integrated ESDM enterprise, we have structurally expanded our value creation, underpinning our clear mission towards a ₹100,000 Mn revenue milestone."

Dear Stakeholders,

FY 2025-26 has been a year of consequential transformation for us. As the global Electronic System Design and Manufacturing (ESDM) industry shifts from transactional, build-to-print models to integrated, system-level partnerships, the dynamics of value creation and capture across the electronics supply chain are being fundamentally reshaped.

Aligned with this evolution, we have transitioned from a service-led Electronics Manufacturing Services (EMS) provider to a product-led, vertically integrated ESDM enterprise. This structural shift underpins our clear mission to reach ₹100,000 Mn in revenue by 2030 through combined and integrated performance of our EMS, OSAT, and HDI PCB verticals.

Building National Manufacturing Depth

Our strategic direction and the national agenda for domestic manufacturing and self-reliance are closely aligned, with our OSAT facility in Sanand, Gujarat, serving as a cornerstone of India's emerging semiconductor ecosystem and a testament to our commitment to building strategic manufacturing capabilities. During the year, we delivered India's first commercial Multi-Chip Modules (MCMs) from this facility to our global partners, a milestone that affirms our ability to bridge international technology standards with domestic manufacturing capability.

The receipt of the Financial Support Agreement (FSA) approval under the India Semiconductor Mission has given us clear visibility on capital subsidies from both Central and State Governments, materially reducing funding-side uncertainty and strengthening the financial viability of our multi-year semiconductor roadmap. As we scale from Intelligent Power Modules (IPMs) to advanced System-in-Package (SiP) formats, we are laying the infrastructure that India's next generation of electronics manufacturing will be built upon.

Domestically, demand across our diversified portfolio remains exceptionally strong. Our position in the electric vehicle (EV) segment and our growing capability in high-performance computing (HPC) servers together provide multi-quarter revenue visibility.

Institutional Governance and Transparency

As we grow into a larger, multi-geographical organisation, the Board's focus on institutional governance has intensified to match our operational scale. Long-term value creation depends entirely on the trust our stakeholders place in our corporate oversight, and that trust must be continuously earned. During the year, we elevated our institutional governance frameworks to foster a culture of absolute accountability. We are ensuring that data integrity is treated not merely as a basic compliance requirement, but as a strategic asset. By embedding proactive oversight mechanisms and strengthening our internal audit protocols at the Board level, transparency remains the definitive standard against which we measure our enterprise performance.



Capital Discipline and Sustainable Expansion

Capital discipline has not been a constraint on our growth; it has been the condition for it. The Qualified Institutional Placement (QIP) of ₹16,000 Mn in June 2025 provided the strategic capital needed to fund our acquisitions, growth and working capital needs while aggressively preserving balance sheet health. Our debt-to-equity ratio has been maintained at approximately 0.19 times, a level that reflects considered expansion rather than capital-light under-investment.

Working capital optimisation remains an organisational priority. Our focus is squarely on maintaining robust financial agility while supporting the strategic inventory requirements of our custom-built, mission-critical orders. Importantly, the capital deployed within our operations is securely backed by firm, high-quality enterprise and government contracts. Through disciplined capital allocation and rigorous supply chain partnerships, we are ensuring that our core business operations are primed to generate the sustained, self-funded liquidity necessary to power our next phase of multi-geographical growth.

Global Reach and Local Expertise

We have taken a deliberate step towards building a globally distributed manufacturing presence with the integration of August Electronics in Canada, extending our footprint into North America. This addition strengthens our position in high-margin RF and microwave assembly and gives our global clients a resilient sourcing alternative to traditional hubs, backed by technical depth rather than simply geographic diversification.

Domestically, demand across our diversified portfolio remains exceptionally strong. Our position in the electric vehicle (EV) segment and our growing capability in high-performance computing (HPC) servers together provide multi-quarter revenue visibility. With an order book of ₹83,663 Mn as of 31 March, 2026, our execution roadmap is clear, speaking volumes to the underlying strength of our customer relationships and the sustained confidence they place in our high-reliability manufacturing capabilities.

As we scale across new geographies and technologies, our Board underwent deliberate renewal in FY26, strengthening executive depth, refreshing leadership expertise, and professionalising our governance architecture to match our operational complexity. This has positioned us well as we enter the execution phase of our ESDM strategy, and Dr. Muthukumar, our Managing Director, will lead the next steps in structuring the organisation for future readiness.

I thank our shareholders for their continued confidence, our customers for the depth of trust they place in our capabilities, and every member of the Kaynes team for the quality of work they bring to our organisation during this period of genuine transformation. The foundations we are building are strong. The path forward is clear. The growth we are pursuing is designed, from the ground up, to sustain.

Warm Regards,

Savitha Ramesh
Executive Chairperson

Message from the Executive Vice-Chairman



"We are witnessing a fundamental shift in customer engagement, evolving from a manufacturing vendor into an end-to-end strategic partner. Through innovations and continuous R&D, we are systematically elevating our position within the global electronics value chain."

Dear Stakeholders,

As the industry navigates global supply chain realignment, we have translated our strategic priorities into tangible commercial outcomes. We are increasingly recognised by global OEMs as an end-to-end technical partner, delivering comprehensive solutions across the electronics manufacturing ecosystem.

Business Momentum and Client Traction

We are witnessing a fundamental shift in customer engagement, evolving from a manufacturing vendor into a strategic partner solving complex supply chain challenges. This momentum is broad-based. In the automotive sector, we are accelerating traction in EV powertrains and battery management systems. In railways, our design-led role in the Kavach safety system provides long-cycle, high-barrier revenue streams. Furthermore, we are experiencing robust demand in smart metering, alongside high-reliability orders for aerospace and space-grade electronics. Most notably, our greenfield OSAT and HDI PCB projects are driving strategic silicon-to-system engagements. Through continuous R&D and quality investments, we are structurally elevating our position within the global electronics value chain.

OSAT Commercialisation: Bridging Silicon and Systems

The most consequential commercial breakthrough of the year was the ramp-up of our Outsourced Semiconductor Assembly and Test (OSAT) facility in Sanand, Gujarat. This facility has transitioned from qualification to the commercial delivery of India's first Multi-Chip Modules (MCMs) to our international partners.

The receipt of the Financial Support Agreement (FSA) approval under the India Semiconductor Mission (ISM) has strengthened our credibility with global partners and confirmed that Kaynes is a commercially viable partner in the global semiconductor supply chain. With anchor customers including Alpha & Omega Semiconductor (AOS), L&T Semiconductor, and Infineon, we are on track for the mass production of advanced packaging formats by FY 2026-27. This vertical integration enables us to offer computing and telecom clients a 'total solution' that reduces their time-to-market and their supply chain exposure.

HDI PCB: Addressing the High-End Substrate Gap

Our move into High-Density Interconnect (HDI) PCB manufacturing in Chennai addresses a specific void in the domestic supply chain. India's PCB market is projected to reach US$ 24.70 Bn by 2033, yet the domestic availability of high-layer-count boards remains a structural constraint.

Our facility is engineered to produce complex boards of up to 74 layers, serving high-performance computing (HPC) and aerospace applications. By localising high-end board fabrication, we offer our partners a resilient sourcing alternative to imports, with strong customer commitments already supporting utilisation from commissioning.



Our technology strategy is focused on tracking and responding to the miniaturisation trend, moving from legacy packages towards advanced formats like Flip-Chip BGA and System-in-Package (SiP). Complementing this hardware depth is our Industrial IoT platform, which enables clients to transition legacy products into connected systems.

Technology Roadmap and Global Reach

Our technology strategy is focused on tracking and responding to the miniaturisation trend, moving from legacy packages towards advanced formats like Flip-Chip BGA and System-in-Package (SiP). Complementing this hardware depth is our Industrial IoT platform, which enables clients to transition legacy products into connected systems.

Our expansion into North America through August Electronics provides a trusted sourcing corridor for global clients seeking supply chain resilience beyond traditional manufacturing hubs. Our 61% acquisition of Sensonic GmbH (Austria) strengthens our position in AI-driven rail safety, deploying advanced acoustic sensing for real-time monitoring of rail infrastructure. These acquisitions bring proprietary, fully capitalised technical know-how that directly contributes to future revenue generation and structurally elevates our margin profile, ensuring that our growth is both highly differentiated and defensible.

I thank our global customers for the confidence they place in our expanding capabilities and our investors for their continued belief in our direction. The commercial momentum we have built this year is a foundation, and we are building on it with purpose.

Warm Regards,

Ramesh Kunhikannan
Executive Vice-Chairman

Message from the Managing Director



"Our ambition is now matched by the rigour of our delivery. As we operationalise our state-of-the-art OSAT and HDI PCB facilities, our primary focus is on execution agility, converting our robust order book into consistent, high-reliability output."

Dear Stakeholders,

FY 2025-26 has been a period of deliberate and demanding operational transformation. With our transition from a service-led provider to an integrated Electronics System Design and Manufacturing (ESDM) enterprise, our primary focus has been the alignment of our organisational architecture, digital systems, and manufacturing discipline with the demands of a significantly expanded physical footprint. We are operationalising the most consequential technical shift in our history, focusing entirely on flawless execution.

Driving the ESDM Operational Shift

Our internal focus has been on deepening our ownership of the product life cycle. Moving beyond traditional build-to-print services requires a reorganisation of how work flows from concept to delivery.

We have re-engineered our internal workflows to support customers who require end-to-end solutions, from embedded design and prototyping to the final system-level integration, and we have done so at a scale that validates the strength and resilience of the processes we have built.

This transition is evident in three strategic initiatives:

I

Kavach - an indigenously designed railway anti-collision safety system where Kaynes owns the hardware architecture and subsystem integration; hardware approvals are complete and we are progressing towards field deployment.

II

Automotive smart power distribution- an advanced power management unit for a global automotive OEM, currently in prototype validation, positioning us as a design partner rather than a component supplier.

III

3U CubeSat - a space-based platform in proto-development that establishes Kaynes' capability in the emerging satellite electronics domain, unlocking participation in India's space technology ecosystem.

These examples reflect our evolution from build-to-print vendor to product architect, where we own design, manufacturability, and customer outcomes. This shift deepens customer stickiness, expands margins on design-ownership revenue, and builds defensible competitive advantage.

Our approach is reflected in our momentum across mission-critical verticals. We have deepened our presence in electric vehicles (EV), aerospace, and railways, where the right to operate is earned through demonstrated technical reliability. Our order book of ₹83,663 Mn (as of 31 March, 2026), an indicator of this momentum, is expected to convert to revenue within the next 18-24 months. Our task now is to convert that order book into consistent, high-quality output. This conversion is the operational agenda that defines this phase of our growth.

₹83,663 Mn

Order Book (as of 31 March, 2026)

Operationalising the High-Tech Ramp-Up

The most critical priority in our execution this year has been the capacity ramp-up at our new greenfield facilities. The Outsourced Semiconductor Assembly and Test (OSAT) facility in Sanand, Gujarat, is now the centrepiece of our vertical integration strategy. Following the delivery of our first commercial Multi-Chip Modules (MCMs), our focus has shifted to achieving full throughput. The Sanand facility, inaugurated by The Honourable Prime Minister, is expected to commence commercial production in FY 2026-27. The receipt of Financial Support Agreement (FSA) approval under the India Semiconductor Mission (ISM) framework has provided the financial visibility to support our production ramp-up. We are now optimising cycle times for advanced packaging formats to ensure Sanand operates as a high-reliability bridge between global silicon innovation and the domestic market.

In parallel, our backward integration into advanced Printed Circuit Board (PCB) manufacturing has entered its final implementation phase and we expect the first commercial shipments from Q3 of FY 2026-27. Our High-Density Interconnect (HDI) plant in Chennai, which will reach operational readiness in FY 2026-27, is engineered to produce complex boards with up to 74 layers.

Our approach is reflected in our momentum across mission-critical verticals. We have deepened our presence in electric vehicles (EV), aerospace, and railways, where the right to operate is earned through demonstrated technical reliability.



This facility will reduce lead times and eliminate our dependence on imported high-end substrates. By localising this critical component, we are taking greater control of our supply chain, enabling us to offer our partners a more resilient and dependable delivery schedule.

Strategic Priorities

As we scale our capabilities and operational footprint, our execution agenda is anchored around four strategic priorities: customer focus, innovation, people development, and net working capital efficiency. We continue to deepen our engagement with customers by evolving from a manufacturing services partner to a strategic lifecycle partner, supported by our expanding capabilities in OSAT, advanced PCB manufacturing, design, and system integration. Innovation remains central to our transformation, with investments in advanced packaging, high-performance computing servers, high-density multilayer PCBs, Industry 4.0 technologies, automation, and digital quality systems that enhance productivity, agility, and decision-making.

Equally important is our focus on building organisational capability and capital efficiency. We are strengthening our leadership pipeline, investing in technical talent, and embedding a culture of ownership and continuous improvement initiatives across our operations.

In parallel, we are driving working capital optimisation through inventory rationalisation, consolidated purchases, vendor-managed inventory programmes, supply chain financing, accelerated receivables management, and improved asset utilisation. These initiatives are aimed at enhancing cash conversion, improving capital efficiency, and supporting sustainable growth as we scale our operations.

Organisational Strengthening and Systems Transformation

To support a multi-geographical organisation, we have strengthened our leadership teams across manufacturing, finance, and taxation. Our digital transformation initiative is restructuring internal data flows to ensure information moves seamlessly from our ERP into our operational reporting. This systemic shift is essential to minimise manual intervention and provide the real-time insights needed for a high-velocity enterprise.

In the ESDM sector, quality is a baseline, but speed and reliability are the differentiators. We are instilling a mindset of continuous improvement at every level of the workforce and focusing on the '7 pillars of Operational Excellence': Productivity, Quality, Cost, Delivery, Safety, Morale, and Environmental Performance to ensure our machines and our people are operating at their full potential.

Operational Accountability and Execution Agility

Operational accountability remains our primary execution metric. We are continuously optimising our production schedules and shop-floor agility to seamlessly absorb the long-lead-time demands of mission-critical orders. To further strengthen operational excellence, we have initiated the implementation of the TPM model, beginning with Chamarajanagara and Hyderabad plants, with plans to progressively extend the framework across other facilities in the future.

The Hyderabad plant has displayed remarkable improvement in efficiency – from approximately 9,000 units/day to around 15,000 units/day. By improving our manufacturing cycles and accelerating component throughput, we are ensuring that the expanded capacity translates directly into accelerated delivery timelines.



Alongside operational scale-up, we continue to strengthen organisational resilience through a focused approach towards workforce diversity, sustainability and capability enhancement. Female employees represent a sizeable segment of the total workforce, reflecting our continued emphasis on inclusive participation across operations. In parallel, our sustainability initiatives remain centred on responsible waste management, gradual adoption of eco-friendly materials, optimised resource consumption and close monitoring of hazardous material usage to mitigate environmental impact.

We have also undertaken significant internal team strengthening initiatives through the induction of experienced leadership across finance, human resources and compliance functions, while continuing to invest in employee capability building through extensive training programmes, covering EHS awareness, ESG, women empowerment, lean waste elimination, Kaizen, ethical trading initiatives and POSH practices.

We are focused on strengthening working capital efficiency across the Group through improved cash conversion, optimised inventory and receivables and maximised utilisation of our new facilities in Sanand and Chennai. At GridCrest, the working capital cycle is inherently longer owing to the specialised nature of its contracts, installation and commissioning timelines, and staggered payment schedules linked to project performance milestones. To address this, we are undertaking focused initiatives to reduce lead times, enhance production efficiency by working with Public Sector Undertakings closely, and optimise financing arrangements for the overdue portion of trade receivables associated with completed supplies.

Our internal supply chain teams are meticulously aligned with our plants and business units to minimise idle time and maximise the utilisation of our newly commissioned capital assets, guaranteeing that our volume scaling does not compromise our stringent quality benchmarks.

Synergising the Global Footprint

Our international expansion is built around two objectives: greater technical depth and stronger market resilience. The integration of August Electronics in Canada has provided a strategic manufacturing base in North America, enabling us to serve global clients with greater flexibility and unlock talent in RF and microwave assembly. The acquisition of a 61% stake in Sensonic GmbH (Austria) has strengthened our presence in the smart rail technology market. By deploying AI-driven acoustic sensing for real-time rail monitoring, we are building a position in sophisticated safety solutions. This aligns perfectly with our ongoing work on the indigenous Kavach project; with operational readiness and required technical approvals now fully secured, we are aggressively positioned for large-scale implementation. The Proof of Concept with our German technology partner is targeted for completion in Q4 FY 2026-27, and the current Kavach order pipeline stands at approximately ₹270 Mn with 1 zonal railway tender.

The Path Forward

The transition we are in is technically and operationally demanding, but the direction is clear. Our Mission 30 is anchored in a clear and balanced ambition — to drive meaningful growth in revenues and profitability, while ensuring continued focus on improving sustainability and financial discipline. A key priority within this framework is the progressive improvement of our working capital efficiency, as we sharpen our focus on receivables management, inventory optimisation, and cash conversion cycles.

Equally central to Mission 30 is the full-scale ramp-up of our newly commissioned facilities in Sanand and Chennai — strategically located to serve high-growth end markets including automotive, industrial, and consumer electronics. As these facilities scale towards optimal utilisation, they are expected to be significant contributors to both topline growth and operating leverage, reinforcing Kaynes' positioning as a large-scale, full-service electronics manufacturing partner.

By building the electronics infrastructure that India's high-technology sector requires, we are ensuring Kaynes Technology remains a trusted partner for high-complexity, high-reliability manufacturing.

I thank the entire Kaynes team for their hard work and steadfast commitment. I also extend my gratitude to our investors, supplier partners, customers, associates, and the Central and State Governments for their continued support and for the trust they place in our ability to execute. The foundations are in place. The work ahead is clear.

Warm regards,

Dr. Muthukumar Narayanaswamy
Managing Director

Message from the CFO



"Our performance in FY 2025-26 reflects the strength of our diversified model, with a ~33% year-on-year increase in revenue and robust margin growth.

The Company remains focused on improving and protecting ROCE through disciplined capital allocation and tighter working capital controls."

Dear Stakeholders,

As we move closer to our long-term revenue objectives, our financial strategy has remained focused on balancing substantial capital expenditure for our vertical integration projects with the discipline of a resilient balance sheet. Our performance in FY 2025-26 reflects the strength of our diversified model, with consolidated revenue of ₹36,264 Mn, a ~33% year-on-year increase. This growth is supported by an order book of ₹83,663 Mn (as on 31 March, 2026), which provides the Group with multi-quarter revenue visibility and a foundation for our ongoing capacity ramp-up.

Operating Leverage and Margin-accretive Integrations

The consistent expansion of our operating margins has been a defining feature of this year's financial performance. Consolidated EBITDA for FY 2025-26 was approximately ₹5,741 Mn at a margin of 15.8% against 15.1% in FY 2024-25 and 14.1% in FY 2023-24, with margins structurally improving. This is the direct consequence of a deliberate shift in product mix towards high-complexity, high-value segments where technical depth translates into pricing power.

The transition to an integrated ESDM model is fundamentally margin-accretive. By internalising semiconductor packaging and advanced substrate fabrication, we are fundamentally altering our margin profile. We are shifting from basic component assembly to controlling a significantly larger share of the addressable Bill of Materials (BOM). This deep backward integration ensures that Kaynes is no longer just an assembly partner, but a primary owner of the technology value chain, making our business model structurally margin-accretive for the long term.

Financial Governance, Transparency and Rigour

As our operational scale expands across new geographies, maintaining impeccable financial governance is non-negotiable. We recognise that our rapid scaling and recent strategic acquisitions have introduced complex financial linkages. To manage this complexity, we have elevated our internal controls and enterprise risk management frameworks to foster a culture of absolute financial accountability. We treat the accuracy of our financial data not merely as a regulatory checkbox, but as a core strategic asset that guides our capital allocation. By implementing proactive monitoring and rigorous internal audit procedures, absolute transparency remains the ultimate benchmark for our financial reporting.

I want to assure our investors that our consolidation processes operate to this exact standard. We have engaged top-tier audit frameworks to ensure that all capitalised intangibles, such as acquired technical know-how, are rigorously valued, precisely disclosed, and directly linked to visible, future cash-generating contracts. Furthermore, all inter-company and related-party transactions are comprehensively documented and accurately eliminated in our consolidated statements, ensuring the absolute integrity of our consolidated disclosures.

₹36,264 Mn

Revenue

₹5,741 Mn

EBITDA

₹3,639 Mn

Profit After Tax (PAT)

The integration of August Electronics (Canada) contributed approximately ₹2,055 Mn to consolidated revenue and ₹380 Mn to consolidated EBITDA in FY 2025-26.

Capital Allocation and Funding Visibility

Our expansion programme for the Sanand OSAT facility and the Chennai HDI PCB facility continues to be funded through a calibrated mix of equity, debt, internal accruals, and government incentives, enabling the Company to pursue growth while maintaining a prudent leverage profile.

The proceeds from QIP 1 have primarily been deployed towards the OSAT and PCB expansion projects, of which ₹12,423 Mn had been utilised as on 31 March, 2026, with the balance ₹1,317 Mn remaining to be deployed in line with the stated project milestones.

The proceeds from QIP 2, undertaken in June 2025, have been utilised towards repayment of loans, working capital requirements, inorganic growth funding, and general corporate purposes. As on 31 March, 2026, ₹13,880 Mn had been utilised, while the unutilised balance of ₹1,870 Mn continues to be held in permitted investments and scheduled commercial bank deposits pending phased deployment.

The financial viability of our semiconductor roadmap was further strengthened by the formal receipt of the Facility Support Agreement (FSA) approval, which provides clear visibility on the 50% central and 20% state capital subsidies (on eligible capex of ₹26,150 Mn) for our Sanand unit, substantially reducing the break-even period from the commencement of mass production.

Working Capital Optimisation and Cash Flow Normalisation

Our cash conversion cycle (CCC) reached 125 days in FY 2025-26, against 87 days in FY 2024-25 and 83 days in FY 2023-24, primarily because of our strategic venture in the areas of custom ESDM and smart metering. Our working capital roadmap targets 100 days by end of FY 2027-28 through progressive, long-term Vendor-Managed Inventory (VMI) model for strategic suppliers, an aggressive receivables taskforce, selective factoring, and the onboarding of large customers into supply chain finance programmes.

On the cash flow front, the standalone business delivered a positive operating cash flow (OCF) of ₹2,467 Mn in FY 2025-26, compared to ₹650 Mn in FY 2024-25, reflecting a significant improvement in operating efficiency and working capital management. At the consolidated level, operating cash flow was (₹6,004 Mn), as against (₹823 Mn) in the previous year, largely due to higher working capital investments and the extended receivables cycle in the metering business, further necessitated by the scale-up of operations and growth-driven project execution. Despite the near-term pressure on consolidated cash flows, the Company remains focused on improving cash conversion, strengthening liquidity generation, and protecting Return on Capital Employed (ROCE) through disciplined capital allocation and tighter working capital controls.

Warm regards,

Jairam Paravastu Sampath
Whole-Time Director and
Chief Financial Officer

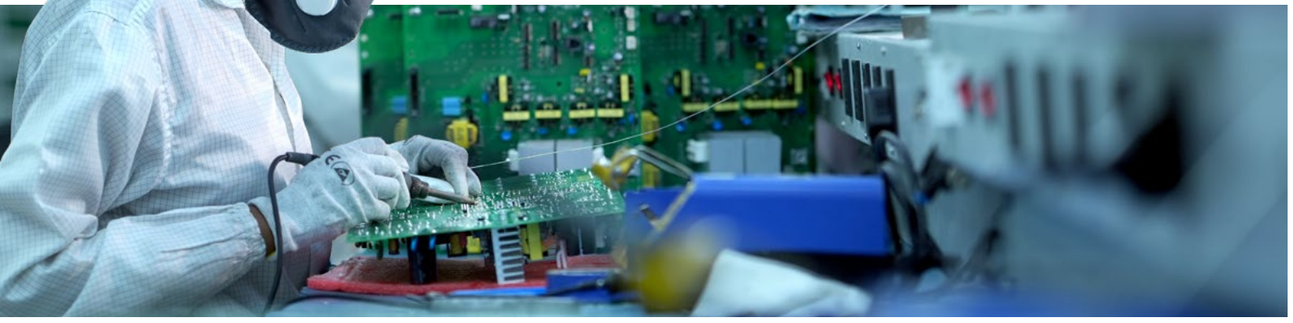
Engineering the Shift

Integrated Growth. Sustainable Foundations.

Shaping India's Semiconductor Future

Kaynes Technology is transforming from a service-led EMS player into a fully integrated ESDM enterprise. By anchoring our position across the value chain with OSAT and advanced HDI PCB manufacturing, we are moving beyond build-to-print assembly towards end-to-end ownership of the electronics value chain.





Engineering the Synergy that Powers Integration

Kaynes' transformation is being built through three connected engines of capability. Each strengthens a critical layer of the electronics value chain. Together, they move the Company beyond assembly into a position of deeper control, higher value capture, and integrated solution delivery.



1 **HDI PCB**
(Backward Integration)

2 **EMS**
(Core Manufacturing Engine)

3 **OSAT**
(Semiconductor Backend)

The PCB Advantage

Securing the substrate. Strengthening the supply chain.

Our investments in Tamil Nadu are localising advanced 74-Layer and HDI PCB fabrication, giving us greater control over one of the most supply-constrained layers in high-complexity electronics.

By reducing dependence on imported multilayer boards, we are strengthening supply security, shortening lead times for high-reliability sectors, and capturing greater value at the substrate level. In electronics manufacturing, where substrate availability often determines production schedules, control over this layer creates a structural advantage.

The EMS Engine

Converting capability into execution strength

Our core SMT and box-build expertise continues to serve as the backbone of the Company's execution. This foundation is now being strengthened by the direct integration of HDI PCBs and packaged semiconductor units into our production lines.

The result is sharper yield visibility, lower supply fragmentation, and faster time-to-market. What began as a manufacturing capability is now evolving into a competitive position.

The OSAT Leap

Moving closer to the centre of semiconductor value creation

Our ₹33,070 Mn facility in Sanand, Gujarat marks our entry into semiconductor Assembly, Testing and Packaging. This milestone has already enabled India's first commercial Multi-Chip Module.

By packaging and validating the core processing components of electronic systems, we are moving from the periphery of semiconductor innovation to a more central role in the value chain. This capability strengthens domestic participation in a layer where India has historically depended on imports.

The Integrated Outcome

From assembly partner to Integrated Solutions Architect

PCB fabrication gives us control over the substrate. EMS converts that control into reliable production. OSAT brings us closer to semiconductor value creation.

Together, these three capabilities create a more integrated, resilient, and value-accretive platform, positioning Kaynes as an Integrated Solutions Architect for the next phase of India's electronics manufacturing growth.



The Strategic Inflection

ISM 2.0 Momentum

The India Semiconductor Mission (ISM) 2.0 has created a materially de-risked investment environment for semiconductor manufacturing. For our Sanand unit, this is reinforced by 50% central and 20% state fiscal support (on eligible capex of ₹26,150 Mn), strengthening project viability and long-term confidence.

Geopolitical Realignment

Global OEMs are diversifying supply chains towards trusted and transparent partners. This positions Kaynes as a credible Indian alternative in an evolving global electronics ecosystem.

Accelerated Localisation Demand

High-reliability sectors such as electric mobility and railway safety systems increasingly require secure domestic supply chains. This is making local semiconductor and PCB manufacturing not just relevant, but strategically important.

Supply Chain Resilience

The integration of chip packaging and substrate fabrication reduces exposure to global shortages and supply disruptions. It also enables a more predictable, end-to-end solution with greater control, reliability, and responsiveness.

About Kaynes Technology

Redefining the Future of Integrated ESDM

Kaynes Technology India Limited ('Kaynes', 'Our Company' or 'We') is a leading end-to-end IoT solutions-integrated electronics manufacturing company in India, offering comprehensive capabilities across the entire ESDM value chain from new product design and engineering to manufacturing and lifecycle support. With over three decades of experience, our Company is redefining how complex electronics are conceptualised, developed, engineered, manufactured, and delivered.

Headquartered in Mysuru, Kaynes combines new product design, embedded engineering, advanced manufacturing, process excellence, and lifecycle support through a seamlessly integrated end-to-end platform.

Our Capabilities Span

Process engineering and integrated manufacturing

Flexible, multi-volume production across industry verticals

Conceptual design, product development and engineering

Embedded system design and IoT-enabled solutions

End-to-end lifecycle support and value-added services

We Serve Mission-critical and High-reliability Applications across

- Defence and Aerospace
- Space and Outer Space Satellite Systems
- Intelligent Mobility and Automotive
- Industrial Automation
- Smart Energy and Power Systems
- Healthcare and Medical Technology
- Railways and Transportation
- IoT and Information Technology
- Adjacent High-growth and Emerging Segments



Our partnerships extend to:

- Global OEMs
- Tier I partners
  - Diverse industries and international markets

Our integrated platform enables:

- High-performance, high-reliability electronic solutions
- Consistent quality, precision and operational excellence
- Scalability across industry verticals
  - Greater control and visibility across the electronics value chain
  - End-to-end delivery from concept to lifecycle management

Industry Verticals

We operate across industries where quality, reliability, and speed are non-negotiable. As an integrated ESDM solution provider, we collaborate closely with customers to co-develop products that will shape the future of industrial and digital infrastructure.

Automotive

Delivering high-performance solutions for smart mobility and power electronics, in collaboration with leading global OEMs and Tier I suppliers.

Industrial and EV

Providing advanced automation and energy management solutions, including control systems, smart meters, AMI infrastructure, grid-interface electronics, and EV technologies to all major OEMs.

Aerospace and Defence

Delivering high-reliability solutions across avionics, secure communication, and surveillance systems, supported by newly commissioned specialised facilities and certifications from global OEMs.

Railways

A key contributor to smart railway infrastructure, delivering signalling systems, rolling stock electronics, and the flagship Kavach railway safety system.

Medical

Manufacturing safety-critical diagnostic and patient monitoring equipment that adheres to stringent global quality standards.

IoT, IT and Consumer Devices

Supporting the global digital ecosystem with connected devices, wearables, and high-performance computing servers, with capabilities extending into advanced semiconductor packaging, including MEMS-based True Wireless Stereo (TWS) packaging.

OUR INDUSTRY

Core Capabilities

What Makes Kaynes an Integrated ESDM Platform

Capability	What it means	Strategic Advantage
Design-to-Production Partnership	Evolved beyond traditional manufacturing to offer early-stage embedded design, advanced prototyping and end-to-end system integration. ODM, IoT and Product Engineering now constitute approximately 28% of the total revenues.	Enabled greater value creation and stronger customer collaboration from the initial stages of product development
Sector-Centric Precision	Built around high-reliability processes for mission-critical sectors such as Aerospace, Defence and Railways. The design-led philosophy supports fail-safe field performance, especially for proprietary safety platforms like Kavach.	Stronger relevance in sectors where reliability, certification and field performance are critical
Backward and Parallel Integration	Expanded capabilities across the semiconductor and components value chain, from substrate fabrication to chip packaging. Sanand OSAT delivered India's first commercially manufactured Multi-Chip Module, IPM5, while the Chennai HDI PCB facility is engineered for multilayer boards of up to 74 layers.	Lower import dependence, stronger supply-chain control and a larger downstream EMS opportunity
Operational Excellence and IoT 4.0	Embedding TPM and IoT 4.0 practices across all facilities, supported by ERP-enabled, data-driven operations that minimise manual intervention.	Higher asset turnover, faster real-time decision-making, continuous operational improvement and enhanced corporate transparency
Global Manufacturing Footprint	Operates multiple manufacturing facilities worldwide, including the acquisition of August Electronics in Canada. The platform offers global customers proximity, operational flexibility and a reliable North American alternative to conventional sourcing hubs.	Expands global market access, better customer responsiveness and specialist capability in high-complexity RF microwave assemblies

38  **Years**

of Operational Legacy

20
Manufacturing Facilities in India

2
Service Centres

6
R&D Centres

8,510
Total Employees

Global Certifications

ISO 9001:2015	AS9100:RevD
ISO 14001:2015	Nadcap AC7120
ISO 45001:2018	Nadcap AC7121
IATF 16949:2016	ANSI/ESD S20.20:2021
ISO 22163:2023	ISMS 27001:2022
ISO 13485:2016	GPTW, SA 8000:2014

Client Presence in **30+** Countries across **4** Continents



Our Business

Engineering Growth. Enabling Progress.

At Kaynes, our business segments reflect our transformation from a service-oriented EMS provider into a product-driven ESDM enterprise. This evolution is focused on delivering high-value, vertically integrated solutions that enable us to capture a larger share of the electronics value chain.

As a trusted integrated ESDM partner to global OEMs, we offer a comprehensive portfolio that spans ideation, embedded design, advanced component manufacturing, semiconductor packaging, and global end-to-end lifecycle support. Through this integrated ecosystem, we help customers accelerate innovation, strengthen supply-chain reliability, and achieve greater manufacturing confidence.



Our Capabilities

Product Design and Engineering

Our design and engineering capabilities form the foundation of our integrated ESDM platform, where customer requirements are translated into manufacturable, high-reliability electronic systems. We offer a structured suite of engineering services that spans the entire product lifecycle, from concept development through to production, working closely with global customers at every stage of the development cycle.



Full-Stack Co-Creation

We provide seamless integration across complex electronic systems, including embedded system design, firmware development, and advanced prototyping.

Innovation Hubs

This segment is anchored by our DSIR-recognised R&D centre in Mysuru and dedicated design hubs, which drives innovations such as the Kavach railway safety system.

Operational Excellence

By implementing IoT 4.0 and Total Productive Maintenance (TPM), we ensure that every design is strictly optimised for quality, speed, and cost-efficiency.

Original Equipment Manufacturer (OEM)

We remain a trusted partner of choice for global and domestic leaders, delivering world-class, zero-defect manufacturing solutions at scale. We specialise in high-mix, high-value, and complex mechatronic assemblies, sub-systems, and PCBAs.

Strategic Sector Focus

We have built strong relationships with marquee OEMs in high-entry-barrier sectors, including Aerospace, Defence, Automotive, and EVs, where stringent global traceability standards are critical.

Global Reach and Proximity

Through the acquisition of August Electronics in Canada, we provide North American customers with a dependable near-shore manufacturing alternative to traditional sourcing hubs.

Vertical Synergy

Our upcoming HDI PCB manufacturing facility in Chennai will further strengthen our OEM offerings through backward integration, creating a more resilient and localised supply chain while enabling cost efficiencies and faster turnaround.

Original Design Manufacturer (ODM)

Our ODM segment is emerging as a key driver of margin expansion and enhanced value capture.

Proprietary Safety Technology

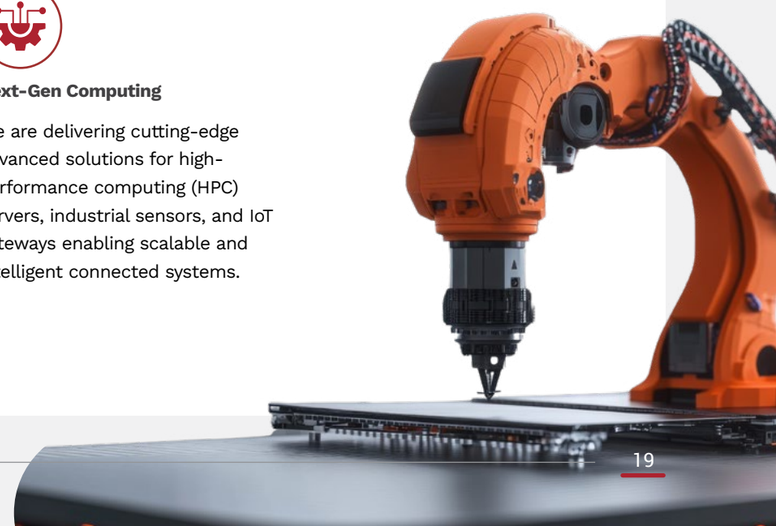
We are contributing to national infrastructure safety through the Kavach railway safety system, developed in collaboration with international technology partners and aligned with global safety standards.

Smart Metering Evolution

Our portfolio includes the complete range of residential, commercial and grid meters, with all kinds of communication systems including Cellular, BLE and RF. Our software portfolio includes complete meter-to cash solution, including HES, MDM, Pre-Payment, WFM, FMS and Consumer Apps with long-term managed services.

Next-Gen Computing

We are delivering cutting-edge advanced solutions for high-performance computing (HPC) servers, industrial sensors, and IoT gateways enabling scalable and intelligent connected systems.



IoT and IT Solutions

We specialise in canvas-to-cloud Industrial IoT (IIoT) and IT solutions, enabling OEMs to transition legacy systems into intelligent, data-driven ecosystems.

Advanced Integrations

We integrate advanced sensors, microcontrollers, and connectivity stacks to enable high-growth areas like HPC servers, while supporting the rollout of smart, connected devices for the global digital economy.

Strategic Collaborations

Our roadmap includes our entry into MEMS-based True Wireless Stereo (TWS) packaging, strengthened by partnerships with global leaders like Infineon.

Proprietary Accelerators

We leverage pre-engineered accelerators and IoT IPs to drastically reduce development time for key deployments, such as predictive maintenance for industrial assets and transformer health monitoring.



Automated Test Equipment (ATE) and Functional Testers

We excel in custom-designed test engineering solutions that ensure the operational precision and reliability of every device we manufacture.



Custom Testing Hardware

We design and develop cutting-edge firmware flashing fixtures, PCBA fixtures, and end-of-line testers supported by sophisticated test software for high-throughput validation.

Industry 4.0 and RF Specialisation

We are leveraging Industry 4.0 frameworks, bolstered by the integration of August Electronics, to develop advanced RF testing equipment and microwave assemblies for top-tier technology companies.

Scalable Productivity

Our expanding test engineering services, including those integrated into our new semiconductor OSAT operations in Sanand, significantly reduce customer reliance on skilled test resources while boosting manufacturing throughput and efficiency.

Cable Harness

We deliver fully integrated, end-to-end solutions for high-reliability cable harnesses and wire assemblies, covering the entire process from initial design to large-scale production.

Mission-critical Reliability

Our expertise covers multi-core, shielded, and custom-designed systems tailored for stringent applications across the automotive, aerospace, defence, and medical sectors.

Seamless Integration

These highly complex interconnect solutions are seamlessly integrated with our PCBAs and advanced box builds, ensuring superior performance and complete traceability for global Tier I players.



Third-Party Repairs (Lifecycle and End-of-Life Services)

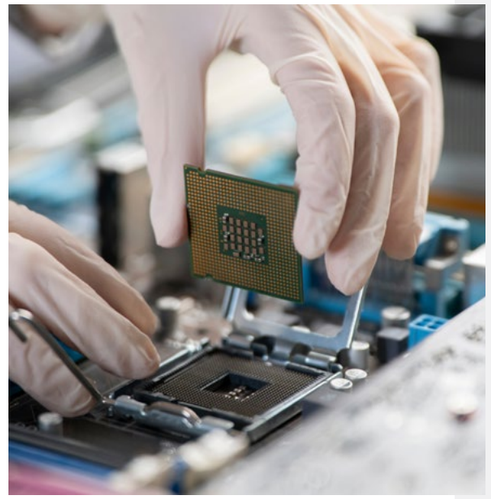
As a comprehensive ESDM partner, we take end-to-end responsibility across the entire product lifecycle. We offer comprehensive repair, refurbishment, and reengineering services to enhance long-term asset reliability.

Avionics and Railways

We offer specialised maintenance and critical repair expertise for the aerospace segment and rolling stock electronics.

Infrastructure Support

We actively support national safety infrastructure, such as the Kavach system, through the development of custom test setups and highly precise component-level electronic repairs.



A Leading ESDM Player with Comprehensive End-to-End Design and Engineering Expertise

Delivering Solutions across the Entire Customer Value Chain

Design Services	Industrialisation Services	Manufacturing Services	Product Maintenance Services	Distribution and Lifecycle Services
Concept to Design Realisation	Supply Chain Design	Prototype Manufacturing	Repair and Refurbishment	Order Fulfilment
Product Development	Value Stream Mapping	Turnkey Electronic Manufacturing	Product Facelift programmes	End-of-Life Services
DFM/DFA - Analysis	Quality Assurance	Parts Development Services	Value Engineering and Value Analysis	Spare Parts Management
Rapid Prototyping	Weak Point Analysis	OEM Manufacturing		Material Obsolescence Management
Test Development	Ramp Up Planning	Box-Building		Product Maintenance
Regulatory and Compliance Testing		PCB Assembly		LTB (Last-Time-Buy) Services

ODM

Bluetooth Modules	Smart Lighting Solutions	Smart Meters	Wireless Gateways	Streetlight Controller
BLDC Motor Controllers	GaN Chargers	Biometric Add-Ons	Industrial Sensors	ECUs for Steering Control

Space and Outer Space Technology Portfolio

Design, Manufacturing and Integration Support to Vssc and Isro

Satellite Design and Manufacturing

Power Electronics

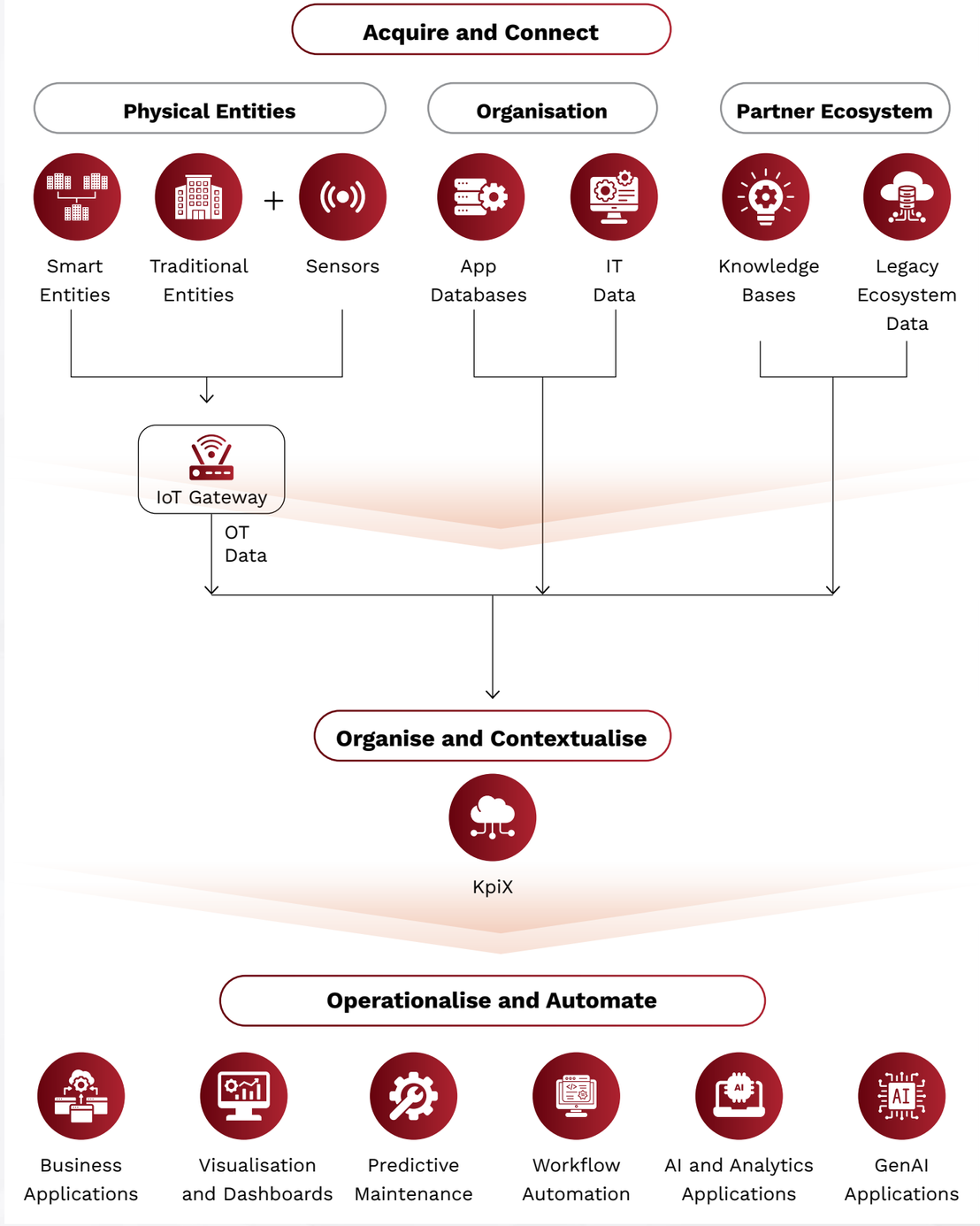
Onboard Computer

RF and MW Communication

Data Processing



An End-To-End Connected Asset Platform Integrating Business Applications, Managed Cloud Services, and ODM Device Solutions



Investment Case

Compounding Growth. Sustainable Returns.

Our next phase of growth is being shaped by seven strategic pillars. Together, they reflect a clear shift: from scale-led expansion to higher-value, vertically integrated, design-led and financially disciplined growth.

1

Strategic Pillar

Leading India's Semiconductor Revolution

We are making a decisive move from traditional EMS into semiconductor assembly and testing through our Sanand OSAT facility. The facility represents a ₹33,070 Mn commitment under the India Semiconductor Mission, with Kaynes contributing ~30% of the project cost through equity. This landmark initiative marks our strategic entry into deep-technology manufacturing and positions us at the forefront of India's semiconductor ecosystem. Commercial production is scheduled to commence in FY 2026-27.

The successful delivery of India's first commercial Multi-Chip Module, IPM5, demonstrates our technical readiness and strengthens our position in the emerging domestic semiconductor ecosystem.

Completing the Silicon-To-Systems Value Chain

We are complementing our OSAT capabilities with a **₹14,000 Mn HDI PCB facility in Chennai,** completing the vertical integration required for high-margin, end-to-end delivery.

By manufacturing high-density interconnect boards in-house, we will be able to offer customers a complete Silicon-to-Systems value chain. This will reduce import dependence and enable us to capture a substantially larger share of the bill of materials.

2

Strategic Pillar

Unparalleled Revenue Visibility

Our growth trajectory is supported by a strong and rapidly expanding order book as of FY 2025-26. The year-on-year increase reflects the depth of customer commitment and provides clear forward revenue visibility.

With a strong book-to-bill ratio, we have **over a year of forward revenue already secured.**

₹83,663 Mn

Total Order Book



Supporting the Vision 2028 Ambition

This order book underpins our medium-term ambition of reaching **US$ 1 Bn in the near future.**

Its diversity, spanning multi-year contracts across **defence, railways, and other high-reliability sectors,** provides a natural buffer against short-term cyclicality in any single vertical.

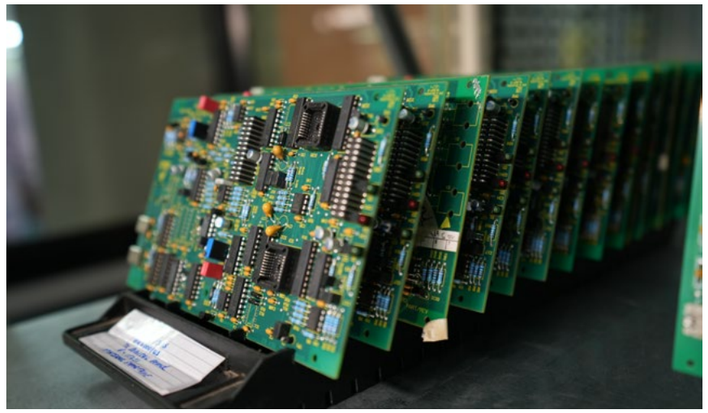
3

Strategic Pillar

Evolution to Design-led Manufacturing

We are strategically advancing up the electronics value chain by expanding our capabilities as an **Original Design Manufacturer (ODM)** with Design-led solutions now contributing approximately **28% of our revenue**.

By owning product intellectual property and design, we are fostering deeper customer partnerships and stronger pricing leverage beyond what traditional contract manufacturing offers. This positions us to deliver sustainable value growth and enhanced returns for our stakeholders.



Innovation-led Value Capture

Our innovation strategy is focused on advancing capabilities across high-growth technology domains, including Automotive and EV-embedded systems, IoT-enabled solutions and intelligent manufacturing.

By integrating digital technologies with engineering and manufacturing expertise, we are strengthening our ability to deliver next-generation electronic solutions for increasingly complex and connected applications.

Strategic investments and acquisitions, including the integration of **Tranzmeo IT** Solutions, have further enhanced our Industry 4.0, Industrial IoT and predictive analytics capabilities. These additions enable us to offer software-integrated hardware solutions across complex applications, helping customers accelerate digital transformation while improving operational efficiency, reliability, and performance.

4

Strategic Pillar

Structural Margin Expansion

We have delivered consistent improvement in financial performance, with EBITDA margins expanding to 15.8% in **FY 2025-26 from 15.1% in FY 2024-25.**

This expansion is structural, not incidental. It is the result of our deliberate shift towards higher-value and higher-complexity services.

70 bps

EBITDA Margin Expansion in FY 2025-26

Protecting Profitability through Complexity and Discipline

Our focus remains on **high-mix, low-volume, mission-critical sectors**, where technical complexity commands a premium.

In response to the challenging macroeconomic environment characterised by elevated fuel costs and currency volatility, the Company has established structured commercial arrangements with key strategic customers incorporating dynamic cost pass-through mechanisms, thereby safeguarding operating margins against external pricing pressures.





5

Strategic Pillar

Sectoral Resilience

We operate across industries where quality, reliability, regulatory compliance, and technological expertise are critical. These sectors are characterised by high entry barriers, stringent qualification requirements, and long product lifecycles. This positioning provides resilience against short-cycle volatility and supports long-term customer relationships.

Aerospace and Defence

Our capabilities are aligned with the rigorous quality, traceability, and certification requirements of the aerospace and defence sectors. The highly specialised nature of these applications, combined with long qualification cycles, supports long-term customer engagement and reinforces our position as a trusted manufacturing and engineering partner.

Railways

We play a key role in advancing smart and safe railway infrastructure through the development and manufacturing of signalling systems, rolling stock electronics, and the Kavach anti-collision system, a critical safety mandate for the railway sector. As rail modernisation and safety initiatives continue to gain momentum, we are well positioned to support the sector's evolving requirements.

Automotive

The increasing electronic content in vehicles, driven by electrification, advanced driver assistance systems (ADAS), connectivity and smart mobility trends, continues to expand the market opportunity for advanced electronic solutions. Through our partnerships with leading OEMs and Tier I suppliers, we are well-equipped to participate in this structural growth.

Medical

We manufacture safety-critical diagnostic, monitoring, and healthcare electronics that must meet stringent quality and reliability standards. The sector's focus on precision, compliance, and product reliability supports long-term customer relationships and demand for high-performance electronic solutions. This creates long-term, stable contracts that are structurally insulated from economic cycles.

6

Strategic Pillar

Global Footprint and 'China+1' Strategy

As global OEMs seek to diversify their supply chains away from traditional hubs like China, we are strategically positioning ourselves as a trusted Global Partner of Choice.

The structural shift is creating a nearshoring opportunity across North America, Europe, and India over the next five years.

Kaynes is positioning itself at the centre of this realignment through a disciplined three-node global operating model: a manufacturing base anchored in India spanning OSAT, HDI, and custom ESDM; a targeted North American footprint via August Electronics, which generated ₹2,055 Mn in FY 2025-26 revenue serving OEMs across energy, industrial, and medical segments; and a European toehold through a 61% stake in Sensonic GmbH, concentrated on rail and transportation ESDM.

North America

The acquisition of **August Electronics in Canada** has provided us with a strategic presence in the North American market, offering proximity to high-value energy, medical and industrial clients while enabling near-shore manufacturing for global customers.

Europe

Through the acquisition of **Sensonic GmbH in Austria,** we have strengthened our capabilities in smart rail and transportation technologies, enhancing our presence in mission-critical European markets.

Integrated Global Delivery Model

This geographic footprint is not just a collection of standalone acquisitions, but an integrated global delivery model where order routing, supply chain sourcing, and R&D are pooled for cost optimisation and customer proximity. This integrated model is supported by a **Singapore-based holding company** structured for further strategic acquisitions.

7

Strategic Pillar

Disciplined Capital Management

Having navigated through an intensive capital expenditure phase, the Company is now pivoting its strategic focus towards balance sheet optimisation and capital efficiency.

Cash flow generation from the EMS segment has demonstrated considerable strength; however, consolidated operational cash flows were impacted during the period, primarily attributable to the distinctive revenue recognition framework and business model characteristics of the Metering segment.

In pursuit of the Company's targeted Working Capital Days of 100, key initiatives are underway to enhance collection efficiencies and progressively transition inventory holding responsibilities to Tier 2 suppliers and Vendor-Managed Inventory (VMI) programmes — both integral components of the broader balance sheet optimisation strategy.

The Company remains committed to achieving a 5–10% annual reduction in net working capital and attaining a cash-positive position on a consolidated basis.

Product Portfolio

Built for Growth. Designed to Sustain.

Every product we build is anchored in a clear application need - across infrastructure, intelligent mobility, healthcare, and mission-critical systems. Backed by deep domain expertise and strong end-to-end design-to-manufacturing capabilities, we deliver solutions that are precise, reliable, and scalable.

Our portfolio is continuously shaped by the evolving requirements of high-growth, technology-intensive sectors. Each product is engineered to meet stringent performance and quality requirements, integrate seamlessly into existing systems, and maintain operational effectiveness throughout its full-service life.

Application Specific Product Roadmap

Vertical	Specific Applications / Products
Medical Devices	Diagnostic, laboratory, surgical, and other advanced medical equipment
Aerospace and Defence Systems	Avionics systems, secure communications and Line Replaceable Units (LRUs)
Space and Outer Space	Components, subsystems and electronics for space and satellite programmes
Information Technology	High-density boards and related electronics assemblies
Industrial and EV	High-capacity UPS systems and power electronics for industrial applications and EV
Consumer	Household consumer electronic devices
Railways	Railway systems integration and infrastructure components
Automotive	Automotive lighting systems, electronic control units, instrument clusters and passenger infotainment systems
IoT Solutions and Others	Smart streetlight controllers, interior lighting systems, fan controllers and connected devices
BLDCM Controllers	DC motor control system across automotive, industrial and consumer electronics

Automotive



We enable next-generation mobility through a portfolio of high-performance electronic assemblies and control systems, supporting safe, efficient and intelligent vehicle functionality:

- Cluster PCBA and Box Build
- LED Headlamp/Tail Lamp/ LED Position Lamp/DRL PCBA
- Switches PCBA
- Engine Control Panel

Industrial and EV



Our solutions support industrial automation, energy management, and the accelerating transition towards electrification, enabling reliable and efficient system performance:

- BCU Master/BCU Slave PCBA
- BLE Module
- Street Light Controller
- Precision Bridge and Strain Gauge

Railways



We contribute to modern rail infrastructure with advanced safety and signalling systems:

- UM71 – Receiver
- ETCS Cubicle
- SDTC Cubicle
- SDTC Card File

Medical



We deliver precision-engineered equipment for diagnostics, imaging and patient monitoring applications, meeting stringent quality and reliability standards:

- Endoscopy Cart and ICP Sensor Module
- X-Ray and Dental X-Ray Machine
- Controller Units
- Protein and Clinical Chemistry Analysers

Aerospace, Outer Space, and Strategic Electronics



Our portfolio addresses high-reliability and mission-critical applications in demanding aerospace and defence environments, supported by advanced engineering and manufacturing capabilities:

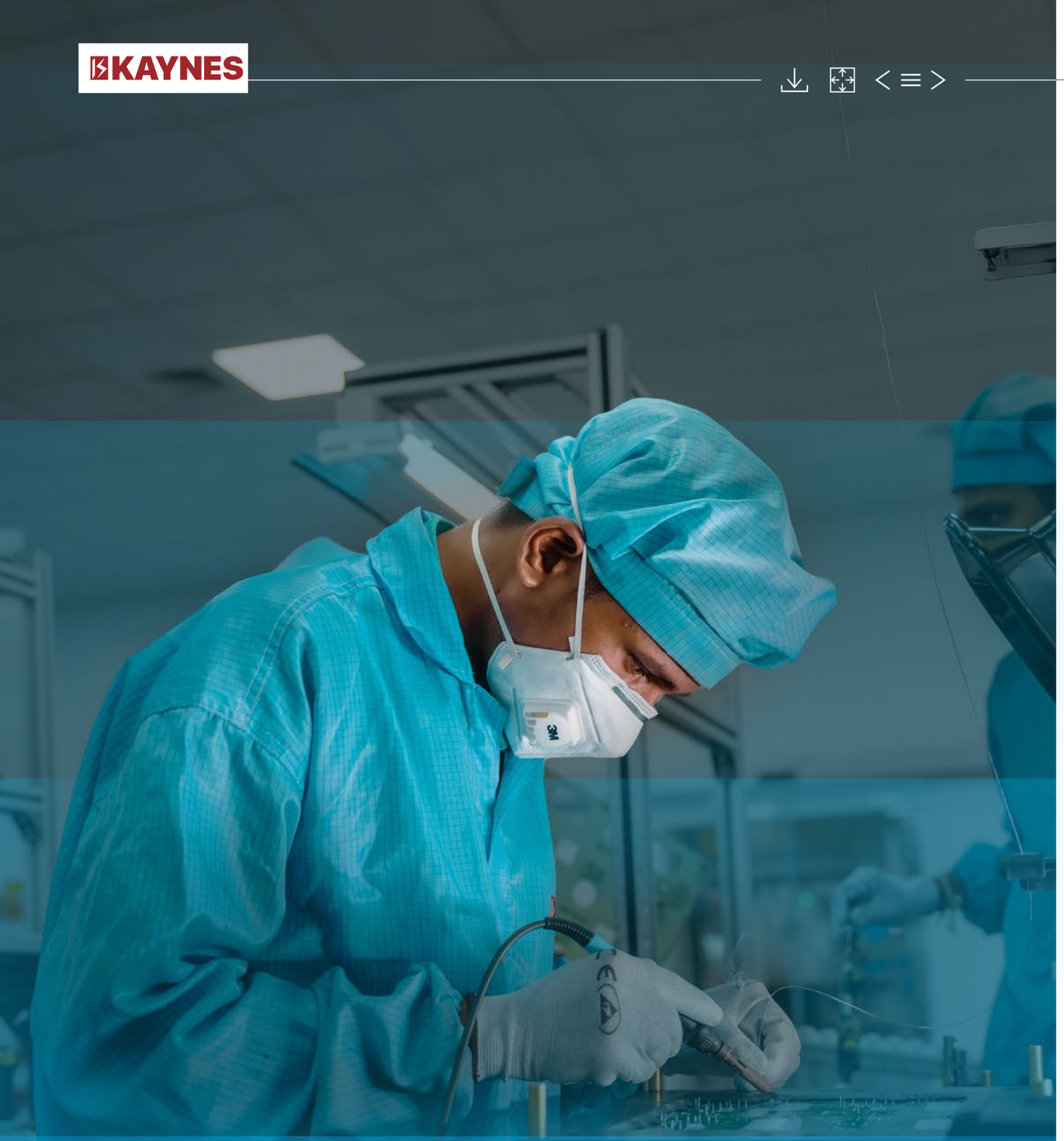
- HH Sonar
- Mission-Critical Products
- ESAF
- ATE and LRU Cable Assemblies

IoT, IT, Consumer, and Others



We enable connected ecosystems and digital infrastructure through intelligent electronic solutions that support data-driven and automated operations:

- Barcode Scanner and RFID Gateway
- PLC and Asset Condition Monitoring Gateway
- Sensors
- Industrial HMI Reader and Industrial Tablet



PRODUCT-LEVEL EDGE

Built for demanding applications. Designed for lasting relevance.

Our products are built to excel in environments where reliability, precision and life cycle value are critical.

What makes them application-ready?

They are engineered for demanding sectors such as electric mobility, defence electronics and railway safety. Our products meet stringent operating conditions, sector-specific standards and regulatory requirements that define performance excellence.

What gives us stronger control?

Our in-house HDI PCB manufacturing and OSAT capabilities give us direct control over board architecture, component packaging and traceability. This end-to-end oversight enhances yield, quality, turnaround time and delivery predictability for global OEMs.

What makes them intelligent?

Diagnostics, connectivity, and data-enabled firmware are embedded into every product. Leveraging proprietary IP and cloud-linked frameworks, our solutions operate as part of connected ecosystems rather than standalone devices.



What makes them globally scalable?

Our India-led engineering model is complemented by international prototyping and validation capabilities. It enables efficient, resilient and scalable product industrialisation for customers worldwide.

What makes them future-ready?

Sustainability is integral to our product development process. By integrating energy efficiency, material transparency, and end-of-life recovery, we balance high performance with environmental responsibility and long-term value creation.

Operating Environment

The Tailwinds behind India's Electronics Growth

India's electronics manufacturing landscape is moving from structural promise to active execution. Sustained policy support, rising domestic demand and global supply chain realignment are together creating a demand environment that is broad-based, durable and strategically significant.

For Kaynes, these tailwinds are accelerating our evolution from a service-led EMS provider to a product-led, fully integrated ESDM architect, strengthening our ability to capture higher value across the electronics value chain.

Harnessing Policy Tailwinds and Strategic Approvals

Industry Context

The Government of India's strong policy push anchored in the 'Make in India' initiative and production-linked incentive (PLI) schemes has matured. The Semicon India Programme, with an outlay of ₹76,000 Crores, has been approved with the specific objective of building a domestic semiconductor and display manufacturing ecosystem. The Indian semiconductor market, valued at approximately US$ 45–50 Bn in 2024-25, is projected to cross US$ 100–110 Bn by 2030, and reach an extraordinary US$ 300 Bn by 2035. This trajectory reflects a structural national shift from import dependence towards a self-sustaining domestic ecosystem spanning fabs, Assembly, Testing, Marking and Packaging (ATMP), and OSAT operations.

(Source: Invest India – The Semiconductor Opportunity in India; The Hindu – India's semiconductor market to reach US$ 300 Bn by 2035)

Company's Response

Kaynes has moved decisively beyond intent to operational reality. The approval of the Financial Support Agreement (FSA) under the India Semiconductor Mission (ISM) for our OSAT facility marks a defining milestone in this journey. The approval provides clear visibility on capital subsidies, 50% central and 20% state on allowable capex of ₹26,150 Mn, materially reducing cash flow uncertainty and reinforcing our position as a globally integrated, India-anchored ESDM enterprise.

Within India's projected US$ 300 Bn semiconductor Total Addressable Market by 2035, Kaynes' OSAT footprint targets capturing the maximum benefit from the same through setting up its own manufacturing capabilities and strategic global alliances.

Semiconductor Ecosystem Emergence

Industry Context

As chip design globalises, India is building self-reliance through Outsourced Semiconductor Assembly and Testing (OSAT) and ATMP facilities, directly addressing the supply chain imbalances that have exposed the risks of concentrated semiconductor geographies. Driven by the demand for AI, automotive electronics, and data centres, industry estimates suggest local production could meet more than 60% of domestic semiconductor demand by 2035, requiring 20–25 OSAT facilities nationwide.

(Source: The Hindu, Deloitte Report on India's Semiconductor Market)

Company's Response

Our Sanand OSAT facility is now fully operational, having delivered India's first commercially manufactured Multi-Chip Module (IPM5) in collaboration with Alpha & Omega Semiconductor (AOS) and Mitsui. We have secured anchor clients, including AOS, Infineon (for MEMS-based True Wireless Stereo packaging), and L&T Semiconductor, with binding contractual arrangements that reinforce the long-term revenue visibility of the Sanand OSAT facility.

Advanced PCB Manufacturing

Industry Context

The global PCB supply chain is undergoing a strategic shift as OEMs diversify sourcing amid geopolitical uncertainties, evolving trade dynamics, and rising demand from AI, telecom, automotive, aerospace, and industrial applications. Concurrently, demand for high-performance High-Density Interconnect (HDI) PCBs continues to grow, with the global HDI PCB market projected to reach US$ 26.90 Bn by 2030 at a CAGR of 10.9%.

In India, the PCB manufacturing industry is expected to reach nearly US$ 14 Bn by 2030. With approximately 88% of domestic PCB demand currently met through imports, significant opportunities exist for local manufacturers to support import substitution and strengthen the country's electronics value chain.

(Sources: KBV Research: High-Density Interconnect (HDI) PCB Market Size, IGNITO: India's PCB Manufacturing to Reach US$ 14 Bn by 2030)

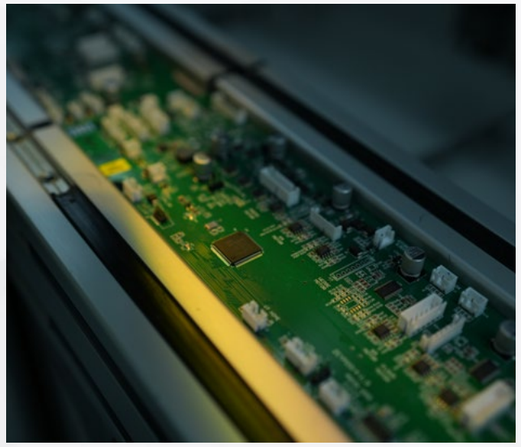


Company's Response

To capitalise on the growing opportunity in domestic PCB manufacturing, Kaynes is establishing one of India's first advanced multilayer and HDI PCB manufacturing facilities in Chennai, expected to commence operations by mid-2026. Reflecting the Company's commitment to technological excellence, innovation, and self-reliance, the facility is equipped with world-class infrastructure, Industry 4.0 automation, and high-precision manufacturing systems to produce complex boards of up to 74 layers for critical sectors including aerospace, defence, telecom, artificial intelligence, medical electronics, automotive, consumer electronics, and industrial applications.

This backward integration initiative is expected to be a significant revenue multiplier. The Phase 1 investment of ₹14,000 Mn in PCB manufacturing is expected to unlock meaningful value through the seamless integration of bare-board production and electronic system assembly. The Company has also secured Phase 2 government approval for South India, enabling captive production of copper-clad laminates and prepregs and strengthening domestic value addition.

Kaynes is also the first entity to receive approval under the Government of India's ECMS scheme. By integrating advanced PCB manufacturing with its broader EMS ecosystem, the Company aims to build a globally competitive manufacturing platform that reduces import dependence while strengthening India's domestic electronics value chain.



Industrial Innovation and Digital Grid Intelligence

Industry Context

India has undertaken the world's largest grid digitisation programme under RDSS, with a target of deploying over 250 Mn smart meters with full software stack. The objective is to reduce AT&C losses, improve utility, financial sustainability, and enhance consumer service. Beyond metering, the initiative is creating a digital utility ecosystem comprising AMI, HES, MDM, analytics, and grid intelligence platforms that provide real-time visibility of energy flows, outages, theft, and demand patterns. This transformation is laying the foundation for a smarter, more efficient data-driven electricity network, capable of supporting renewable energy, storage, Industry 4.0 and EV adoption.

(Sources: PIB – Power Distribution Reforms, NES Technology: Smart Metering in India 2025)

Company's Response

GridCrest is uniquely positioned through its integrated hardware, software, and managed services capabilities. Unlike conventional AMISP players, GridCrest delivers the complete value stack—from smart meters, communication technologies, AMI, HES, and MDM to meter-to-cash platforms and grid intelligence solutions. This ensures higher margin through future change requests and long-term revenue clarity. We own all IPs related to meters, software and applications, and we have no dependence like our competition.

Railways and Urban Infrastructure

Industry Context

National rail investment is scaling significantly through 2030, driving sustained demand for electronic signalling and accelerating the rollout of the Kavach train collision avoidance system. The government recently approved additional infrastructure projects worth ₹1,364.45 Crores, aimed at accelerating Kavach deployment and modernising signalling across high-density routes. This is part of a broader umbrella allocation for the Long-Term Evolution (LTE) communication backbone estimated at over ₹27,600 Crores.

(Sources: India Today – Indian Railways boosts safety with ₹1,364 Crore Kavach rollout, DD News: Railways approves ₹1,364.45 Crore projects)

Company's Response

Our proprietary Kavach programme, co-developed with international technology partners, positions us to capture a meaningful share of an estimated ₹3,40,000 Mn Total Addressable Market (TAM). Guided by a design-first philosophy, we have prioritised adopting the latest product revisions over deployment speed, ensuring fail-safe field performance in a system where reliability is non-negotiable. We have also expanded our scope into rolling stock electronics and strengthened our capabilities through a ₹400 Mn strategic investment in a railway-focused ODM company.





Electrification of Mobility

Industry Context

The rapid electrification of the automotive sector is driving a surge in demand for embedded electronics, Electronic Control Units (ECUs), motor controllers, and complex lighting modules. The Indian electric vehicle market is projected to grow from US$ 3.98 Bn in 2024 to US$ 17.88 Bn by 2032, expanding at a 19.0% CAGR. The Indian automotive electronics market is projected to reach US$ 19.2 Bn by 2034, driven by growing component localisation and EV adoption.

(Sources: Fortune Business Insights - India EV Market Size, IMARC Group: India Automotive Electronics Market)

Company's Response

Automotive electronics represents a structural growth pillar for Kaynes, currently contributing approximately 25% of our total revenues. We have onboarded one of the world's Top 10 global Tier 1 suppliers as a major client alongside India's largest 2-wheeler EV manufacturers, collaborating closely on upcoming 2-wheeler, 3-wheeler and 4-wheeler models. Currently, we serve as direct Tier 1 vendor to 10 different OEMs. Through continued focus on operational efficiency, cost optimisation, and deeper vertical integration, we are enhancing value capture and driving sustainable margin expansion within this high-growth segment.

Global Footprint and Aerospace Leadership

Industry Context

Global OEMs are actively diversifying supply chains away from concentrated geographies, driving sustained demand for nearshored manufacturing and supply chain resilience. The global Electronic Manufacturing Services (EMS) market, valued at US$ 648.11 Bn in FY 2024-25, is projected to reach nearly US$ 1.20 Tn by 2034. Within this shift, India is emerging as a preferred global manufacturing hub, supported by supply-chain diversification, government incentives, and increasing localisation across high-value electronics segments, as international brands increasingly direct high-value aerospace, telecom, and industrial manufacturing to Indian partners.

(Source: Fortune Business Insights – Electronic Manufacturing Services Market Size)

Company's Response

The acquisition of August Electronics in Canada has strengthened our North American footprint, providing strategic access to high-margin segments like Oil & Gas and RF microwave assemblies. In aerospace and defence, a sector defined by high entry barriers and rigorous certification requirements, our facilities have secured approvals and sizeable orders from major global OEMs, with this vertical scaling towards our target of 10% of total revenues.

The forging of trusted partnerships, high-value contract wins, and the commissioning of a dedicated Aerospace manufacturing line at the Chamarajanagara plant speak to both the pace and direction of Kaynes' progress.

OSAT

Establishing the Foundation of India's Semiconductor Future

What's the Opportunity

With the globalisation of chip design and rapid acceleration in post-fab integration, Outsourced Semiconductor Assembly and Testing (OSAT) has become a premier, high-margin expansion avenue. As the global advanced packaging market climbs towards an estimated value of US$ 71 Bn by FY 2028–29, backend processing is transforming into a crucial competitive edge for both fabless designers and integrated device manufacturers. Recognising the strategic value of backend assembly, India is actively positioning itself to resolve worldwide supply vulnerabilities. Kaynes Semicon Private Limited (KSPL), India's first indigenous OSAT company and a wholly owned subsidiary of Kaynes Technologies India Limited (KTIL), is leading this charge—standing among a pioneering cohort of domestic enterprises establishing state-of-the-art OSAT capabilities from inception.

Our greenfield facility located in Sanand allows Kaynes to directly address a critical structural gap in the domestic electronics sector. This move positions us as the sole Indian provider of an integrated industrial platform that seamlessly unifies EMS, bareboard PCB manufacturing, and OSAT operations under one roof. Beyond championing the 'Make in India' initiative, this expansion significantly reinforces the country's semiconductor independence amid tight global supply conditions.

CXO-led Strategic Vision

A Message from Raghu Panicker, CEO, Kaynes Semicon



The semiconductor landscape in India has reached a pivotal construction phase, with advanced packaging taking centre stage as an urgent strategic necessity. At Kaynes Semicon, we are establishing the technical and operational foundation for a world-class OSAT hub designed to merge high-precision engineering with global alliances, scaled in perfect alignment with national policy objectives. Our mission is to engineer backend packaging solutions that satisfy international quality benchmarks while fulfilling the core requirements of both domestic and global semiconductor developers. This represents a major leap towards national self-sufficiency and superior value retention throughout the silicon lifecycle.

Rather than a simple backward integration step for our EMS business, this new vertical fundamentally redefines our market positioning. Bolstered by the specialised business divisions under Kaynes Semicon that are structured to catalyse technological breakthroughs and commercial growth, this expansion marks a decisive milestone for the Group. It empowers us to enhance our technological depth, secure domestic supply networks, and play a defining role in realising India's grand semiconductor aspirations.

What Sets Us Apart

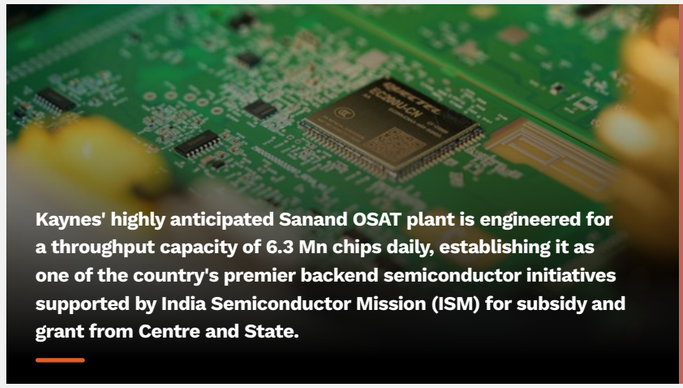
Massive Capital Deployment
Developing our advanced OSAT complex in Sanand through a ₹33,070 Mn capital investment, backed by a ~30% direct equity contribution from Kaynes.

Pioneering Intellectual Capital
Driving innovation with an in-house R&D force of more than 100 specialists focused on embedded architecture, system integration, and packaging technologies—a key differentiator in the EMS landscape.

Academic Partnerships
Actively collaborating with IIT Bombay on targeted R&D to co-develop packaging intellectual property (IP) and accelerate technological breakthroughs.

Strategic Global Alliances
Securing international partnerships with key global semiconductor players including AOI Electronics, AOS, and Infineon to facilitate technical execution, market distribution, and cross-border knowledge transfer.

Power Electronics Packaging Leadership
Establishing deep competency in high-reliability packaging for power semiconductors — IGBTs, SiC MOSFETs, and Intelligent Power Modules (IPMs) — targeting the fast-growing EV propulsion, industrial drives, and renewable energy sectors where India currently imports nearly 100% of packaged power devices. KSPL's delivery of the IPM5 (India's first commercial Multi-Chip Module) in collaboration with AOS and Mitsui is the foundation of this capability.



Kaynes' highly anticipated Sanand OSAT plant is engineered for a throughput capacity of 6.3 Mn chips daily, establishing it as one of the country's premier backend semiconductor initiatives supported by India Semiconductor Mission (ISM) for subsidy and grant from Centre and State.

Sector Alignment

Policy Synergy
Closely aligned with the strategic goals of the India Semiconductor Mission, leveraging its robust capital incentives and policy frame to establish local packaging and fabrication roots.

Fiscal Subsidies
Backed by the semiconductor and display fab PLI scheme, securing a 50% central and a 20% state capex subsidy on qualifying expenditures (₹26,150 Mn).

Strategic De-risking
Directly supporting India's imperative to transition away from traditional foreign assembly hubs, thereby enhancing regional semiconductor supply chain resilience.

Cross-sector Convergence
Seamlessly reinforcing existing PLI programmes in telecom, IT hardware, and broader electronics assembly where Kaynes is already an active market participant.



Impact Outlook

Launch Timeline
Commercial manufacturing operations are scheduled to commence in FY 2026–27.

Target Market Offtake
Initial commercial demand is anticipated to be led by major clients within the industrial and Power MOSFET sectors. Beyond Power MOSFETs, KSPL's power electronics packaging roadmap extends to IGBT modules for EV drives and industrial motor control, SiC MOSFETs for EV onboard chargers and solar inverters, and high-reliability IPM assemblies for defence and aerospace power conditioning — domains where import substitution value is highest.

Revenue Projection
Targeted strategic roadmap expects the OSAT vertical to drive 30% of total Kaynes Group revenues within the next 4 to 5 years.

Full-stack Synergy
End-to-end integration across OSAT, EMS, and bareboard PCB fabrication maximises direct supply chain governance, enhances margin optimisation, and deepens ownership of proprietary technologies.

Advanced PCB Manufacturing

Building a Resilient Domestic Electronics Ecosystem

What's the Opportunity

The global printed circuit board (PCB) supply chain is rapidly realigning away from heavy reliance on a single region towards a diversified, resilient model. Driven by geopolitical tensions, shifting tariff landscapes, and surging AI-driven demand, global OEMs are restructuring their sourcing strategy.

At Kaynes, we believe that the future of India's electronics and semiconductor industry must be built on a foundation of strong domestic manufacturing capabilities. Our upcoming PCB manufacturing facility represents a transformational step towards that future, not only for our organisation, but for the nation's broader technology ecosystem. By localising advanced PCB manufacturing, we are reducing import dependencies and strengthening the domestic electronics value chain.



CXO-led Strategic Vision

A Message from Kumar Subramaniam, CEO, Kaynes Circuits



Our upcoming PCB manufacturing facility represents a transformational step toward the future, not only for our organisation, but for the nation's broader technology ecosystem. This facility is more than an investment in infrastructure. It is an investment in India's technological future.

We are committed to fostering innovation, developing local talent, enabling strategic industries, and positioning India as a trusted global hub for advanced electronics manufacturing. By integrating advanced PCB manufacturing with our broader EMS and semiconductor ecosystem, we aim to deliver end-to-end solutions that meet the highest international standards of quality, reliability, and scalability. Through this initiative, Kaynes aspires to contribute meaningfully to the nation's vision of becoming a global leader in high-tech manufacturing and a resilient, self-sufficient electronics powerhouse.



Kaynes is the first entity to be approved by the Government of India under the new Electronic Components and Manufacturing Scheme (ECMS).

What Sets Us Apart

Strategic Timeline
Upcoming state-of-the-art facility, scheduled to be operational by August 2026.

First-of-its-Kind Capabilities
One of the first facilities in India to focus on advanced multilayer and High Density Interconnect (HDI) PCB manufacturing.

High-precision Infrastructure
Designed with world-class infrastructure, Industry 4.0 automation, and high-precision manufacturing systems.

Ecosystem Integration
Fully integrated with our broader EMS and semiconductor ecosystem to deliver end-to-end, vertically aligned hardware solutions.

Sector Alignment

National Vision Support
Contributes directly to the nation's vision of becoming a resilient, self-sufficient global leader in high-tech manufacturing.

Import Substitution
Reduces India's dependence on foreign imports by establishing a robust, localised electronics value chain.

Pioneering Approvals
Officially recognised and backed as the first approved initiative under the Government of India's new ECMS policy framework.

Talent and Tech Development
Commits to fostering local engineering talent and supporting high-precision industrial ecosystems.

Impact Outlook

Production Launch
Commercial production is slated to begin in Q3 of FY 2026-27.

Critical Sector Support
Engineered to enable the production of next-generation PCBs for critical sectors including aerospace, defence, telecom, artificial intelligence, medical electronics, automotive, consumer devices, and industrial applications.

Global Ecosystem Role
Positions India as a secure, trusted global hub for advanced electronics and bareboard manufacturing.

Value Ownership
Drives deeper capability and technology ownership for Kaynes, enhancing margin accretion across our broad EMS pipeline.

Smart Grid and Advanced Metering Infrastructure

One Platform. Complete Grid Intelligence.

What's the Opportunity

India's power distribution sector is entering a large-scale smart metering and grid digitisation cycle under the GoI's RDSS programme, aimed at reducing AT&C losses, improving billing efficiency, and strengthening utility finances.

With approximately 250 Mn smart meters targeted by 2030, the opportunity extends beyond device deployment to integrated AMI, HES, MDM, analytics, and lifecycle services.

Policy emphasis on digital sovereignty, India-based hosting, and higher domestic value addition further strengthens the case for integrated domestic players such as GridCrest.

GridCrest's Products, Solutions and Services to Grab this Opportunity

GridCrest offers an integrated smart utility portfolio covering metering hardware, communication, software platforms, and managed services for large-scale grid digitisation.

Its product range includes single-phase, three-phase, CT/PT, prepaid, and modular smart meters for residential, commercial, industrial, and utility applications. GridCrest supports multiple communication technologies including RF mesh, cellular, NB-IoT, PLC, hybrid networks, and BLE-enabled interfaces. Its software ecosystem spans AMI, HES, MDM, billing integration, managed services, and a roadmap towards OMS, DMS, SCADA, and advanced grid intelligence.

The platform is also expanding into smart water metering, enabling a unified multi-utility digital ecosystem across electricity and water infrastructure.



CXO-led Strategic Vision

A Message from Madan Mohan Chakraborty, Managing Director, GridCrest, Kaynes Subsidiary



GridCrest's leadership anticipated the shift from smart meter supply to integrated digital utility platforms, repositioning the company around the complete utility value chain.

This vision shaped an architecture spanning meters, communication networks, HES, MDM, software applications, and managed services for modern grid operations. With manufacturing scale through Kaynes Technology and growing software capability, GridCrest combines industrial depth with digital innovation. Its platform is globally scalable, with standards and architecture supporting expansion beyond India, including planned entry into European markets.

This positions GridCrest to help utilities improve efficiency, visibility, loss reduction, and the transition towards intelligent grid operations.

What Sets Us Apart

GridCrest combines hardware, software, communications, and services into a single integrated digital utility platform.

Its strength lies in combining European metering legacy with Kaynes Technology's manufacturing scale, enabling control across the full smart utility value chain.

Through Anantya and Synkra, GridCrest moves beyond device supply to deliver a platform-first, lifecycle-led model with recurring software and service revenues.

Alignment with India's Energy Stack Vision

India's Energy Stack seeks to create interoperable digital infrastructure across smart metering, utility platforms, and grid-level intelligence.

This aligns closely with GridCrest's integrated India-based stack across meters, communications, HES, MDM, analytics, and managed services.

Policy focus on localisation, domestic hosting, and higher Indian value addition further strengthens GridCrest's strategic positioning.

GridCrest contributes to national energy-stack discussions and has deployed meter-to-cash solutions for about 2.50 Mn smart meters across Gujarat, Kerala, West Bengal, Nagaland, and Madhya Pradesh.

Its end-to-end platform helps utilities improve billing accuracy, visibility, loss reduction, and readiness for renewable, storage, EV, and distributed energy systems.

Financial Capital

Capital for Growth. Resilience that Sustains.



At Kaynes, capital allocation is guided by discipline, clarity and long-term value creation. We are expanding capacity, accelerating R&D, pursuing inorganic opportunities and strengthening our digital infrastructure with a clear focus on scalable growth.

Our financial momentum reflects prudent capital management and operational rigour. Together, these strengthen the resilience needed to perform consistently across market cycles and sustain value creation.

Linkage to UN SDGs



Revenue (₹ Mn)

FY 2025-26	36,264
FY 2024-25	27,218
FY 2023-24	18,046
FY 2022-23	11,261
FY 2021-22	7,062

EBITDA (₹ Mn)

FY 2025-26	5,741
FY 2024-25	4,107
FY 2023-24	2,542
FY 2022-23	1,683
FY 2021-22	937

EBITDA Margin (%)

FY 2025-26	15.8
FY 2024-25	15.1
FY 2023-24	14.0
FY 2022-23	15.0
FY 2021-22	13.0

Profit After Tax (₹ Mn)

FY 2025-26	3,639
FY 2024-25	2,934
FY 2023-24	1,833
FY 2022-23	952
FY 2021-22	417

ROE* (%)

FY 2025-26	11.4
FY 2024-25	19.4
FY 2023-24	23.0
FY 2022-23	25.0
FY 2021-22	25.0

Receivable Days (Days)

FY 2025-26	134
FY 2024-25	84
FY 2023-24	59
FY 2022-23	69
FY 2021-22	83

*ROE is adjusted for unutilised IPO and QIP proceeds.

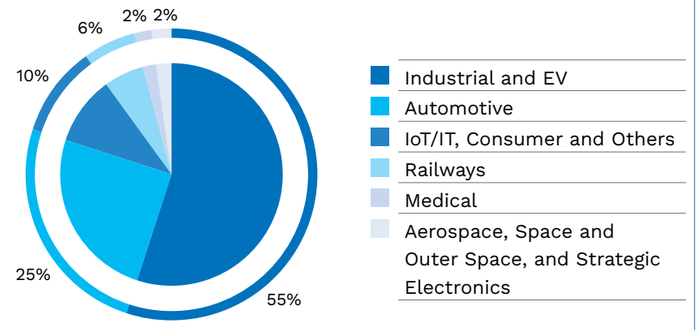
Net Working Capital Days (Days)

FY 2025-26	125
FY 2024-25	87
FY 2023-24	83
FY 2022-23	99
FY 2021-22	98

Asset Turnover Ratio (Times)

FY 2025-26	2
FY 2024-25	3.4
FY 2023-24	4.9

Vertical-wise Revenue: FY 2025-26



Capital Allocation

Investing behind Higher-Value, Integrated Growth

Our capital allocation is focused on building high-margin, integrated capabilities across semiconductor packaging, advanced PCB manufacturing and core EMS. We are adequately funded through internal accruals and previous QIP raises, and do not intend to undertake further equity dilution to execute our immediate expansion phases.

Where Capital is Being Deployed

OSAT

Total capex of ₹33,070 Mn

- Materially de-risked by Financial Support Agreement approval under the India Semiconductor Mission
- Eligible support includes 50% central subsidy and 20% state subsidy on allowable capex of ₹26,150 Mn

HDI PCB

Phase 1 capex of ₹14,000 Mn for the Chennai facility

- Government-approved capex
- Targeted for South India

Core EMS

- Capital deployed selectively for debottlenecking
- Focused on improving asset turnover ratios
- Avoids the build-up of redundant capacity



Governance and Financial Transparency

Strengthening Controls. Improving Data Integrity.

We are migrating our financial infrastructure to fully ERP-driven data flows, reducing manual interventions and embedding compliance with Related Party Transaction requirements directly into our systems.

Our purchase price allocations also reflect a conservative, standards-compliant approach to Ind AS 103 business combinations, reinforcing the quality, consistency and transparency of our financial reporting.

HOW FINANCIAL CAPITAL IMPACTS OTHER CAPITALS

Financial capital enables disciplined investment across the business, helping us build scale, deepen capabilities, improve resilience and create broader stakeholder value.

Manufactured Capital

Funds capacity expansion across OSAT and HDI PCB facilities, deepening vertical integration and improving quality and scale outcomes.

Intellectual Capital

Supports continued investment in R&D, IoT platforms (Kemsys), and AI-led solutions (Sensonic), reinforcing a design-led, innovation-driven operating model.

Human Capital

Guides investment in development of workforce through targeted skill-building, Kaizen initiatives, and performance-linked programmes, supporting productivity and retention.

Natural Capital

Funds the adoption of energy-efficient technologies, solar power, and sustainable resource practices, aligned with our priorities.

Social and Relationship Capital

Supports sustained CSR investments in education, skilling, and community development, while strengthening partner ecosystems through consistent and timely financial support.

Manufactured Capital

Scaling with Precision and Responsibility

Our manufactured capital forms the operational backbone of our design-to-delivery model. Spread across strategic geographies and equipped with advanced technologies, our manufacturing footprint enables agile response, high-mix production, and consistent adherence to global quality standards.

Beyond production, our facilities operate as integrated centres for innovation, process development and continuous improvement. Together, they support both scale and specialisation across the value chain.

Linkage to UN SDGs



Our Manufacturing Capabilities

From infrastructure build-out to integrated execution

FY 2025-26 has been a landmark year for Kaynes, as our most ambitious infrastructure projects moved from strategic intent to operational reality. Through our global network of advanced facilities, we are building a unified electronics ecosystem that connects bare-board fabrication, semiconductor packaging and complex system assembly.



Automated and Digitalised Production Lines

As labour costs rise, automation and data-led optimisation are becoming essential to maintaining competitiveness. We are embedding an **Industry 4.0 environment** across our SMT and THT lines, using low-cost automation and real-time data insights to improve the speed, accuracy and consistency of decision-making on the factory floor.

We also successfully implemented a comprehensive Manufacturing Execution System (MES) integrated with ERP to establish a digitally connected, paperless, and fully traceable manufacturing environment. By connecting ERP with shop floor operations, automating critical controls, and enabling complete product genealogy, the system significantly enhances productivity, quality, traceability, operational visibility, and overall manufacturing excellence.

Operational Velocity

Scale is now being supported by speed, precision and stronger asset discipline. We have started embedding **Total Productive Maintenance (TPM)** as a cultural practice to focus on productivity, quality, cost, delivery, safety and morale across sites. TPM kick-off has been initiated in Hyderabad and Chamarajanagara plants to showcase enhanced machine and line efficiencies as a model for multi-site implementation. This is building a mindset of ownership and operational precision at every level, enhancing asset reliability and sustaining high yields from commissioning.

Advanced PCB Manufacturing: The Backbone of Electronics

Our multilayer HDI PCB plant near Chennai (Vallam-Vadagal) will reach operational readiness in mid-FY 2026-27. This facility is engineered to produce high-complexity boards reaching up to 74 layers. We have also secured Phase 2 government approval for South India, enabling captive production of copper-clad laminates and prepregs and reducing our dependence on critical inputs imported.

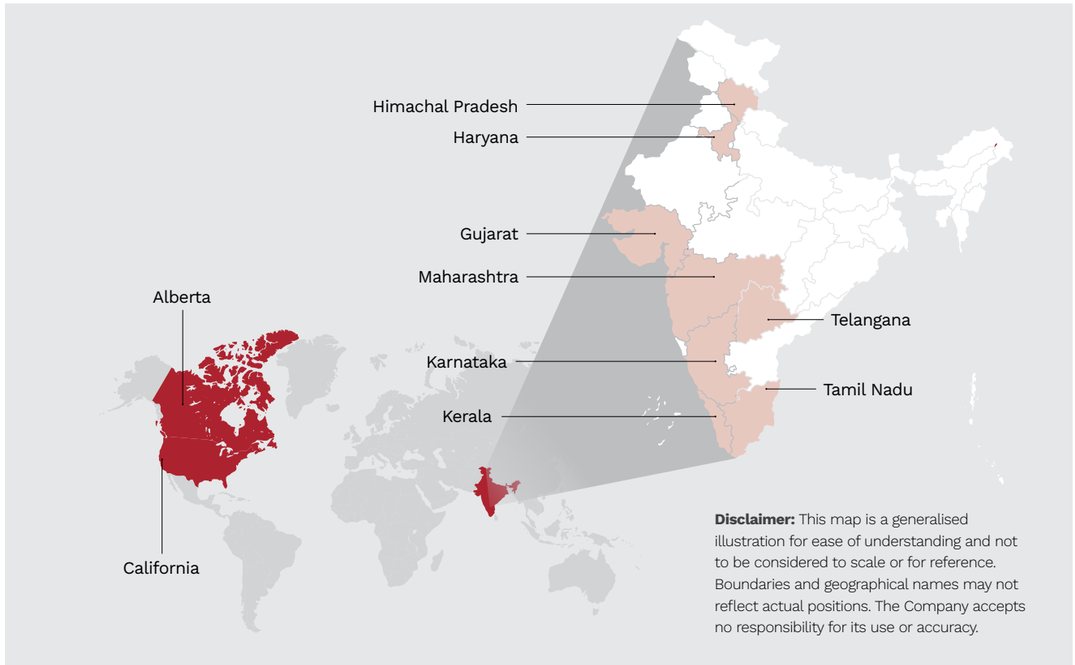
Semiconductor and OSAT Expansion

Our Sanand OSAT facility will move from construction to commercial production this year, a milestone significant for both Kaynes and India's broader semiconductor ambitions. The delivery of India's first commercially manufactured Multi-Chip Module (IPM5), achieved in collaboration with global partners, established our technical readiness within the global semiconductor supply chain. With Financial Support Agreement (FSA) approval secured under the India Semiconductor Mission (ISM), the funding profile of our semiconductor roadmap is materially de-risked as we advance towards advanced packaging capabilities.

Global Supply Chain Strength

The integration of August Electronics has established a strong manufacturing footprint in North America, enhancing our ability to serve global OEMs through a proximity-based delivery model.
This presence strengthens supply chain resilience and provides customers with greater flexibility, reduced lead times, and improved responsiveness. It also adds specialised capabilities in high-complexity RF and microwave assemblies, positioning Kaynes as a credible alternative to traditional Asia-centric sourcing hubs for advanced electronic manufacturing requirements.

Our Manufacturing Presence



Entity	City/Location	State/Country	Area (sq. ft.)	Sectors
KTIL	Mysuru Unit I	Karnataka	204,000	Automotive, Industrial, Railways, Medical, IT/IOT and Defence
KTIL	Mysuru Unit II	Karnataka	27,842	Auto, Industrial and Smart Metering
KIDM	Mysuru	Karnataka	3,000	Automotive, Industrial, Telecom
KTIL	Parwanoo	Himachal Pradesh	5,523	IT, Industries and Medical
KTIL	Chennai (Vanagaram)	Tamil Nadu	25,000	Wire Harness and Magnetics for all sectors
KTIL	Bengaluru Unit I	Karnataka	12,425	Defence, Wire Harness, Power, including Testing Facility
KTIL	Bengaluru Unit II	Karnataka	13,447	Auto and Industrial
KMPL	Bengaluru	Karnataka	50,000	Tool Design, Fabrication, Sheet Metal and Plastic Injection Moulding
KTIL	Manesar Unit I	Haryana	20,000	IT, Industries and Automotive
KTIL	Manesar Unit II	Haryana	80,000	IT, Industries and Automotive
KTIL	Mumbai	Maharashtra	6,350	All Industries Service Centre
KTIL	Pune	Maharashtra	62,000	IT, Industries and Automotive
KTIL	Kochi	Kerala	2,500	Railway and Defence Service Centre
KTIL	Perumbavoor	Kerala	20,000	IT/IOT and Smart Metering
KEMPL	Chamarajanagara	Karnataka	2,40,000 (Operational)	Automotive, Industrial, Aerospace and Defence, IT/IOT
KEMPL	Hyderabad	Telangana	1,70,000 (Operational)	Smart Meters
Digicom	Oakland	California, USA	20,000	Industrial, Medical, Aerospace, IT and Defence
Kaynes Semicon	Sanand	Gujarat	30,000 (Operational) 4,35,000 (Under Construction)	Semiconductor Packaging and Testing (OSAT)
Kaynes Circuits	Chennai (Oragadam)	Tamil Nadu	4,00,000 (Planned)	High-Density Interconnect (HDI) PCBs, Multilayer PCBs (up to 74 layers), Flex PCBs
August Electronics	Calgary	Alberta, Canada	85,000	RF Microwave Assemblies, High-Complexity Manufacturing



70
THD Lines

26
SMT Lines

26
Cable Harness Lines

48
Plastic Moulding Machines

3
Class 10,000 Clean Rooms

Quality Control, Testing, and Certifications

IATF 16949:2016
IATF 16949:2016
Bureau Veritas Certification

ISO 9001:2015, ISO 14001:2015, ISO 45001:2018,
ISO 9001:2015; ISO 14001:2015; ISO 45001:2018 - Bureau Veritas Certification

ISO 13485:2016
ISO 13485:2016 - Intertek Certification

AS 9100:Rev D
AS 9100:Rev D - Bureau Veritas Certification

Nadcap AC7120, Nadcap AC7121
2 NADCAP Certifications - Accredited Nadcap

SA 8000:2014
SA 8000:2014 - Bureau Veritas Certification

ANSI/ESD S20.20:2021
ANSI/ESD S20.20:2021 - ESD Association Certified

IRIS ISO 22163:2023
IRIS ISO 22163:2023 - Bureau Veritas Certification

ISMS – ISO/IEC 27001:2022
ISMS – ISO/IEC 27001:2022 - Bureau Veritas Certification

Great Place to Work Certification

HOW MANUFACTURED CAPITAL IMPACTS OTHER CAPITALS

Our manufacturing footprint does more than support production. It enables stronger financial performance, accelerates innovation, builds workforce capability, improves environmental discipline and deepens stakeholder value.

Financial Capital

Improves cost efficiency and margins through streamlined operations and in-house HDI PCB and OSAT capabilities, reducing dependence on external sourcing.

Intellectual Capital

Connects R&D with manufacturing to accelerate prototyping, IP development, and the commercialisation of IoT-enabled solutions.

Human Capital

Serves as a centre for employment, training, and skill development, building a capable and adaptable workforce.

Natural Capital

Advances environmental sustainability through responsible manufacturing practices, clean-room operations, and Zero Liquid Discharge (ZLD) systems.

Social and Relationship Capital

Promotes local sourcing, vendor development, and community employment, contributing to inclusive growth and strengthening stakeholder trust.

Intellectual Capital

Engineering Intelligence into Every Solution

Our intellectual capital is central to our evolution into a product-led ESDM enterprise. It is reflected in our growing focus on ODM and product engineering across embedded systems, IoT platforms, and device-to-cloud solutions.

Our R&D strength across hardware, firmware and system design continues to power end-to-end innovation across the sectors we serve. Together, these capabilities enable us to create differentiated solutions, strengthen IP ownership and capture greater value across the electronics value chain.

Linkage to UN SDGs



How R&D is Driving Next-Gen Innovation

R&D investments are governed through a structured framework: exploratory concepts are expensed, while targeted, revenue-linked product developments are capitalised. This approach maintains financial discipline without constraining the scope of innovation.

9
Trademarks Secured

₹138.60 Mn
R&D Expenditure in FY 2025-26

Other Intangible Assets

This includes our proprietary, fully capitalised technical know-how, such as the advanced AI-driven acoustic sensing technology for rail monitoring and high-margin RF/microwave capabilities acquired through recent strategic expansions. It also encompasses the core design and communication packages we fully own for our smart metering solutions. As these assets are directly linked to visible, future cash-generating contracts, they structurally elevate our margin profile and drive sustainable value creation.

Our Integrated Engineering and Technology Capabilities

Device Engineering

We provide comprehensive hardware and software development capabilities, covering the complete product lifecycle from concept to production.

- Hardware design
- Embedded systems and software development
- Multimedia systems
- Industrial/mechanical design integration
- Device QA

Sensor and IoT

We design and manufacture full-stack wired and wireless sensor systems for industrial and mission-critical applications.

- High-precision sensors for pressure, temperature, vibration, and power monitoring
- End-to-end IoT-enabled device engineering and manufacturing

Remote Device Management (RDM) and Digital Engineering

Through our Remote Device Management (RDM) platform, we deliver large-scale monitoring, management and secure control of connected devices. Our digital engineering capabilities enable intelligent, connected ecosystems.

- Cloud-enabled device monitoring and control
- Scalable data handling infrastructure
- Customisable machine learning applications for predictive insights
- Usability engineering
- IoT solutions and platform services
- Cloud architecture and application development
- Mobility solutions
- Remote device management

Connectivity

We offer flexible, pluggable connectivity modules to support diverse industrial and IoT use cases.

- BLE 5.0
- 2G/4G/5G/GSM
- NBIoT
- Wi-Fi
- LoRa

Applications

- Asset tracking
- Asset condition monitoring
- Predictive maintenance
- Field service automation

Firmware Engineering

We deliver robust embedded software solutions across diverse platforms and applications.

- Linux kernel development
- OS porting, BSP design
- Firmware development
- FOTA/Patch management system
- IoT Edge security and ML integration
- Embedded QA and validation

Modular & Platform Design Approach

Our platform reuses certified hardware and software building blocks across applications.

- Standardised hardware modules — processing, safety I/O, communication, power
- Reusable software: safety stacks, diagnostics, bootloaders, middleware
- Faster time-to-market, lower engineering cost
- Ready for Edge AI, IIoT, digital twins — no redesign needed

Secure by Design

We build cybersecurity into the architecture from the very start.

- Secure boot and hardware root of trust
- Encrypted communication, cryptographic authentication
- Secure firmware updates and access control
- Continuous vulnerability monitoring

Safe by Design

We engineer safety into the system from the earliest design stage.

- Redundancy and fault detection
- Fail-safe, deterministic operation
- Real-time health monitoring and diagnostics
- SIL-certified for high system availability

Strategic Technology Differentiation

Railway Safety (Kavach)

In alignment with international engineering and safety standards, we have developed a comprehensive Kavach system architecture for railway protection and signalling. Guided by a design-first philosophy, we staged our rollout to incorporate the latest field-tested revisions, prioritising fail-safe performance over speed of deployment across India's rail network.

Smart Metering IP

We have created unique inter-operable products in software and hardware, which can be licensed in the global market in future. We own and manage these products, and scale according to customers requests. Several other brands are already integrated to our platform and deployed across utilities.

Distributed Acoustic Sensing (DAS) for AI-based Rail Monitoring

Distributed Acoustic Sensing (DAS) enables continuous monitoring of railway infrastructure by converting fiber-optic cables into thousands of virtual sensors along the track. AI-powered analytics process the acoustic and vibration data in real time to detect train movements, track defects, intrusions, and other abnormal events. The system provides early warnings and actionable insights, helping operators improve safety and operational reliability. Predictive analysis can identify potential maintenance issues before they lead to failures or service disruptions. By combining DAS with artificial intelligence, rail networks can achieve enhanced situational awareness, reduced maintenance costs, and more efficient operations.

HOW INTELLECTUAL CAPITAL IMPACTS OTHER CAPITALS

Our intellectual capital extends beyond R&D. It enables higher-value growth, strengthens manufacturing outcomes, builds advanced talent capabilities, deepens customer partnerships and supports more sustainable product development.

Financial Capital

Enables higher-margin growth through IP-led solutions, ODM revenues, and co-development models.

Manufactured Capital

Supports AI-enabled test automation, modular product architectures, and design-for-manufacturing frameworks.

Human Capital

Drives creation of high-skill roles, cross-domain learning, and a stronger innovation-led culture.

Social and Relationship Capital

Deepens OEM and customer engagement through faster onboarding, co-innovation, and localised product development.

Natural Capital

Promotes energy-efficient designs and lean development processes, supporting broader ESG objectives.

Human Capital

Talent that Builds Tomorrow

Our people make our growth possible. Their capability, commitment and ownership enable us to expand across technologies, sectors and geographies with confidence.

As the organisation scales, we are building a workplace shaped by continuous learning, inclusivity and well-being. Through focused investments in talent development and leadership building across roles and levels, we are strengthening the workforce's capability to support performance today and scale with the organisation tomorrow.



Linkage to UN SDGs



An Inclusive, Growth-oriented Workplace

We believe high performance and inclusion reinforce each other. We are committed to creating a workplace where opportunity is accessible to all and merit drives progress. This includes differently abled employees, who are supported through tailored enablement, training and purpose-built workplace infrastructure.

Our people development approach is shaped around individual needs rather than a uniform programme. Beyond structured training, we support employees through customised learning pathways, well-being initiatives and consistent engagement across levels, helping them feel supported and equipped to perform at their full potential.

63:37
Male:Female Ratio

2
Women Directors

6,727
Permanent Employees

1,783
Employees on Contract

650+
Engineers

Expanding Talent Horizons

To support rapid growth and new business verticals, we have broadened our talent acquisition efforts across geographies. The acquisition of August Electronics in Canada has enabled the integration of a specialised North American talent base with expertise in RF microwave assemblies. In India, we have strengthened domain depth by bringing in specialists across taxation, finance, and semiconductor subsidy management.

999
Total Number of Training Sessions Conducted in FY 2025-26

5,000+
Total Training Hours Delivered in FY 2025-26

₹8 Mn
Total Expenditure on Staff Training in FY 2025-26





Continuous Learning and Skill Development

At Kaynes, there is a sustained, organisation-wide commitment to excellence. We have implemented structured programmes across units covering technical skills, quality systems, leadership capabilities, and digital competencies. These are delivered through a blended model of classroom sessions, digital learning modules, and hands-on application.

3,300
New Hires in FY 2025-26

Health, Safety and Well-being

We prioritise employee well-being through proactive health and safety practices across all facilities, supported by ISO 45001 and SA 8000 certified systems. Regular audits, awareness programmes and risk management frameworks help maintain a safe and hygienic working environment.

During the year, we expanded medical policies and wellness initiatives to include routine health check-ups, fortnightly health talks by doctors, fitness programmes and stress management sessions, addressing both physical and mental well-being across the workforce.

Kaynes maintains zero LTI (Lost Time Injury) across all plants, with regular monitoring of occupational hazard incidents. Safe, healthy, and fair working conditions are upheld at all locations through appropriate management of lighting, ventilation, ambient air quality (AAQ), and decibel levels.

Food samples undergo regular validation, FSSAI licenses are duly obtained, and periodic health check-ups are conducted for all food handlers.

ISO 45001
Certified

SA8000
Certified

Developing Future Leaders

Leadership development is a sustained priority, with targeted programmes to build capabilities across operations and engineering. Our approach prioritises identifying and nurturing internal talent, with structured interventions that prepare employees for expanded leadership responsibilities.



Fostering Engagement and Belonging

We are building a people-centric culture through structured engagement and recognition initiatives. During the year, these included cultural events, sports and club forums, recognition platforms, and open communication channels, including town halls and feedback sessions. Together, these initiatives are designed to strengthen collaboration, deepen engagement, and build a genuine sense of belonging across the Company.

HOW HUMAN CAPITAL IMPACTS OTHER CAPITALS

Our people strengthen the business by improving execution, enabling innovation, supporting operational excellence and deepening stakeholder trust.

Financial Capital

Improves profitability through higher productivity, reduced rework, and stronger execution across value chains.

Intellectual Capital

Advances innovation through domain expertise, collaborative problem-solving, and continuous learning across engineering teams.

Manufactured Capital

Enables precision, quality, and operational efficiency through a skilled and agile workforce on the shop floor.

Social and Relationship Capital

Builds trust and credibility with customers, communities, and partners through consistent and responsive engagement.

Social and Relationship Capital

Growing with Stakeholders. Sustaining Together.



An enterprise earns its standing through the quality of relationships it builds: with communities, customers, suppliers, and partners. At Kaynes, social value creation is embedded in how we operate - it is not treated as a separate function.

Through CSR programmes, responsible supplier practices, and focused social initiatives, we support community development alongside business growth, with an emphasis on durable relationships and shared outcomes.

Linkage to UN SDGs





Supplier Capability Building

Our approach to sourcing goes beyond compliance. We equip key suppliers with the knowledge needed to meet global environmental, labour, and safety standards through structured capability-building initiatives. These initiatives are closely aligned with our Greenhouse Gas (GHG) reduction roadmap, with clear expectations on emissions now integrated into procurement processes and contractual frameworks, reinforcing accountability across the supply chain.

Under the Built-In Quality (BIQ) concept, all applicable quality standards, process standards, product certifications, and acceptance criteria are treated as fundamental requirements and are therefore embedded within the capability building process by design.

Suppliers receive training on customer-specific requirements, problem-solving methodologies, and specialised process standards and qualifications.

10

Suppliers Trained

Reinforcing Credibility and Brand Perception

Milestones, including FSA approval under the India Semiconductor Mission (ISM) for our OSAT facility, have deepened external confidence in our operations. This is further supported by the fact that Kaynes is the most certified EMS player in India, with NADCAP, IATF, AS 22163 and AS 9100 creating a defensible moat in automotive, aerospace, railways and medical sectors.

SA8000 certification reflects our focus on ethical practices and labour standards. Consistent engagement with OEMs, suppliers, and investors through disclosures and direct interactions maintains clarity, continuity, and confidence across our relationships.



Kaynes today stands among India's foremost ESDM companies, having transformed from a service-led EMS provider into a product-led, vertically integrated ESDM enterprise. Our ISO 27001-certified data security framework and dedicated bare PCB manufacturing capability reflect the depth of infrastructure and trust that define this journey, while reinforcing the established image of Kaynes as the most vertically integrated ESDM company in India.

Expanding the Talent Ecosystem

Our capability-building efforts extend beyond the Company. We support skill development through partnerships with academic institutions for MoUs, internships, and lab sponsorships. These initiatives contribute to a broader talent pipeline, supporting the long-term needs of India's technology sector.

Global Strategic Alliances

Our entry into the semiconductor space is anchored in partnerships with global technology leaders, including Alpha and Omega Semiconductor (AOS), Infineon, L&T Semiconductor, and Mitsui. These collaborations reflect strong partner confidence in our capabilities while also contributing to the development of India's semiconductor ecosystem.

We have forged strategic relationships with one of the world's Top 10 global Tier 1 automotive suppliers, while actively collaborating with India's leading 2-wheeler EV and passenger vehicle manufacturers to co-develop embedded platforms for upcoming 4-wheeler models. Strategic Tier 1 automotive partnerships have also assured ₹500 Crores in annual revenue, approximating to 12% of the automotive segment.

We have entered into a design partnership agreement with one of India's major passenger vehicle OEMs with a design validation roadmap spanning 24+ months, upgrading ourselves from a build-to-print supplier to a long-term partner, across EV powertrain and body electronics.

In the smart grid sector, our strategic integration with GridCrest has accelerated our transition to a proprietary 'Device-Maker' model. For rail infrastructure, our Kavach safety systems are co-developed utilising advanced German engineering standards.

Kaynes is strengthening customer relationships through high-margin, long-term supply contracts that offer stability and mutual commitment. Leading global companies in Aerospace and Power Electronics have repeatedly shown confidence in Kaynes' capabilities, building partnerships that are designed to last.



CSR Focus

Our commitment to sustainable development and community welfare is a core pillar of our corporate philosophy. Over the past year, we actively engaged in Corporate Social Responsibility (CSR) programmes aimed at driving meaningful impact in the areas of healthcare, rural development, women empowerment, and the preservation of our cultural heritage.

0.9%

CSR Spend as a % of Profit

Healthcare, Child Welfare and Infrastructure

We strongly believe that access to quality healthcare is a fundamental right. Our interventions in this sector focus on upgrading medical infrastructure and providing direct support to those in need:

Support for Vulnerable Children

Partnering with Solace and Spastic Society of India for providing comprehensive medical, social, and educational support, alongside empowerment programmes, for children under 18 suffering from long-term illnesses. We also provide dedicated medical support for differently-abled children.

Upgrading Surgical Infrastructure

Proposed procurement and equipping of a high-end operating room with an advanced anaesthesia machine at Christian Medical College (CMC) Vellore to upgrade their surgical capabilities.

Constructing Patient Caregiver Shelters

Partnering with Rotary Mysore Midtown (Rotary Centre) to construct a dedicated shelter at the multi-specialty hospital of Mysore Medical College and Research Institute, providing a safe resting space for patient attendees and caregivers.



Rural Development and Women Empowerment

To drive grassroots transformation, we have adopted a multi-pronged approach to village development, focusing on infrastructure, livelihood enhancement, functional education, and empowering rural women.

Integrated Village Development Project

Implemented across eight locations, Nalluru Mole, Jyothigowdanapura, Hondarabalu, Karalamole, Kuntugudi, Kanneri Colony, Kalimabha Colony, and Kumbreshwara Colony, supporting women's empowerment, agriculture, functional education, health and nutrition, infrastructure, and livelihood development.





Village Adoption Programme

Adoption of Badanaguppe, Bhogapura, and Chakkodanahalli villages to systematically improve their health, education, environment, infrastructure, and overall social development.

Heritage Conservation and Social Welfare

We are deeply committed to protecting our cultural legacy and supporting broader community well-being through sustained welfare programmes.

Preservation of Art, Culture and Ancient Knowledge

We continue to invest resources and efforts in the conservation of our rich art, culture, and heritage, including actively supporting the translation of historical manuscripts, ensuring that valuable cultural knowledge is preserved and made accessible for future generations.

Community Welfare

Sustained execution of Annadana (food donation) initiatives and support for Goshala (cow shelter) maintenance to promote animal welfare.





HOW SOCIAL AND RELATIONSHIP CAPITAL IMPACTS OTHER CAPITALS

Strong stakeholder relationships support business continuity, deepen trust, improve collaboration and extend our impact beyond the organisation.

Financial Capital

Builds investor and customer confidence, supporting business continuity and improving supply chain efficiency.

Human Capital

Deepens employee engagement, morale, and builds a stronger sense of purpose through active community involvement.

Natural Capital

Promotes responsible sourcing and supports community-led environmental initiatives through supplier engagement and training.

Intellectual Capital

Broadens collaboration and co-development with academic institutions and global OEM partners, enhancing innovation capabilities.

Natural Capital

Efficiency Today for Sustainability Tomorrow

Sustainable growth demands responsible stewardship of natural resources. At Kaynes, environmental responsibility is embedded in the way we scale our operations. Our approach focuses on reducing environmental impact through the adoption of zero-liquid-discharge systems, increased use of renewable energy, reduced greenhouse gas emissions, and efficient resource utilisation.

Linkage to UN SDGs



Renewable Energy Utilisation

Guided by a structured GHG emission reduction programme, we are steadily expanding our renewable energy footprint. We are decoupling our revenue growth from our carbon footprint by scaling solar power installations across key manufacturing sites and procuring clean energy externally.

9,671.51 GJ

Renewable Energy Consumed

Energy Efficiency

We carry out regular energy audits to identify inefficiencies and drive targeted improvements. Energy-efficient lighting, smart fixtures, and optimisation initiatives are integrated into daily operations across our sites.

Emissions Management

To reduce transport-related emissions, we are transitioning our logistics fleet from conventional fuels to cleaner alternatives, including CNG and electric vehicles. We plan to scale up the share of CNG and electric vehicles over the coming years.

Dual-fuel operation (PNG and Diesel) has been adopted for in-house DG sets, maintaining a PNG-to-Diesel ratio exceeding 70:30, while PNG is used for all cooking requirements.

1,145 tCO_2e

Scope 1 Emissions

12,616 tCO_2e

Scope 2 Emissions

Process-generated fume emissions, encompassing SOx, NOx, and particulate matter (PM), are subject to periodic monitoring. Compliance is further ensured through the timely filing of statutory annual returns, including Form 3 (E-Waste Management), Form 4 (Hazardous Waste Management), and Form 5 (Environmental Statement).

2,155 tCO_2e

Total CO_2 Emissions Reduced in FY 2025-26

Waste Management

Our waste management strategy is driven by the 3R principle (Reduce, Reuse, Recycle) and promotes circular usage of materials. All generated waste is segregated at the source, and hazardous materials are strictly channelled through government-approved vendors for safe disposal. Emergency preparedness protocols and regular drills are in place to mitigate risks associated with hazardous waste. Regular audits and regulatory checks ensure that all locations meet applicable environmental and safety standards.

Toxic chemical usage is continuously assessed, with safer alternatives adopted wherever feasible, while tighter inventory controls help minimise excess buildup and waste.

Employees are trained in best practices for waste management, hazardous chemical handling, disposal, and emergency response, embedding a safety-first culture across the Company. We are also actively striving towards minimising the use of hazardous substances in our processes.



593.96 MT

Waste Generated

232.49 MT

Waste Recycled in FY 2025-26

Long-term Sustainability Targets

- Achieve Net Zero Emissions by 2050
- Achieve Carbon Neutral Operations by 2045
- RE100 across all operations by 2040
- Attain Water Neutrality by 2045
- Achieve Zero Waste to Landfill across all business sites by 2040

Short-term Sustainability Targets: Kaynes ESG Strategy 2025-2030

Climate

- Reduce Scope 1 & 2 GHG emissions by 50% from FY 2025 baseline
- Achieve 60% renewable energy share across operations
- Bio-diversity and green cover development- 5,00,000 Saplings Plantation

Resources

- Reduce water consumption by 22% from FY 2025 baseline
- Increase hazardous waste recycling to 25%
- Progress towards 80% Zero Liquid Discharge (ZLD) across operations

Trust

- Maintain zero material compliance violations
- Assess 50% of critical suppliers on ESG criteria
- Achieve zero data privacy breaches
- Reduce Lost time incident frequency Rate (LTIFR) to below 0.20
- Ensure 100% employee training on the Code of Conduct and Ethics

Equal Generations

- Increase women representation in the workforce to over 45%
- Provide 10 hours of training per employee per year
- Reach more than 1,000 lives through CSR initiatives



Water Management

At Kaynes, we view water stewardship as a core operational priority. It is guided by a comprehensive Environment, Health and Safety (EHS) framework and a structured three-pillar Zero Liquid Discharge (ZLD) approach focused on minimising consumption, maximising reuse, and eliminating discharge. Automatic sewage water treatment monitoring has also been implemented through SCADA-based software.

We deploy efficient technologies and industry best practices to limit water consumption at the source, with water-intensive processes regularly monitored to identify inefficiencies and minimise avoidable losses.

Water is reused across applications within our facilities. Blowdown water from cooling systems, for example, is repurposed for floor cleaning and dust suppression, ensuring full utilisation before treatment.

Wastewater and sewage are treated to meet prescribed quality standards, enabling their reuse in landscaping and flushing applications. This reduces our dependence on freshwater resources.

- An Industrial IoT-enabled centralised monitoring system provides real-time visibility into water treatment operations, enhancing efficiency and enabling rapid response to deviations.
- ZLD practices are implemented across all major facilities, supported by a structured review mechanism that ensures regular audits, ongoing upgrades, and alignment with evolving sustainability priorities.



Key Impact Areas

- Elimination of untreated discharge
- Significant reduction in freshwater dependency
- Optimal utilisation of treated water across non-potable applications

~114,000 KL

Water Consumption

The Water-Energy Nexus

Our facilities in Sanand and Chennai are designed from the ground up with sustainability embedded into their operational architecture. Operating under a strict Zero Liquid Discharge (ZLD) policy, these plants utilise Industrial IoT-enabled centralised tracking systems to monitor wastewater treatment in real-time. This digital oversight supports high recycling efficiency, with treated water fully repurposed for landscaping and facility reuse, materially reducing our dependence on freshwater.

Green Supply Chain Practices

Sustainability is a core element of our procurement philosophy. Our supplier partners are contractually required to comply with emission standards and reduce material toxicity, extending our environmental responsibility across the value chain in line with our environmental commitments. Our procurement practices ensure full compliance with RoHS and REACH standards.

Regular compliance reviews, ongoing communication, and joint training initiatives help ensure consistent adherence to these standards across our upstream ecosystem. We also encourage climate action through vendor awareness programmes and community-led environmental initiatives.

Sustainability Certifications

Environmental responsibility is integrated into our management systems, balancing environmental performance with productivity, quality, cost, delivery, safety, and morale. As we scale resource-intensive processes such as PCB fabrication and OSAT, our commitment to green manufacturing remains firm.

All environmental initiatives are governed under a unified EHS policy and aligned with ISO 14001-certified Environmental Management Systems across our operations. We maintain an internal audit framework, supported by benchmarking and structured review mechanisms, to drive improvement and ensure full regulatory compliance.

ISO 14001

Certified

HOW NATURAL CAPITAL IMPACTS OTHER CAPITALS

Our environmental practices reduce operational risk, improve resource efficiency, support safer manufacturing and strengthen our credibility with customers and stakeholders.

Financial Capital

Energy efficiency improvements and proactive regulatory compliance lower operational overheads and reduce balance sheet exposure to compliance risks.

Manufactured Capital

Effluent recycling systems and solar installations enable our semiconductor and PCB facilities to operate with a reduced burden on local environmental infrastructure.

Social and Relationship Capital

Demonstrated climate action and consistent ESG compliance strengthen our credibility with global OEMs who increasingly require sustainable supply chain practices.

Human Capital

Our commitment to clean manufacturing and toxic chemical substitution supports a safe, health-first environment for our workforce.

Risk Management

Managing Risk with Foresight and Discipline

Risk management is built into our operating model and is part of how we plan, execute, and scale rather than a parallel function that operates alongside the business. It is designed to proactively identify risks, assess their impact, and implement structured mitigation measures across all areas of the business.

This approach enables us to manage growing complexity across geographies and technologies, maintaining continuity and stability as we scale.

Risk Management Framework

Risk Area	Potential Impact	Strategic Mitigation Measures
Geopolitical Uncertainty	Volatility in global trade flows, longer lead times, and disruption in access to critical components, particularly from China-dependent sourcing	• Expansion of EMS capabilities in North America through the August Electronics acquisition to diversify sourcing • Localisation of semiconductor packaging (OSAT) and PCB manufacturing to reduce import dependence • Export enablement through Sanand and Chennai facilities to strengthen global delivery capability
Cybersecurity and Data Breach	Operational disruption, IP loss, data compromise, and reputational or regulatory exposure as digital systems scale	• Automation of financial and operational data flows through ERP integration to reduce manual intervention • Enterprise-wide system standardisation and process harmonisation • Adoption of IoT 4.0 for real-time insights, automation, and improved decision-making
Reputational Risk	Loss of stakeholder confidence and OEM trust due to reporting inconsistencies or disclosure errors	• Strengthened governance and internal audit processes with enhanced disclosure validation • Direct stakeholder engagement to address concerns and reinforce transparency • Deployment of software-driven controls to automate reconciliation and reduce reporting errors
Regulatory and ESG Compliance	Financial penalties, loss of eligibility for PLI schemes, or reduction in government-linked incentives	• Dedicated compliance team to manage documentation and adherence to India Semiconductor Mission (ISM) requirements • Structured alignment of projects to maintain PLI eligibility • Regular Board-level oversight to ensure compliance with evolving regulatory and ESG frameworks
Supply Chain Disruption	Production delays and margin pressure due to global supply shocks and customised order complexity	• Maintenance of strategic safety stock levels to ensure continuity • Vendor-Managed Inventory (VMI) adoption to localise stock and improve efficiency • Deepening backward integration to reduce dependency and improve turnaround time
Technology Obsolescence	Loss of competitiveness in high-value segments such as aerospace and defence due to outdated product offerings	• Transition towards a product-led ESDM model with growing ODM contribution • Focus on proprietary IP development including Kavach and high-performance computing platforms • Investment in advanced technologies including silicon photonics, co-packaged optics, and MEMS-based solutions
Talent Attrition and Skill Gaps	Disruption in operations and loss of institutional knowledge during rapid expansion	• Development of structured leadership pipelines and internal talent mobility • Collaboration with global experts to transfer advanced technical capabilities • Strengthening TPM culture to embed ownership, discipline, and a mindset of continuous improvement
Financial Volatility	Pressure on earnings due to working capital intensity and cash conversion fluctuations	• Targeted improvement of net working capital cycle towards 100 days • Use of supply chain finance and bill discounting to optimise liquidity and reduce borrowing costs • Strategic monetisation of legacy receivables to strengthen cash flows

Integrated Risk Governance

Risk oversight is embedded within a structured governance framework, ensuring continuous visibility across management and the Board. Key enablers include:

Strengthened internal audit and control systems with ERP-driven automated data flows to minimise manual intervention

Detailed risk tracking mechanisms supported by internal documentation and structured review processes

Real-time operational visibility enabled through IoT 4.0 integration and digital transformation initiatives

Strategic partnerships with technology collaborators aligned through long-term value creation frameworks

Governance

Growth with Integrity. Governance that Sustains.

At Kaynes, governance is both a core value and a strategic imperative. Our framework is anchored in transparency, accountability, and ethical leadership, ensuring decisions consistently align with stakeholder interests and long-term value creation.

Through strong oversight mechanisms and forward-looking governance practices, we sustain trust while enabling resilient and responsible business performance.

Board of Directors



Mrs. Savitha Ramesh
Executive Chairperson and Whole-Time Director



Mr. Ramesh Kunhikannan
Executive Vice-Chairman and Whole-Time Director



Dr. Muthukumar Narayanaswamy
Managing Director
(Appointed w.e.f. 24 September, 2025)



Mr. Jairam Paravastu Sampath
Whole-Time Director and Chief Financial Officer



Mr. Seeplaputhur Ganapathiramaswamy Murali
Independent Director



Mr. Alexander Koshy
Independent Director



Mrs. Poornima Ranganath
Independent Director



Mr. Heinz Franz Moitzi
Independent Director
(Resigned w.e.f. 31 May, 2026)



Mr. Rajesh Balkrishna Mittal
Additional Independent Director
(Appointed w.e.f. 13 May, 2026)



Dr. Mylswamy Annadurai
Additional Independent Director
(Appointed w.e.f. 13 May, 2026)

Achievements

Recognition that Reflects Our Progress

FY 2025-26 marked a period of strong momentum for Kaynes, reflected in both our performance and industry recognition. Across manufacturing excellence, design capability, and export performance, the awards and accolades received reinforce the depth of our progress and the strength of our execution capabilities.



Received the Best Practices Award in the Business Partners Category from SEG Automotive on 05 December, 2025.



Recognised at the ELCINA Awards for Excellence 2025 by ELCINA and Electronica India for achievements in manufacturing excellence, quality systems and customer satisfaction.



Received the Best Supplier Award from Uno Minda on 23 September, 2025, for performance in quality, delivery and customer support.



Mr. Ramesh Kunhikannan was recognised by the Department of Science & Technology, Government of Gujarat, on 01 March, 2026 for contributions to India's semiconductor and electronics manufacturing ecosystem.



Received the Emerging Partner of the Year 2024-25 Award from ABB Smart Power Division, Electrification, on 28 November, 2025.



Received a Gold Award at the Supplier Kaizen Competition 2025 organised by India Japan Lighting, Chennai, on 29 November, 2025, during Quality Month celebrations.



Recognised in the Technology & Innovation Category at the Siemens Mobility Supplier Awards 2025 for contributions in innovation, engineering and technology deployment supporting mobility solutions.



Received the 50th ELCINA Award for Environment Protection & Sustainable Development (Large Category) on 26 September, 2025, for FY 2024-25.



Received the Excellence Award for FY 2025-26 from Mahindra Last Mile Mobility on 26 May, 2026, for performance in quality, delivery, customer support, supplier reliability and manufacturing excellence.





Management Discussion and Analysis

Global Economy

During CY 2025 and early CY 2026, the global macroeconomic landscape was characterised by a confluence of structural and cyclical pressures such as shifting U.S. tariff regimes, policy uncertainty across major economies, and persistent trade tensions, alongside currency fluctuations across emerging markets. This was further compounded by geopolitical tensions in the Middle East, which collectively weighed on near-term global growth prospects.

The impacts of these headwinds were most evident in advanced economies. Influenced by fiscal tightening and softening labour markets, U.S. economic expansion is projected to moderate to 2.3% in CY 2026. Concurrently, Europe faced a more constrained outlook, with growth estimated at 1.1% as the region navigated the sustained effects of elevated natural gas prices and broader energy-related pressures.

Against this backdrop, Emerging Markets and Developing Economies (EMDEs) continue to anchor global growth as seen in major economies, although the slowdown remains more pronounced in deeply indebted nations. India continues to stand out as a high-growth economy within this landscape.

Real GDP Growth Projections

Global Economy (in %)

CY 2027P	3.2
CY 2026P	3.1
CY 2025E	3.4

Advanced Economies (in %)

CY 2027P	1.7
CY 2026P	1.8
CY 2025E	1.9

Emerging Markets and Developing Economies (in %)

CY 2027P	4.2
CY 2026P	3.9
CY 2025E	4.4

E: Estimated P: Projected C: Calendar Year

(Sources: International Monetary Fund, World Economic Outlook Projections, April 2026, https://www.imf.org/en/blogs/articles/2026/04/14/war-darkens-global-economic-outlook-and-reshapes-policy-priorities)

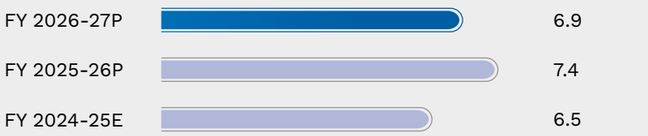
Indian Economy

India has consolidated its position as the fastest-growing major economy globally, with growth in FY 2025-26 underpinned by a combination of factors. These include strong domestic demand, a favourable demographic profile, and sustained policy support that has insulated the economy from the more severe headwinds affecting peers.

The primary drivers of this momentum have been broad-based. A steady recovery in both rural and urban private consumption has reinforced demand-side resilience, while the government's continued emphasis on front-loaded capital expenditure has provided a durable fiscal anchor. Healthy balance sheets across the corporate sector and financial institutions have supported a parallel revival in private investment and gross fixed capital formation, reflecting growing business confidence in India's medium-term growth trajectory.

The manufacturing sector also recorded robust expansion during the year, supported by growing export demand for engineering and consumer goods. This reflects an ongoing structural shift, with global supply chain realignments increasingly positioning India as a preferred manufacturing destination.

GDP Growth Projection (in %)



E: Estimated P: Projected

(Sources: https://mospi.gov.in/uploads/latestreleasesfiles/1767782498513-GDP%20Press%20Note%20on%20FAE%202025-26.pdf
https://www.newsonair.gov.in/rbi-boosts-growth-forecast-to-7-4/
https://timesofindia.indiatimes.com/business/india-business/rbi-keeps-rates-on-hold-forecasts-6-9-growth-for-fy27/articleshow/130103526.cms)



Global ESDM Industry

The global electronics manufacturing landscape is undergoing a systemic evolution, defined by the transition from traditional build-to-print Electronic Manufacturing Services (EMS) to comprehensive Electronics System Design and Manufacturing (ESDM). This is an integrated model spanning R&D, product design, manufacturing, testing, and full lifecycle management. The global ESDM market is projected to reach US$ 1,203 Bn by CY 2027, translating to a CAGR of 5.2%, from CY 2021 to CY 2027.

This growth is driven by increasing electronics content across sectors, rising outsourcing by OEMs, and the rapid proliferation of advanced electronic systems in automotive, telecom, industrial, and consumer applications. The ongoing shift towards ESDM underscores an industry-wide move towards integrated, end-to-end capabilities, encompassing R&D, product design, testing, and full lifecycle management.

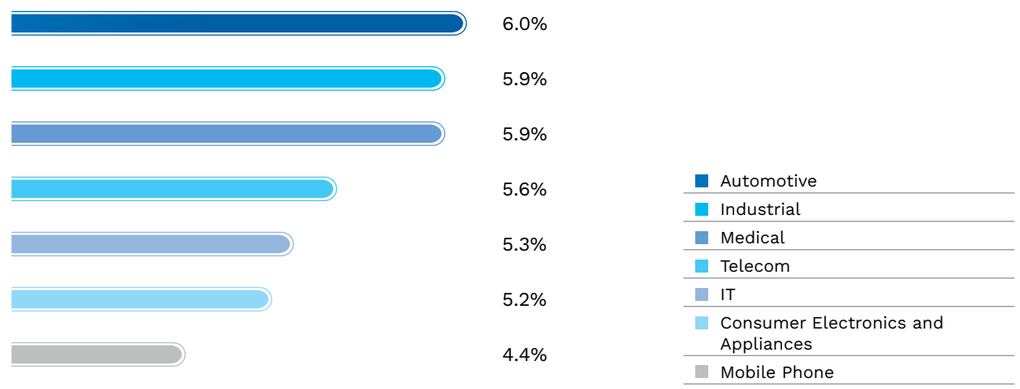
Global ESDM Market Size (US$ Bn)



P: Projected



Global ESDM Segment CAGR from CY 2023 to CY 2027P



(Sources: Axis EMS Sector report, PL Capital – EMS sector report)

Key Growth Drivers

01 Shift towards Integrated ESDM Partnerships

Global OEMs are increasingly outsourcing complex manufacturing and design functions to ESDM partners, enabling them to focus on core priorities such as innovation, customer experience, and market expansion. At the same time, the industry is moving beyond basic printed circuit board assembly (PCBA) towards more integrated offerings, including box-build solutions, component engineering, and end-to-end testing, driving higher value realisation for ESDM providers.

02 Digital Transformation and IoT Adoption

The convergence of AI, ML, blockchain, IoT, and cloud computing is expanding the role of electronics across multiple markets. This is further reinforced by the rapid rollout of 5G infrastructure, AI data centres, and Industry 4.0 automation, which is structurally increasing demand for advanced electronic assemblies. In response, ESDM players are strengthening their design and embedded engineering capabilities to deliver intelligent, connected, and future-ready electronic solutions.

03 Electrification of Mobility Platforms

The transition towards electric mobility is accelerating the integration of electronics across vehicles, spanning two- and three-wheelers, passenger cars, and commercial fleets. This shift is further supported by the rapid expansion of EV charging infrastructure, driving demand for onboard chargers, grid interface systems, and advanced power conversion solutions. In this evolving landscape, ESDM players are playing a critical role by delivering system-essential components such as battery management systems, PCBs, power electronics modules, and control units, engineered to meet the performance and reliability requirements of next-generation mobility platforms.



04

Increasing Electronic Content in Non-traditional Sectors

Traditional mechanical systems in automotive (driven by EVs and ADAS), industrial, and healthcare are transforming into smart, connected ecosystems, with the sustained increase in electronic content per unit serving as a primary driver of global ESDM growth.

05

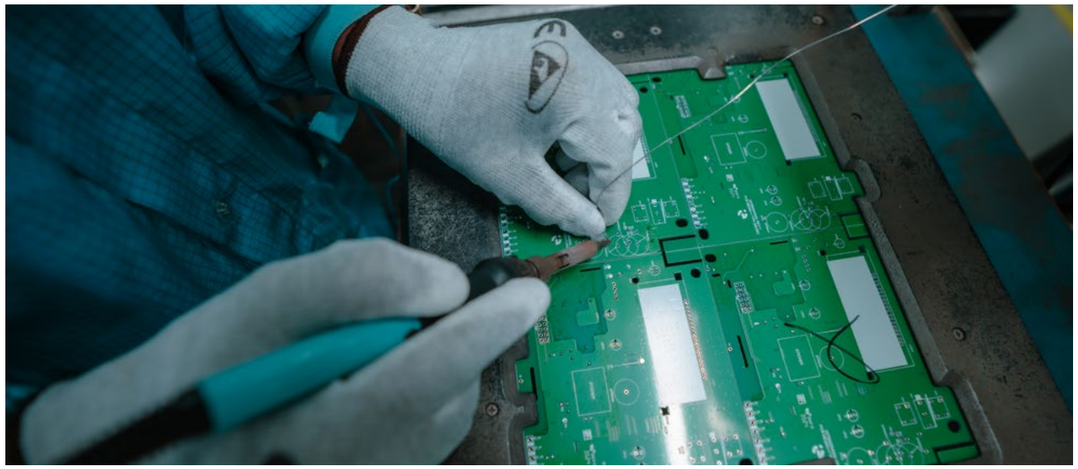
Supply Chain Decentralisation (China Plus One)

Global OEMs are actively diversifying their manufacturing bases to mitigate concentration risks, accelerating the outsourcing of production and supply chain management to integrated ESDM partners.

06

Rising Demand for High-Mix Electronics

Demand for high-mix, high-volume electronics is rising across sectors such as consumer electronics, healthcare, industrial automation, and telecom. In response, ESDM companies are building vertically integrated capabilities to enable faster development and delivery of advanced, miniaturised, and customised electronic products.



The Road Ahead for the Industry

The global electronics supply chain is undergoing a fundamental rewiring. OEMs are increasingly seeking strategic partnerships that offer deep vertical integration, moving away from transactional supplier relationships towards long-term, capability-driven engagements. This evolution is defined by two major shifts:

The Rise of HMLV Manufacturing

The industry is witnessing a distinct transition towards high-mix, low-to-medium volume (HMLV) manufacturing. This model is built around advanced, high-precision sectors such as aerospace, industrial automation, and medical devices. Meeting the demands of this model requires agile production lines and rapid prototyping capabilities, structurally favouring integrated ESDM players over traditional high-volume mass producers.

From PCBA to Comprehensive Solutions

The industry has moved decisively beyond simple build-to-print Printed Circuit Board Assembly (PCBA). Modern ESDM providers are now expected to deliver upstream design support, component engineering, complex box-builds, and downstream lifecycle testing as an integrated offering. As OEMs reallocate capital towards core R&D and intellectual property development, this shift from assembly to end-to-end product engineering is unlocking high-margin opportunities across the global value chain.

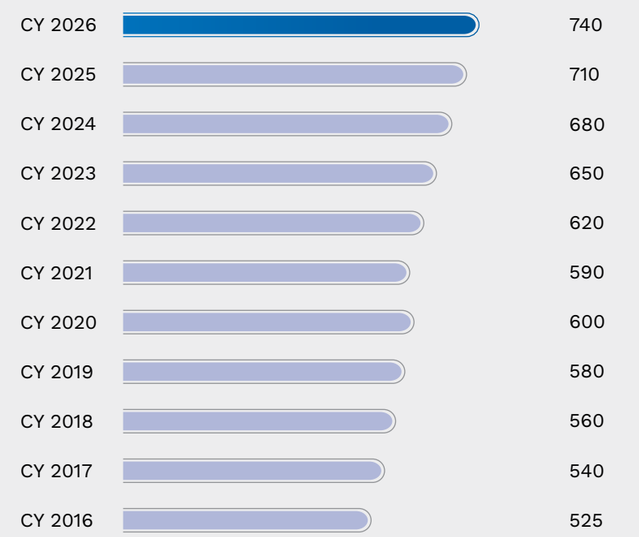
Key Shifts and Policy Incentives

Geopolitical realignments have prompted nations to prioritise electronics and semiconductor sovereignty, lending further momentum to the 'China Plus One' strategy. Emerging economies are actively capturing these shifting supply chains through highly targeted programmes. Prominent examples include Vietnam's extensive tax holidays for high-tech manufacturing, Malaysia's New Industrial Master Plan 2030 aimed at strengthening its position as a semiconductor packaging hub, and Thailand's Board of Investment (BOI) tax breaks specifically targeting smart electronics and electric vehicle (EV) component manufacturing.

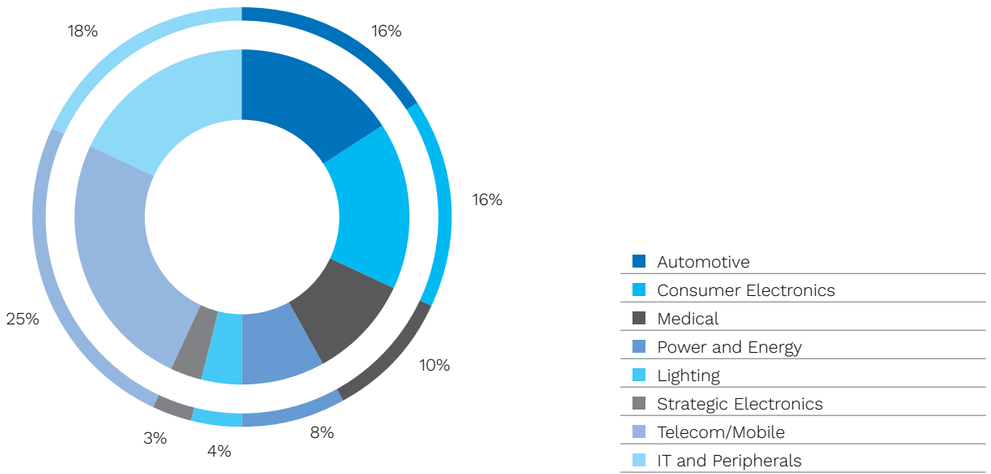
Global EMS and PCBA Industry

The Printed Circuit Board Assembly (PCBA) sector remains the critical backbone of the electronics value chain. It is defined by relentless miniaturisation, increasing component density, and growing design complexity that demands ever- greater precision from manufacturers. The global PCB assembly market is projected to reach US$ 740 Bn by CY 2026, expanding at a CAGR of 4.4% between CY 2023 and CY 2026. Looking at global PCBA market share by industry, consumer electronics and automotive currently dominate the landscape, heavily influenced by cloud infrastructure expansions, AI server deployments, and the automotive transition to electric powertrains.

Global PCBA Industry Market Size (US$ Bn)



Global PCBA Market Share by Industry



Key Growth Drivers

01

Increasing Complexity in Electronics Design and Multilayer Architectures

As electronic products become more feature-intensive, demand for advanced multilayer PCBAs is rising across automotive, medical, and industrial applications. These sectors require high-density, high-reliability boards to meet evolving performance and durability standards, increasingly enabled by HDI architectures and advanced surface-mount packaging that deliver greater circuit density within compact form factors.

02

Shift towards Miniaturisation and Precision-driven Assembly

The rapid adoption of wearables, IoT devices, and advanced automotive electronics is accelerating the move towards compact, high-performance assemblies. This is driving the adoption of high-speed, high-precision manufacturing processes, with advanced SMT technologies playing a critical role in enabling size reduction, thermal efficiency, and assembly accuracy.

03

Broadening Application Landscape across High-Growth Sectors

The expanding role of electronics across industries such as electric mobility, telecom infrastructure, industrial automation, and healthcare is significantly increasing demand for PCBAs. Each sector brings unique technical requirements, raising the complexity and diversity of assembly solutions. This is further amplified by the rapid growth of EVs and advanced driver-assistance systems (ADAS), which require highly reliable, thermally efficient, and heavy-copper PCB assemblies for performance-critical applications.

04

Transition towards Value-added Manufacturing and Localisation

Globally, the industry is moving beyond basic assembly towards higher value addition through capabilities in PCB design, fabrication, and component integration. This shift is strengthening supply chain integration while reducing reliance on imports.

05

Rise of Decentralised and Responsive Manufacturing Ecosystems

To improve supply chain resilience and reduce lead times, OEMs are increasingly adopting regional and near-market manufacturing strategies. This is driving the emergence of agile PCBA hubs that offer faster turnaround, greater design flexibility and improved operational efficiency.



Indian ESDM Industry

India's ESDM sector has entered a sustained high-growth phase, with the nation steadily consolidating its position as a global electronics manufacturing destination, driven by the Make in India initiative and the Production-Linked Incentive (PLI) schemes. The Indian ESDM market is expected to double to ₹7-8 Lakh Crores by CY 2030, expanding at a CAGR of 20-25% over the next five years from CY 2025 to CY 2030. Domestic electronics production surged to ₹11.30 Lakh Crores in FY 2024–25, making electronics India's third-largest and fastest-growing export category.

(Source: CareEdge Research, October 2025)

Key Growth Drivers

01

Import Substitution

A transition from assembly-led operations to value-added manufacturing is gaining momentum, driven by strong policy push and localisation mandates. This is accelerating the development of indigenous capabilities across sub-assemblies and critical components, enabling greater control over the value chain and reducing reliance on imports.

02

India as a Preferred Global Manufacturing Destination

India's ESDM industry is well-positioned to benefit from global supply chain realignment, supported by the government's target of building a US$ 300 Bn electronics manufacturing ecosystem. Rising labour costs in other countries and increasing outsourcing by global OEMs are further strengthening India's attractiveness as a manufacturing base. At the same time, India's growing depth in chip design, embedded software, and system architecture is driving a broader shift from pure manufacturing execution to integrated design and manufacturing capabilities.

03

Integration into Global Value Chains

The China Plus One strategy has created a sustained opening for Indian EMS providers, which are increasingly securing long-term partnerships with global OEMs across high-volume segments including smartphones and IT hardware. This is supporting the growth of an export-oriented manufacturing base.

04

Rising Domestic Demand for Electronics

Strong domestic consumption is being driven by accelerating digitalisation, rising disposable incomes, and expanding rural and urban penetration. Demand is increasing across consumer electronics, white goods, smart devices, as well as emerging segments such as EVs, IoT, and electronic security systems. Supported by a young, skilled workforce, these trends are enabling the development of globally competitive and cost-efficient manufacturing capabilities.

05

Policy Support and Incentives

Multiple government initiatives are accelerating the growth of India's ESDM sector, including the Make in India programme, the PLI Scheme, SPECS, EMC 2.0, and the Phased Manufacturing Programme (PMP). In addition, the allocation of ₹760 Bn towards semiconductor and display fabrication is strengthening the foundation for a self-reliant and globally competitive electronics ecosystem.



Segment-Wise Growth Drivers

Clean Energy and Electric Mobility

India's transition towards clean energy continues to be reinforced by policy initiatives such as the FAME II scheme, PLI for Advanced Chemistry Cells, and the National Mission on Transformative Mobility. These measures are sustaining demand for electronics across the electric mobility and renewable energy ecosystem.

Solar and Green Hydrogen

Government targets of 500 GW of renewable energy capacity, alongside the Green Hydrogen Mission, are accelerating the adoption of electronics-led energy solutions. This includes smart inverters, power management systems, and grid control technologies.

Aerospace and Defence (A&D)

Higher defence spending and an ongoing modernisation push are driving demand for high-reliability, indigenously developed electronics. The Indian defence sector is expected to generate electronics demand of approximately ₹70–72 Bn over the next decade, supported by increasing localisation in design and manufacturing.

Communications and Digital Infrastructure

Telecom and Satellite:

The phased withdrawal of duty exemptions, alongside the continued rollout of 5G, is opening up opportunities for domestic EMS players to serve advanced communication infrastructure requirements. At the same time, rising indigenous sourcing by ISRO is supporting growth in satellite electronics.

IoT and Connected Ecosystems:

The expansion of IoT-led applications across sectors such as healthcare, utilities, and logistics is driving new partnerships and use cases. Solutions including remote monitoring, predictive maintenance, and asset tracking are creating sustained demand for scalable and integrated electronics manufacturing.

Electric Vehicles (EVs)

Policy support through initiatives like FAME and Make in India, coupled with rising consumer and fleet adoption of EVs, particularly in the two-wheeler segment, is fuelling demand for components such as chargers, controllers, and battery management systems.

Automotive Electronics

India's emergence as a global automotive R&D destination, supported by rising investments and evolving consumer preferences, is accelerating the integration of advanced electronics. This is increasing PCBA content per vehicle, particularly in areas such as safety, connectivity, comfort, and energy efficiency.

Railways and Transportation Infrastructure

Significant government investments and public-private collaborations, with planned outlays of nearly US$ 750 Bn by 2030, are driving upgrades in rail and metro networks. This is translating into higher demand for signalling systems, safety electronics, and intelligent control solutions.

Industrial Electronics and Automation

The shift towards Industry 4.0, supported by PLI-led incentives, is driving demand for industrial electronics, including power systems, smart metering, and automation solutions. This trend is particularly evident across sectors such as chemicals, energy, and large-scale utilities.



Indian EMS and PCBA Industry

The Indian PCBA industry has emerged as a direct beneficiary of the domestic localisation drive, recording strong growth on the back of expanding electronics manufacturing capacity. India is increasingly well-placed to serve both domestic demand and export requirements for completely built units (CBUs), supported by ongoing capacity additions. This expansion reflects India's growing capability to deliver complex, multi-layered PCBA solutions to global quality standards, supporting OEMs in building fully localised supply chains.

Government Schemes Propelling Industrial Growth

The sector's strong growth is underpinned by a comprehensive framework of government interventions aimed at upstream localisation and component-level manufacturing:

PLI Scheme

By anchoring final assembly in IT hardware and consumer electronics, the PLI scheme generates substantial downstream demand for localised PCBA and sub-assemblies.

Scheme for Promotion of Manufacturing of Electronic Components and Semiconductors (SPECS):

Offers a 25% capital expenditure incentive to companies establishing manufacturing of electronic components and advanced Surface Mount Technology (SMT) lines.

Electronics Component Manufacturing Scheme (ECMS)

The increase in the scheme's outlay to ₹40,000 Crores from ₹22,919 Crores, in the Union Budget 2026–27, marks a decisive push towards upstream localisation and is further channelling investments into bare-board PCB manufacturing and component ecosystems, reducing dependence on imported boards.

Modified Electronics Manufacturing Clusters (EMC 2.0)

Supports the creation of plug-and-play manufacturing infrastructure, giving PCBA manufacturers access to the logistical and power efficiencies needed to scale operations.

Company Overview

Kaynes Technology India Limited ('Kaynes', 'KTIL', 'the Company,' or 'We') is a leading provider of end-to-end, IoT-enabled Integrated Electronics Manufacturing Services (IEMS), with capabilities spanning the full electronics value chain. By transitioning to a vertically integrated Electronics System Design and Manufacturing (ESDM) enterprise, the Company is transforming from a service-led EMS player into a fully integrated electronics company. Backed by over three decades of experience, the Company has built enduring relationships with global OEMs across high-growth and high-reliability sectors, including Automotive, Industrial and EV, Railways, Medical, Aerospace and Defence, and Consumer Electronics. The Company continues to strengthen its technology capabilities and intellectual property, while advancing its evolution towards a more product-oriented portfolio.

Over the years, Kaynes has developed a strong manufacturing backbone in India, with a strategically distributed footprint across Mysuru, Bengaluru, Manesar, Chennai, Hyderabad, Chamarajanagara, Pune and Sanand. Our facilities are equipped with advanced SMT and THT lines, cable harnessing capabilities, and RoHS-compliant infrastructure, enabling us to serve diverse requirements across high-mix, low-volume production as well as large-scale manufacturing. The Company has further strengthened its global presence through the establishment of a design and interface office in the United States, along with the acquisition of Sensonic GmbH, Austria, deepening our capabilities in the rail electronics segment.

We offer a comprehensive and diversified suite of services, including:

OEM Turnkey Solutions

End-to-end offerings spanning design, manufacturing, and after-sales support

ODM Design Services

Encompassing concept co-creation, PCB design and layout, prototyping, and product validation

Embedded Design and IoT Solutions

AI- and ML-enabled embedded systems, smart metering, and asset tracking applications

Product Engineering and Box Build

Full lifecycle execution, including prototyping, New Product Introduction (NPI), and system integration

Innovation remains central to our growth strategy as we transition from a service-led EMS provider to a product-driven Electronics System Design and Manufacturing (ESDM) enterprise. This evolution is supported by our DSIR-recognised R&D centre in Mysuru, complemented by design hubs and a strong R&D team that has contributed to the development of the Kavach railway safety system incorporating advanced technology in partnership with leading international specialists. We have operationalised our semiconductor OSAT facility in Sanand, delivering India's first commercially manufactured Multi-Chip Module (IPM5), while also securing Financial Support Agreement (FSA) approval under the India Semiconductor Mission. This milestone provides clear visibility on capital subsidies for the next phase of investment. In parallel, Kaynes is pursuing backward integration through a multilayer HDI PCB facility in Chennai, focused on complex applications in defence, aerospace, and strategic electronics. Together, these initiatives reinforce the Company's focus on import substitution and its growing role in the global electronics value chain, aligned with the Make in India vision.



Operational Overview of Business Verticals

Our strong focus on high-mix, high-value, and complex assemblies has resulted in a highly resilient order book, which reached approximately ₹83,663 Mn by the end of FY 2025-26. As we transition from a service-led EMS model to a product-led ESDM enterprise, we are strengthening our execution backbone through process harmonisation, Total Predictive Maintenance (TPM), and IoT-enabled 4.0 low-cost automation to drive shop-floor efficiencies. Our performance across distinct business verticals is detailed below:



Automotive

Contributing approximately 25% of total revenue, the automotive vertical continues to scale across EV components, Battery Management Systems (BMS), and Advanced Driver Assistance Systems (ADAS), with growth broadly tracking the Company's overall trajectory. Momentum has been reinforced by a key win with one of the world's top ten Tier-1 automotive suppliers, driving strong demand visibility. In EVs, the two-wheeler segment has transitioned from evaluation to meaningful order inflows with a leading OEM, while in four-wheelers, engagements are aligned to upcoming model launches with standardised electronics solutions. The Company is also advancing vertical integration through its upcoming multilayer HDI PCB facility in Chennai, enabling localised manufacturing, while expanding its portfolio across switches, control systems, dashboards, and advanced lighting, alongside a clear shift towards design-led, product ownership.



Industrial and EV

As utilities accelerate their digital transformation journey, GridCrest is increasingly being requested by customers to participate in broader grid modernisation programmes alongside leading providers of SCADA, DMS, OMS, ADMS, GIS, DERMS, and Smart Grid Operations Platforms (SGOP). Utilities are seeking fewer, stronger partners capable of delivering integrated outcomes rather than standalone technologies. To address this market shift, GridCrest intends to pursue a partnership-led growth model through Special Purpose Vehicles (SPVs) and consortium structures with established grid automation, system integration, infrastructure, and financial partners.

Under this model, GridCrest will contribute its core strengths in smart metering, communication technologies, AMI, HES, MDM, analytics, meter-to- cash platforms, managed services, and programme execution, while strategic partners will provide complementary capabilities in SCADA, DMS, OMS, ADMS, project financing, EPC execution, and working capital support. This approach allows GridCrest to participate in larger utility transformation programme while remaining focused on its technology and platform leadership. The model significantly reduces balance sheet exposure, lowers working capital intensity, accelerates cash realisation, improves return on capital employed, and enables scalable growth through recurring software and services revenues. It also positions GridCrest to evolve from a smart metering company into a key enabler of India's next-generation digital utility and grid intelligence ecosystem.



Aerospace

The aerospace vertical is emerging as a high-growth, high-margin pillar within the Company's ESDM portfolio, supported by strong traction from new global clients and increasing participation in complex, high-reliability assemblies. The segment has gained momentum through sizeable orders from international OEMs, alongside the upcoming Chennai facility geared to manufacture 74-layer HDI PCBs for strategic electronics applications. The acquisition of August Electronics in Canada has strengthened capabilities in RF microwave assemblies and expanded global reach, while newly commissioned dedicated facilities have secured approvals from leading overseas OEMs, enabling production ramp-up.



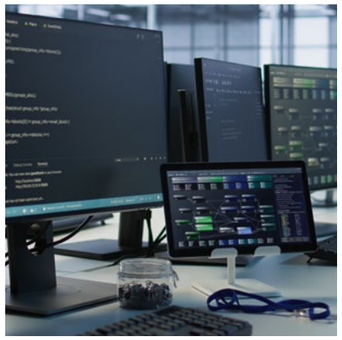
Railways

The railways vertical is gaining strategic momentum, led by the Kavach safety programme, where the Company plays a key role across both development and deployment. As part of the national initiative with a projected Total Addressable Market of ~₹3,40,000 Mn over the next five to seven years, Kavach remains a significant growth driver. The Company has expanded its technical footprint through the acquisition of Sensonic and a ₹400 Mn investment in another railway ODM specialist, alongside collaborations with German technology partners to strengthen its product suite. It is also moving beyond signalling into rolling stock, rail infrastructure, communication, and network safety systems. With increasing design ownership and localised manufacturing, the vertical is expected to scale to ~10–12% of consolidated revenue, reinforcing its role in India's railway modernisation journey.



Medical

The medical vertical remains a core pillar of the Company's ESDM portfolio, with a clear focus on co-creating next-generation products as a strategic partner across the full lifecycle, from concept to production. The portfolio continues to expand in high-precision medical devices and diagnostic equipment, with increasing emphasis on localising critical components such as PCBs that underpin the reliability of systems ranging from patient monitors to complex diagnostics. This is being supported by the upcoming multilayer HDI PCB facility in Chennai, designed to manufacture high-end, complex components for specialised healthcare applications. At the same time, a strong focus on total predictive maintenance and advanced quality management systems is reinforcing the precision, speed, and reliability required in high-stakes medical environments.



IoT, IT, Consumer and Others

Led by strong traction in high-performance computing servers within the IT segment, with rising order volumes, the vertical is witnessing steady expansion. In consumer and IoT, the strategic collaboration with Infineon marks the Company's entry into MEMS-based True Wireless Stereo (TWS) packaging, positioning it within a fast-scaling, technology-driven segment. Capabilities are further strengthened through the integration of August Electronics in Canada, which enhances presence in high-margin segments such as RF microwave assemblies while establishing a credible manufacturing footprint in North America. This integration enables the Company to offer global clients a reliable, strategically located alternative for advanced electronics manufacturing. From the Kochi plant's high-volume manufacturing of client computing devices to the Chamarajanagara plant's participation in India's PARAM Supercomputer Mission through the high-end Rudra server, Kaynes has proven, time and again, to be a partner in nation-building through active participation in all Make in India initiatives.

Greenfield Projects: OSAT and HDI PCB

Our greenfield initiatives in FY 2025-26 have progressed from planning to execution, reinforcing our commitment to deep electronics manufacturing. The Company marked a significant milestone with the operationalisation of its Sanand OSAT facility, which successfully delivered India's first commercially manufactured Multi-Chip Module (IPM5) in collaboration with global partners. This milestone is complemented by the receipt of the Financial Support Agreement (FSA) under the India Semiconductor Mission (ISM), providing visibility on central and state capital subsidies and improving cash flow certainty.

In parallel, the Company's multilayer HDI PCB facility in Chennai (nearing completion) is designed to manufacture complex boards of up to 74 layers for defence, aerospace, and strategic electronics applications. Together, these initiatives position Kaynes to deliver an integrated 'silicon-to-system' solution, enabling greater control across the value chain, reducing supply chain dependency, and accelerating go-to-market timelines for customers.

These investments are targeted at capturing high-margin opportunities. The ₹14,000 Mn investment in PCB manufacturing is expected to unlock synergies between bare-board production and electronic system assembly. Backed by PLI scheme coverage and secured government incentives, these projects are set to structurally enhance margins while strengthening Kaynes' position in the global electronics value chain.

Financial Highlights

FY 2025-26 was a year of strong growth, with consolidated revenue increasing by ~33% to ₹36,264 Mn from ₹27,218 Mn in FY 2024-25. Operational EBITDA grew by 40% to ₹5,741 Mn from ₹4,107 Mn in FY 2024-25, driven by improved scale and operating efficiencies, supported by a margin expansion of 70 basis points. Profit after tax rose by 24% to ₹3,639 Mn from ₹2,934 Mn in FY 2024-25. The other consolidated numbers are as below:

Metric	FY 2025-26	FY 2024-25
Gross Profit Margin	34.6%	30.2%
EBITDA Margin	15.8%	15.1%
Net Profit Margin	10.0%	10.8%
Debtors Turnover Ratio	3.45 Times	5.85 Times
Inventory Turnover Ratio	3.78 Times	3.99 Times
Debt Service Coverage Ratio	5.72 Times	5.11 Times
Current Ratio	2.22 Times	1.60 Times

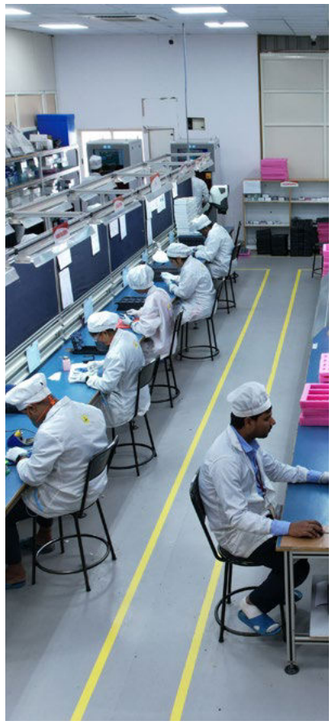
Risks and Mitigation Strategies

Operating in a dynamic global environment, we remain vigilant to risks spanning supply chain disruptions, geopolitical volatility, and technological obsolescence. We have structured our risk management framework to systematically identify, assess, and mitigate potential disruptions.

Risk Category	Potential Impact	Strategic Mitigation Measures
Supply Chain Disruptions, Import Dependence and Single-Sourcing	Over-reliance on import of customer-referred parts and absence of reliable local sourcing partners may impact production cycles and cause delays in delivery to customers. Margins challenged due to inflationary impacts of commodity prices and freight charges on imports.	De-risking the supply chain through deep backward integration into OSAT and bare-board PCB manufacturing. This localises the production of critical components. Shifting inventory holding responsibilities to partners via Vendor-Managed Inventory (VMI) programmes where distributors keep stock locally to reduce our financial burden. VMI programmes currently target 10 suppliers in FY 2026-27.
Geopolitical Volatility	Trade barriers, tariff fluctuations, and concentrated geographic dependencies that could disrupt access to essential electronic materials or technologies, resulting in delayed supplies and increased freight costs.	Capitalising on the 'China Plus One' global realignment by positioning Kaynes as a reliable and strategic alternative for global OEMs through our fully integrated domestic ecosystem. We are also expanding our global footprint and export strategies through the acquisition of August Electronics in North America. Progressive reduction in proportion of procurements from China for relays, transformers, inductors and connectors. With the establishment of the PCB plant in Chennai, the dependency will be strategically and prudently reallocated.
Technological Obsolescence	Rapid technological shifts rendering manufacturing processes redundant, potentially leading to lost market share in high-margin verticals.	Maintaining a continuous investment in R&D and focusing on high-mix, high-technology segments such as 74-layer HDI PCBs and advanced semiconductor packaging like silicon photonics. We are also upgrading to automated, data-driven shop floors by leveraging IoT 4.0 and real-time operational insights.
Quality and Compliance	Product failures, regulatory penalties, and loss of critical OEM trust or certifications following reporting inconsistencies or disclosure errors.	Adhering to a zero-compromise approach to quality by driving a culture of accountability. We are implementing Total Productive Maintenance (rollout and kick-off completed in two plants), Poke-Yoke and interlinking of end-to-end processes through MES across all sites. Kaynes also has internal compliance and audit review processes that are integrated in our ERP system. Customer, supplier and internal audit feedback are taken up by management for effective closure. Our strengthened internal compliance, audit review processes, and disclosure checks, ensure our governance remains non-negotiable. OEE improvement targets for FY 2026-27 and FY 2027-28 stand at 75% and 80% respectively. The same is being tracked on a monthly basis.
Execution Challenges	Near-term revenue shortfalls and 'hiccups' in execution may occur due to the deferral of safety-critical projects like the Kavach railway programme or delays in obtaining necessary pilot clearances.	Successfully transitioning from 'intent to execution' by operationalising the Sanand OSAT facility and nearing completion of the advanced multilayer HDI PCB plant in Chennai. Management has realigned the organisation with a sharper focus on execution excellence and accountability.
Working Capital Intensity	High-growth phases and custom-built orders often lead to elevated inventory and receivable levels.	Implementing measures to improve the working capital cycle through supply chain finance, bill discounting, and inventory optimisation. Mitigating inventory risk through specific arrangements with the customers and consolidated buying. A dedicated team is focusing on improving the collection efficiency to ensure positive operating cash flow at the consolidated level. Consistent focus is on improving DSO and DIO by 10–15% YoY.
Deployment Bottlenecks	Client-side operational or logistical misalignments may delay billing or revenue realisation even after timely manufacturing and delivery of components.	Strategically pivoting the business model away from project implementation (AMISP) towards becoming a high-volume device and solution provider to shorten the realisation cycle. This shift focuses on our core manufacturing and software IP strengths.
Policy and Regulatory Dependency	Large-scale greenfield expansions and incentive eligibility are structurally dependent on government policy shifts and timely disbursement of grants.	Monitoring policy developments closely and securing critical milestones such as the Financial Support Agreement (FSA) approval under the India Semiconductor Mission, providing visibility for capital subsidies. Monthly tracking with Ministries, regular monitoring of PLI schemes, contingency financing and periodic monitoring and reporting on disbursement status.
Project Scale-Up Challenges	Entry into high-tech verticals like OSAT and HDI PCB manufacturing may face delays in setup or coordination, affecting go-to-market timelines.	Mitigating technical risks by collaborating with global machinery and material science experts to transplant proven process parameters directly to Indian facilities. Early engagement with marquee anchor customers ensures a smoother rollout and high capacity utilisation.
Competitive Environment	Market dynamics or strategic shifts in the global ecosystem may affect our positioning, pricing, or strategic partnerships across various verticals.	Maintaining a clear focus on being a trusted manufacturing and design partner through a diversified portfolio that reduces reliance on any single sector. Our role as an 'architect' of the value chain provides a unique competitive edge over pure-play EMS providers.
Margin Volatility	Variations in product mix or input costs can lead to fluctuations in gross margins and operational profitability.	Directing strategic efforts towards scaling high-margin verticals like aerospace, defence, and railways while increasing the share of proprietary ODM solutions to 40% by 2030.

Talent Development and Workforce Capability Enhancement

Our people are central to our growth strategy. In FY 2025-26, we deepened our commitment to talent acquisition and capacity building, bringing in advanced leadership and expanding our specialised teams across taxation, finance, and advanced manufacturing. We continue to invest heavily in continuous learning programmes tailored to individual roles, fostering a culture of cross-functional exposure and innovation-led thinking. As our workforce scales to support high-tech verticals like OSAT, employee well-being, safety, and an inclusive work environment remain at the forefront of our corporate ethos.



Internal Control Systems Supporting Operational and Financial Discipline

Kaynes Technology has established a robust internal control system to ensure financial accuracy, operational efficiency, and regulatory compliance across its manufacturing and business functions. These controls are designed in alignment with the Company's scale, operational complexity, and growth strategy. They are embedded into daily activities through defined policies, ERP-integrated processes, and clear functional accountability.

We maintain strong internal financial controls to ensure that all transactions are properly authorised, accurately recorded, and reported in a timely manner, in line with applicable accounting standards. Where possible, we have embedded control checkpoints into automated workflows across procurement, production, inventory, and finance to enable traceability and consistency.

Internal audits are conducted periodically based on a risk-based audit plan approved by the Audit Committee of the Board. These reviews help us assess the effectiveness of our control systems and identify opportunities for continuous improvement. Through this structured approach, the Company upholds high standards of governance, transparency, and operational discipline.

Quality Control Statement

At Kaynes, quality is fundamental to how we operate. We maintain a zero- compromise approach, ensuring that every product and service rigorously meets global regulatory standards and addresses customer expectations. Our comprehensive qualification processes, continuous performance monitoring, and regular audits by both independent agencies and customers uphold consistent product integrity. With our foray into precision-critical segments like OSAT and aerospace, our quality control mechanisms have been further upgraded to align with zero-defect manufacturing standards.

Cautionary Statement

Statements in this Management Discussion and Analysis describing the Company's objectives, projections, estimates, and expectations may be 'forward-looking statements' within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied. Important factors that could make a difference to the Company's operations include global and Indian economic demand, supply chain conditions, finished goods prices, raw material costs, changes in government regulations, tax regimes, economic developments within India, and other factors such as litigation and labour negotiations.

Board's Report

To
The Members,
KAYNES TECHNOLOGY INDIA LIMITED

Your Directors take immense pleasure in presenting the Eighteenth (18th) Annual Report of your Company, along with the Audited Standalone and Consolidated Financial Statements for the Financial Year ended 31 March, 2026 and Auditor's Report for the Financial Year ended 31 March, 2026.

1. FINANCIAL SUMMARY OR HIGHLIGHTS

All amounts are in ₹ Mn, (except per equity share data)

Particulars	Standalone for the Financial Year ended		Consolidated for the Financial Year ended	
	31 March, 2026	31 March, 2025	31 March, 2026	31 March, 2025
Revenue from Operations	21,278.18	19,154.43	36,263.54	27,217.52
Other Income	1,735.58	1,365.22	1,568.30	1,069.63
Total Income	**23,013.76**	**20,519.65**	**37,831.84**	**28,287.15**
Total Expenses excluding Depreciation	19,133.77	17,498.39	31,692.26	24,123.51
Depreciation and Amortisation Expenses	328.31	267.78	1,070.68	447.40
Profit/(Loss) before exceptional Items and tax	**3,551.68**	**2,753.48**	**5,068.90**	**3,716.24**
Exceptional Items	(25.54)	-	(25.76)	-
Profit/(Loss) before Tax	3,526.14	2,753.48	5,043.14	3,716.24
Tax Expense	883.18	649.46	1,416.11	741.11
Deferred Tax charge/(credit)	101.90	4.97	(11.87)	40.80
Profit/(Loss) for the year	2,541.06	2,099.05	3,638.90	2,934.33
Other Comprehensive Income net of tax	15.85	6.78	162.07	9.78
Total Comprehensive Income/(Expense) for the year	2,556.91	2,105.83	3,800.97	2,944.11
Less Share of Profit / (loss) of minority interest	-	-	-	(2.47)
Total Comprehensive Income/(Expense) for the year, net of tax	2,556.91	2,105.83	3,800.97	2,941.64
Earnings per Share–Basic in ₹	38.30	32.81	54.85	45.82
Earnings per Share–Diluted in ₹	38.02	32.51	54.45	45.40

Note:

The above figures are extracted from the Audited Standalone & Consolidated Financial Statements of the Company as per the Indian Accounting Standards (Ind AS).

2. STATE OF COMPANY'S AFFAIRS AND BUSINESS PROSPECTS

Revenue summary

Your Board is pleased to report significantly enhanced levels of business and profitability during the year under consideration. This was made possible due to concentrated efforts in various spheres from Business Development to Supply Chain to Operations and all the enabling functions.

Your Company achieved a total income of ₹ 23,013.76 Mn during the Financial Year ended 31 March, 2026 as against ₹ 20,519.65 Mn in the immediate previous Financial Year. Your Company has earned a Total Comprehensive Income of ₹ 2,556.91 Mn in the current year as against ₹ 2,105.83 Mn in the immediate previous Financial Year.

Basic EPS for the reporting year is ₹ 38.30 as against ₹ 32.81 immediate previous Financial Year.

Profitability summary

- EBITDA has grown by 12.8% YoY and EBITDA margin improved by 20 bps based on strong operational performance.
- PAT has grown by 21% YoY and PAT margin improved by 98 bps with improvement in debt matrix.

3. CHANGE IN THE NATURE OF BUSINESS

During the year under review there were no changes in the nature of business of the Company.

4. DIVIDEND

The Board of Directors of your Company had approved and adopted the Dividend Distribution Policy containing all the necessary details as required by the Companies Act, 2013 (the "Act") and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations"). The dividend, if any, shall be payable in accordance with the Dividend Distribution Policy, which is available on the website of your Company. https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Kaynes%20Technology_Dividend%20distribution%20policy.pdf

Considering the growth and investment prospects of your Company, the Board of Directors have not recommended any dividend for the Financial Year ended 31 March, 2026.

5. AMOUNTS TRANSFERRED TO RESERVES

The Company has not proposed to transfer any amount to the General Reserve for the Financial Year ended 31 March, 2026.

6. ANNUAL RETURN

Pursuant to Sections 92(3) and 134(3)(a) of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the Annual Return i.e., Form MGT-7 of the Company for the FY 2025-26 is available on the website of the Company at https://www.kaynestechnology.co.in/doc/Regulation-46-of-sebi-lodr-regulation/AnnualReturn2025-26.pdf

7. BOARD OF DIRECTORS AND KEY MANAGERIAL PERSONNEL (KMP)

Your Company has an appropriate mix of Executive, Non-Executive and Independent Directors to maintain the independence of the Board and separate its functions of governance and management. The composition of the Board of Directors, Key Managerial Personnel and changes in the composition of the Board of Directors and Key Managerial Personnel as on 31 March, 2026 is as stated below:

Sl. No.	Name	Designation	Date of appointment
1.	Mrs. Savitha Ramesh	Executive Chairperson and Whole-Time Director	28 March, 2008
2.	Mr. Ramesh Kunhikannan[1]	Executive Vice Chairman and Whole-Time Director	28 March, 2008
3.	Mr. Jairam Paravastu Sampath	Whole-Time Director and Chief Financial Officer	10 March, 2018
4.	Dr. Muthukumar Narayanaswamy[2]	Managing Director	24 September, 2025
5.	Mr. Seeplaputhur Ganapathiramaswamy Murali	Independent Director	21 February, 2022
6.	Mr. Alexander Koshy	Independent Director	21 February, 2022
7.	Mr. Heinz Franz Moitzi[3]	Independent Director	16 June, 2023
8.	Mrs. Poornima Ranganath	Independent Director	31 March, 2022
9.	Mrs. Sudha Sri Addepalli[4]	Company Secretary and Compliance Officer	11 March, 2026

Note:

1. *Mr. Ramesh Kunhikannan was re-designated from the office of Managing Director to that of Executive Vice-Chairman in the category of Whole-Time Director with effect from 24 September, 2025.*
2. *Dr. Muthukumar Narayanaswamy was appointed as Managing Director of the Company with effect from 24 September, 2025.*
3. *Mr. Heinz Franz Moitzi ceased to be Independent Director of the Company with effect from 31 May, 2026.*
4. *Mrs. Sudha Sri Addepalli was appointed as Company Secretary and Compliance Officer of the Company with effect from 11 March, 2026.*

* *Mr. Anup Kumar Bhat ceased to be Independent Director of the Company with effect from 10 November, 2025.*

** *Mr. Rajesh Sharma ceased to be the Chief Executive Officer of the Company with effect from closing business hours of 08 November, 2025.*

*** *Mr. Anuj Mehtha ceased to be the Company Secretary and Compliance Officer of the Company with effect from closing business hours of 10 March, 2026.*

Appointment and Re-appointment:

Retirement by Rotation

In terms of the provisions of the Companies Act, 2013 and the Articles of Association of the Company, Mrs. Savitha Ramesh (DIN:01756684), Executive Chairperson and Whole-Time Director, retires at the ensuing Annual General Meeting and being eligible, offers herself for re-appointment. The details of Mrs. Savitha Ramesh are provided in the Notice of the Annual General Meeting.

The Board of Directors recommend her re-appointment.

All the Directors of the Company are in compliance with Section 164 of the Companies Act, 2013.

Your Board consisted of (Eight) Members, which includes 4 (Four) Executive Directors, 4 (Four) Independent Directors including 1 (One) Woman Independent Director as on 31 March, 2026.

As on the date of this Report, your Board consists of 9 (Nine) Members, which includes 4 (Four) Executive Directors, 5 (Five) Independent Directors including 1 (One) Woman Independent Director and two Additional Independent Directors.

The Board periodically evaluates the need for change in its composition and size.

The Independent Directors of the Company have maintained highest standards of integrity in their dealings with the Company. They also possess the requisite expertise and experience (including proficiency) necessary for acting as Independent Directors of the Company. Annual Declarations received from the Independent Directors for the FY 2025-26 contain affirmations regarding registrations in the data bank.

The Company has 5 (Five) Key Managerial Personnel (KMPs) including Executive Directors, Mrs. Savitha Ramesh - Executive Chairperson and Whole-Time Director, Mr. Ramesh Kunhikannan - Executive Vice Chairman and Whole-Time Director, Dr. Muthukumar Narayanaswamy - Managing Director, Mr. Jairam Paravastu Sampath, Whole-Time Director and Chief Financial Officer; and Mrs. Sudha Sri Addepalli, Company Secretary and Compliance Officer of the Company.

Changes in Key Managerial Personnel:

Mr. Ramesh Kunhikannan was re-designated from the office of Managing Director to that of Executive Vice-Chairman in the category of Whole-Time Director with effect from 24 September, 2025.

Dr. Muthukumar Narayanaswamy was appointed as the Managing Director of the Company with effect from 24 September, 2025.

Mr. Rajesh Sharma resigned as Chief Executive Officer of the Company with effect from the closing business hours of 08 November, 2025. The Board has placed on record its deep appreciation of the contribution made by Mr. Rajesh Sharma in his tenure as Chief Executive Officer.

Mr. Anuj Mehtha resigned as the Company Secretary and Compliance Officer of the company with effect from the closing business hours of 10 March, 2026. The Board has placed on record its deep appreciation of the contribution made by Mr. Anuj Mehtha in his tenure as Company Secretary and Compliance Officer.

Mrs. Sudha Sri Addepalli was appointed as the Company Secretary and Compliance Officer of the Company with effect from 11 March, 2026.

List of Senior Management of the Company:

Definition of Senior Management as per SEBI (Listing Obligations and Disclosure Requirement) Regulations, 2015:

"Senior Management" to include the officers and personnel of the listed entity who are members of its core management team, excluding the Board of Directors, and all the members of the management one level below the Chief Executive Officer or Managing Director or Whole-Time Director or Manager (including Chief Executive Officer and Manager, in case they are not part of the Board of Directors). The new definition also covers all the functional heads, by whatever name called and the Company Secretary and the Chief Financial Officer.

List of Senior Management as on 31 March, 2026

Sl. No	Name	Designation
1	Mr. Jairam Paravastu Sampath	Whole-Time Director and Chief Financial Officer
2	Mr. Sajan Anandaraman	Head-Commercial and Corporate Affairs
3	Mrs. Premita Ramesh	Head – Human Resources
4	Col. Sharath Kumar Bhat	President – International Business
5	Col. Dilip Nambiar	President – Merger and Acquisition
6	Mr. Vishwanathan K	President – Strategic Sourcing
7	Mr. Gaurav Mehta	President – Business Development (Non- Automotive)

Sl. No	Name	Designation
8	Mr. Abdul Nazar	President – Business Development (Automotive)
9	Mrs. Sudha Sri Addepalli	Company Secretary and Compliance Officer

Note:

1. *Mr. Govind S Menokee – Head – Information Technology resigned from his office with effect from 30 August, 2025.*
2. *Mr. Rajesh Sharma – Chief Executive Officer resigned from his office with effect from closing business hours of 08 November, 2025.*
3. *Mr. Anuj Mehtha– Company Secretary and Compliance Officer resigned from his office with effect from closing business hours of 10 March, 2026.*
4. *Mrs. Sudha Sri Addepalli – Company Secretary and Compliance Officer appointed with effect from 11 March, 2026.*

Declaration by Independent Directors:

Declarations under Section 149(7) of the Companies Act, 2013 have been received from all the Independent Directors of the Company confirming that they meet the criteria of independence as provided in Sub-Section 6 of Section 149 of the said Act and as per the Listing Regulations.

The Board has evaluated the Independent Directors and confirms that Mr. Seeplaputhur Ganapathiramaswamy Murali, Mr. Heinz Franz Moitzi, Mr. Alexander Koshy and Mrs. Poornima Ranganath have fulfilled the independence criteria as specified in the Listing Regulations and their independence from the management.

Details on terms of appointment of Independent Directors and the familiarisation programme have been displayed on website of the Company at https://www.kaynestechnology.co.in/doc/Codes-and-Policies/2%206.%20Policy%20on%20Directors%20appointment%20and%20remuneration.pdf and https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Kaynes%20Technology_Familiarization%20programme.pdf

8. BOARD MEETINGS

The Board of Directors of the Company met 9 (Nine) times during the year under review. The details of these Board Meetings are provided in the Report on Corporate Governance section forming part of the Annual Report. The necessary quorum was present for all the meetings.

The maximum gap between any two meetings was within the stipulated time period as prescribed under the Companies Act, 2013 and the Listing Regulations. The details of the Meetings of the Board and its Committees are exhibited in the Corporate Governance Report which forms an integral part of the Annual Report.

Separate meeting of the Independent Directors

In terms of requirements under Schedule IV of the Act and Regulation 25(3) of the Listing Regulations, 2 (Two) separate meetings of the Independent Directors were held during FY 2025-26. Further details are mentioned in the Corporate Governance report.

9. COMMITTEES OF THE BOARD

During the FY 2025-26, your Board had 7 Committees i.e.,

1. Audit Committee
2. Nomination and Remuneration Committee
3. Corporate Social Responsibility Committee
4. Stakeholders' Relationship Committee
5. Risk Management Committee
6. Borrowings & Investment Committee and
7. *Fund-Raising Committee.

*Note: Fund-Raising Committee was dissolved with effect from 30 July, 2025.

The composition of the Committees, roles and responsibilities and meetings held, as per the applicable provisions of the Act, Rules and the Listing Regulations are given separately in the Corporate Governance Report, which forms an integral part of the Annual Report.

10. CORPORATE GOVERNANCE:

Your Company has been following and adhering to the best Corporate Governance practices to ensure that a value system of integrity, fairness, transparency, accountability, and adoption of the highest standards of business ethics reaps benefits for all stakeholders. The Corporate Governance Report in terms of Regulation 34 of the Listing Regulations has been disclosed separately and forms part of the Annual Report.

11. MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

The Management Discussion and Analysis Report as required under Schedule V of the Listing Regulations, forms part of the Annual Report.

12. PERFORMANCE EVALUATION OF THE BOARD AND BOARD DIVERSITY

The performance evaluation of the Board and its Committees is applicable to the Company for the FY 2025-26 pursuant to listing of the shares of the Company on the Stock Exchanges.

Your Board has in place a formal mechanism for evaluating its performance as well as that of its Committees and individual Directors, including the Chairperson of the Board. The evaluation was carried out through a structured questionnaire covering various aspects of the functioning of Board and its Committees. The detailed process in which annual evaluation of the performance of the Board and its Committees, Chairperson and individual Directors including Independent Directors was conducted is disclosed in the Corporate Governance Report, which forms an integral part of the Annual Report.

Further, the Independent Directors, at their exclusive Meeting held on 24 March, 2026 reviewed the performance of the Board, its Chairperson and Non-Independent Directors and other items as stipulated under the Companies Act, 2013 and the Listing Regulations.

A diverse Board enables efficient functioning through its access to broad perspectives and diverse thought processes underpinned by a range of scientific, industrial and management expertise, gender, knowledge and geographical origins. The Board recognises the importance of diverse composition and has adopted a Board Diversity Policy, which sets out the approach to diversity. The Board diversity policy of the Company is available on the website of the Company at https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Kaynes%20Technology_Board%20diversity%20policy.pdf

13. DIRECTORS' RESPONSIBILITY STATEMENT

To the best of the Board's knowledge and belief and according to the information and explanations obtained by the Board of Directors, your Directors make the following statements in terms of Sections 134(3)(c) & 134(5) of the Companies Act, 2013:

a) In the preparation of the annual accounts for FY 2025-26, the applicable Indian Accounting Standards (Ind AS) have been followed along with proper explanation relating to material departures;

b) The Directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as on 31 March, 2026 and of the Profit and Loss of the Company for that period;

c) The Directors 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) The Directors have prepared the annual accounts on a going concern basis;

e) The Directors have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and are operating effectively;

f) The Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

14. POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION

Your Company has adopted Nomination and Remuneration Policy for the purpose of Directors' appointment and remuneration including criteria for determining qualifications, positive attributes and independence of a Director, in accordance with Section 178(3) of the Companies Act, 2013 and the rules made thereunder. The copy of said Policy is available on the website of the Company at https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Kaynes%20Technology_NRC%20policy.pdf

15. DISCLOSURE UNDER RULE 5 OF THE COMPANIES (APPOINTMENT AND REMUNERATION) RULES, 2014

Disclosures required under Section 197 of the Companies Act, 2013 read with Rule 5 of the Companies (Appointment & Remuneration) Rules, 2014 have been annexed as **Annexure-1.**

Particulars of employees' remuneration, as required under Section 197(12) of the Companies Act, 2013, read with Rules 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms part of this Report.

16. LOANS, GUARANTEES AND INVESTMENTS

Particulars of loans granted, guarantees given and investments made by the Company pursuant to Section 186 of the Companies Act, 2013 and the rules made thereunder are provided in the Financial Statements, which form a part of the Annual Report.

17. CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES

All contracts/arrangements/transactions entered by the Company during FY 2025-26 with its related parties were in the ordinary course of business and on an arm's length basis. All Related Party Transactions (RPTs) were placed before the Audit Committee for its approval.

During FY 2025-26, your Company had not entered into any materially significant transaction which required the approval of Shareholders under Regulation 23 of the Listing Regulations or Section 188 of the Act. The disclosures on Related Party Transactions under Section 134(3)(h) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014 in **Form AOC-2** is enclosed to this report as **Annexure-2**. The details of Related Party Transactions are also furnished in Notes to Financial Statements (both Standalone and Consolidated), as per the applicable Accounting Standards.

The Policy on RPTs as approved by the Board is available on the Company's website at https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Policy%20on%20Related%20Party%20Transactions-1.pdf

18. SHARE CAPITAL

1. Changes in Share Capital:

A. Capital Structure as on 31 March, 2026:

Particulars	Authorised Share Capital	Issued, Subscribed, Paid-up Capital
Number of Equity Shares	7,00,00,000	6,70,34,654
Nominal Amount per Equity Share (₹)	10	10
Total Amount of Equity Shares (₹)	70,00,00,000	67,03,46,540
Number of Preference Shares	20,00,000	–
Nominal Value per Preference Share (₹)	10	10
Total Amount of Preference Shares (₹)	2,00,00,000	–
Total Capital (₹)	72,00,00,000	67,03,46,540

During the year under review, the Paid-up Share Capital of the Company was increased from ₹ 64,08,43,050 to ₹ 67,03,46,540.

The Company issued and allotted 28,72,788 equity shares of ₹ 10 each at a premium of ₹ 5,559.50 per share through QIP allotment during the year.

The Company issued and allotted 77,561 equity shares of ₹ 10 each at a premium of ₹ 128 per share through ESOP allotment during the year.

B. Details of Buy Back of Securities:

The Company has not bought back any of its securities during the year under review.

C. Details of issue of Sweat Equity Shares:

The Company has not issued any Sweat Equity Shares during the year under review.

D. Details of issue of Bonus Shares:

The Company has not issued any Bonus Shares during the year under review.

E. Details of Issue of Equity Shares with differential rights:

The Company has not issued any Equity Shares with differential rights during the year under review.

F. Disclosure in respect of voting rights not exercised directly by the employees in respect of shares to which the scheme relates

There were no such cases that arose during the year under review.

19. BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Pursuant to Regulation 34(2)(f) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company, being one of the top 500 listed entities based on market capitalisation, is required to comply with the Business Responsibility and Sustainability Report Core (BRSR Core) framework, including the applicable assessment/ assurance requirements as prescribed by SEBI. The Business Responsibility and Sustainability Report (BRSR), together with the applicable BRSR Core disclosures, forms an integral part of this Annual Report.

20. INVESTOR EDUCATION AND PROTECTION FUND (IEPF)

Pursuant to Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), the amount in Unpaid Dividend Account, the application money received for allotment of any securities and due for refund, principal amount of matured deposits and debentures and interest accrued thereon, redemption amount of preference shares, etc. remaining unclaimed and unpaid for a period of 7 (Seven) years from the date it became due for payment by the Company shall be transferred to the Investor Education and Protection Fund established by the Central Government. In addition to that, the Shares on which dividend has not been paid or claimed by the Shareholders for 7 (Seven) consecutive years or more shall be transferred by the Company to IEPF, pursuant to Section 124(6) of the Act and the Rules made thereunder.

During the FY 2025-26, there were no amounts which were required to be transferred to the IEPF by the Company.

21. EMPLOYEE STOCK OPTION SCHEME

Your Company has an Employee Stock Option Scheme under 'KAYNES ESOP SCHEME 2022', and "KAYNES ESOP SCHEME 2023" ("the Schemes") which is administered by the Nomination and Remuneration Committee for the benefit of employees.

The Compliance Certificate from Mr. Vijayakrishna KT, Practising Company Secretary stating that the Schemes have been implemented in accordance with SEBI (Share Based Employees Benefits and Sweat Equity) Regulations, 2021 is annexed as **Annexure 3** to this Report.

The Company has amended KAYNES ESOP SCHEME 2022 and KAYNES ESOP SCHEME 2023 in its Annual General Meeting held on 11 September, 2025.

The disclosures as required under SEBI (Share Based Employees Benefits and Sweat Equity) Regulations, 2021 form part of this Report.

The Company has adopted the "KAYNES ESOP SCHEME 2023" which has been approved by the shareholders of the Company at the Annual General Meeting held on 09 September, 2024 and amended on 11 September, 2025.

Pursuant to Rule 12 of the Companies (Share Capital and Debentures) Rules, 2014, the applicable disclosures as on 31 March, 2026 are as follows:

(i) Summary of the Existing ESOP Plans –

Sl. No.	Particulars	KAYNES ESOP SCHEME 2022	KAYNES ESOP SCHEME 2023
1	Date of Shareholders' approval	12 January, 2022	09 September, 2024
2	Date of last modification	11 September, 2025	11 September, 2025
3	Ratification of ESOP Scheme	15 September, 2023	NA
4	Total number of options approved	9,23,160	5,81,337
5	Exercise Price per option	₹ 138/-	Price at a discount of 25%, prior to the date of the meeting of the NRC, in which options are granted.
6	Pricing Policy	₹ 138/-	The options will be granted at a price equal to the latest available closing price at a discount of 25%, prior to the date of the meeting of the NRC, in which options are granted / shares are issued, on the National Stock Exchange on which the shares of the Company are listed.
7	Vesting Period	1 to 8 years	1 to 8 years
8	Exercise Period	Within 2 years from the date of vesting	Within 2 years from the date of vesting
9	Variation in terms of Options	None	None

Note: Shareholders at the Annual General Meeting held on 11 September, 2025 approved the amendment of Vesting Period from 1 to 5 years to 1 to 8 years.

(ii) Movement of Options during FY 2025-26

Particulars	ESOP Plan 2022	ESOP Plan 2023
Number of Options outstanding as on 01 April, 2025	6,20,702	-
Options granted during the year	-	-
Options forfeited/lapsed during the year	4,477	-
Options vested during the year	1,03,765	-
Options exercised during the year	77,561	-
Number of shares arising as a result of exercise	77,561	-
Money realised from exercise of options	1,07,03,418	-
Number of options outstanding as on 31 March, 2026	5,38,664	-
Number of options exercisable as on 31 March, 2026	5,38,664	-

(iii) Employee-Wise Details of Options Granted in FY 2025-26

Particulars	ESOP Plan 2022		ESOP Plan 2023
	Number of Options Granted (including Re-issue)	Exercise Price Per Option (₹)	*Not Applicable since not yet Implemented*
Key Managerial Personnel (MD, CEO, CFO, CS)			
Mr. Jairam Paravastu Sampath (WTD & CFO)	-	-	-
Dr. Muthukumar Narayanaswamy (MD)[1]	-	-	-
Mr. Rajesh Sharma (CEO)[2]	4,196	138	-
Mr. Anuj Mehtha (CS)[3]	-	-	-
Mrs. Sudha Sri Addepalli (CS)[4]	-	-	-
Any other employee receiving 5% or more of the total options granted during the year	-	-	-
Employees receiving options equal to or more than 1% of the issued capital at the grant time	-	-	-

[1] *Dr. Muthukumar Narayanaswamy was appointed as Managing Director of the company with effect from 24 September, 2025.*

[2] *Mr. Rajesh Sharma ceased to be the Chief Executive Officer of the company with effect from closing business hours of 08 November, 2025.*

[3] *Mr. Anuj Mehtha ceased to be the Company Secretary and Compliance Officer of the company with effect from closing business hours of 10 March, 2026.*

[4] *Mrs. Sudha Sri Addepalli was appointed as Company Secretary and Compliance Officer of the company with effect from 11 March, 2026.*

22. DETAILS OF CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

A. Conservation of Energy:

Energy conservation remains a strategic priority within our manufacturing operations. Through continuous improvement programmes, the Company optimised processes, leading to reductions in the specific consumption of fuel, power, and water. The Company's benchmarking practice to improve the consumption of energy against industry best practices and establishing consumption baselines have enabled us to identify areas for improvement and set informed, achievable targets.

Sustainability is deeply embedded in our business policy, reflecting our commitment to pursuing industrial development in harmony with the environment. Our long-term sustainability strategy ensures that our products, packaging, and business operations are safe for employees, consumers, stakeholders, and the environment. We focus on adopting technologies and processes that have a positive environmental impact.

As a manufacturer of electronics and electrical products, we recognise our responsibility toward energy conservation. This responsibility is evident in our product development efforts and ongoing process upgrades. Our management and teams are dedicated to minimising energy consumption, implementing several energy-saving projects, and consistently identifying potential areas for further energy savings.

B. Technology absorption:

The Company continues to use the latest technologies for improving the productivity and quality of its services and products. The Company's operations require significant import of technology.

C. Foreign Exchange Earnings and Outgo:

Particulars	As on 31 March, 2026
Total Foreign Exchange Used	₹ 10,34,85,80,460
Total Foreign Exchange Earned	₹ 2,03,56,08,943

23. A STATEMENT ON THE DEVELOPMENT AND IMPLEMENTATION OF RISK MANAGEMENT POLICY

In today's economic environment, risk management is a very important part of business. The main aim of risk management is to identify, monitor and take precautionary measures in respect of the events that may pose risks for the business. Your Company ensures that all the risks are timely defined and mitigated in accordance with the risk management process.

24. CORPORATE SOCIAL RESPONSIBILITY(CSR)

In line with Section 135 read with Schedule VII of the Companies Act, 2013, the Board has constituted a Corporate Social Responsibility (CSR) Committee and adopted a CSR Policy. The annual report on CSR activities for the FY ended 31 March, 2026 is attached hereto and is marked as **Annexure - 4.** The details of the CSR policy of the Company available at the website of the Company at https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Kaynes%20Technology_CSR%20policy.pdf

25. INTERNAL FINANCIAL CONTROL

Your Company has an Internal Financial Control System, commensurate with the size, scale and complexity of its operations. Internal controls in the Company have been designed and continually improved to further the interest of all its stakeholders by providing an environment which is facilitative to conduct its operations and to take care of, *inter alia*, financial and operational risks with emphasis on integrity and ethics as a part of work culture.

The scope and authority of the Internal Audit (IA) is defined by the Audit Committee. The Internal Auditors monitor and evaluate the efficacy and adequacy of Internal Financial Control System in the Company and its compliance with accounting procedures, financial reporting and policies at all locations of the Company. Based on the report of Internal Audit, process owners undertake corrective action in their respective areas and thereby strengthen the controls. Any significant audit observations and corrective actions thereon are presented to the Audit Committee and the Board. No major internal control weakness was identified during the year. The Company also has a well-functioning Whistle Blower Policy in place.

Your Company has laid down a set of standards, processes and structures which enable the implementation of internal financial controls across the organisation and ensure that the same are adequate and operating effectively.

26. PROHIBITION OF INSIDER TRADING

In compliance with SEBI (Prohibition of Insider Trading) Regulation 2015, the Company has adopted a 'Code of Conduct for Prevention of Insider Trading' in line with the provisions of the regulation. The said Code is available on the Company's website at https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Kaynes%20Technology_Code%20of%20conduct%20for%20Prevention%20of%20Insider%20Trading.pdf

27. VIGILANCE MECHANISM/WHISTLE BLOWER POLICY

Pursuant to Section 177 of the Companies Act, 2013, the Company has established a Whistle Blower Policy for Directors and Employees to report any unethical conduct, misuse of Unpublished Price-Sensitive Information, actual or suspected fraud or violation of Company's Code of Conduct. The detailed Policy is available on the website of the Company at https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Kaynes%20Technology_Whistle%20blower%20and%20vigil%20mechanism%20policy%2010.5.2025.pdf

28. DISCLOSURES RELATING TO REMUNERATION OF EMPLOYEES AS REQUIRED UNDER THE PROVISIONS OF SECTION 197 READ WITH RULE 5 OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014 ARE AS FOLLOWS

A. Employees who were employed throughout the year and were in receipt of remuneration in aggregate of not less than ₹ 1,02,00,000/- for 12 Months:

Name	Designation	Qualification	Age (Years)	Experience (Years)	Date of Commencement of Employment	% of Equity Shares Held	Remuneration received	Last Employment		Nature of employment	Relationship with Director
								Employer Name	Post Held		
Mr. Ramesh Kunhikannan	Executive Vice-Chairman	BE	62	38	09-09-1988		₹ 1,80,00,000/-	Nil	Nil	Permanent	Spouse of Mrs. Savitha Ramesh
Mrs. Savitha Ramesh	Chairperson	B Com	51	31	01-06-1995		₹ 1,80,00,000/-	Nil	Nil	Permanent	Spouse of Mr. Ramesh Kunhikannan
Mr. Rajesh Sharma	CEO	CA	52	4 years in Kaynes (20+ others)	29-10-2021		₹ 1,36,88,889/-	Syngene International	VP Finance & Dy. CFO	Permanent	Not related
Mr. Jairam Paravastu Sampath	Whole-Time Director & CFO	B Tech	62	15 years in Kaynes (23+ in others)	11-04-2011		₹ 1,23,00,000/-	iPath Technologies (P) Limited	CMO	Permanent	Not related
										Permanent	Not related
Mr. Vineet Shetty	Team Leader	BE	37	1 year in Kaynes (13+ in others)	08-04-2025		₹ 1,07,32,280/-	Mustard Glasses	Co-founder	Permanent	Not related

Note: [1]Mr. Rajesh Sharma resigned from the office of CEO with effect from closing business hours of November 08, 2025.

B. Employees who were employed for part of the year and were in receipt of remuneration in aggregate of not less than ₹ 850,000/-per month.

Name	Designation	Qualification	Age (Years)	Experience (Years)	Date of Commencement of Employment	% of Equity Shares Held	Remuneration received	Last Employment		Nature of employment	Relationship with Director
								Employer Name	Post Held		
Col. Raghunathan Nambiar	CEO-Defence Business	BSc	71	1 month in Kaynes (5+ years in others & rest in Army)	02-03-2026		₹ 14,06,213/-	Asteria Aerospace Ltd	Sr. Vice President	Permanent	Not related
Mr. Ranganathan S	President-Finance	CA	59	4 months in Kaynes (30+ years in others)	01-12-2025		₹ 39,08,004/-	Automotive Axles Limited	CFO	Permanent	Not related
Mr. Sandesh Kurkal	Vice President-Business Excellence & Transformation	CMA	43	8 months ins Kaynes (20+ years in others)	02-07-2025		₹ 79,87,959/-	Neo Tangent Limited	Vice President	Permanent	Not related
Dr. N Muthukumar	Managing Director	MBA, MSc, PhD	61	10 months in Kaynes (40+ years in others)	24-09-2025		₹ 90,00,000/-	Meritor Heavy Vehicle Systems India Limited	President & COO	Permanent	Not related

C. Remuneration received by Managing Director/Whole-Time Director from Holding or Subsidiary Company:

During the year under review, Managing Director/Whole-Time Director have not received any remuneration or commission from subsidiaries of the Company. Further, the Company is not subsidiary to any other Company.

D. Affirmation that the payment of remuneration is as per the Remuneration Policy of the Company:

Your Board hereby affirms that the payment of remuneration is as per the Remuneration Policy of the Company.

29. HOLDING, SUBSIDIARY, ASSOCIATE COMPANIES AND JOINT VENTURES

Sr. No.	Subsidiary Companies	Nature	Holding %
1.	Kemsys Technologies Private Limited	Subsidiary	100%
2.	Kaynes Electronics Manufacturing Private Limited	Subsidiary	100%
3.	Kaynes Embedded Systems Private Limited	Subsidiary	60%
4.	Kaynes International Design & Manufacturing Private Limited	Subsidiary	95.21%
5.	Kaynes Semicon Private Limited	Subsidiary	100%
6.	Kaynes Circuits India Private Limited	Subsidiary	100%
7.	Kaynes Mechatronics Private Limited	Subsidiary	100%
8.	Gridcrest Technologies Private Limited (Formerly Iskraemeco India Private Limited)	Subsidiary	100%
9.	Kaynes Space Technology Private Limited	Subsidiary	100%
10.	Aerocaliph Components Private Limited	Subsidiary	76%
11.	Cryo Precision Technologies Private Limited	Subsidiary	76%
Subsidiary Companies (Foreign)			
12.	Kaynes Technology Europe GmbH	Subsidiary	60%
13.	Digicom Electronics Inc.	Subsidiary	100%
14.	ESSNKAY Electronics LLC	Subsidiary	100%
15.	Kaynes Holding Pte. Limited, Singapore	Subsidiary	100%

Statement relating to subsidiary companies in Form AOC-1 is part of this report as **Annexure - 5.**

30. AUDITORS AND AUDITORS' REPORT

A. Statutory Auditors

In terms of the requirement of the Companies Act, 2013, Messrs K P Rao & Co, Chartered Accountants, having the Firm Registration No. 003135S with the Institute of Chartered Accountants of India, were appointed as Statutory Auditors of the Company for a term of five (5) years, to hold office from the conclusion of 13th Annual General Meeting until the conclusion of Eighteenth (18th) Annual General Meeting. Ratification of Auditors in every General Meeting is not required as first proviso to Section 139 has been deleted pursuant to notification dated 07 May, 2018.

Messrs K P Rao & Co, Chartered Accountants will complete their tenure at the ensuing Annual General Meeting of your Company.

Your Board of Directors has decided to appoint Messrs Walker Chandiok & Co LLP (Firm Registration No. 001076N/N500013) based on the recommendation of the Audit Committee, subject to the approval of the Shareholders for a period of five (5) consecutive years from the conclusion of 18th Annual General Meeting till the conclusion of 23rd Annual General Meeting.

Your Company has received written consent and a certificate that they satisfy the criteria provided under Section 141 of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 and that the appointment, if made, shall be in accordance with the applicable provisions of the Companies Act, 2013 and rules issued thereunder.

The Auditors' Report read together with Annexure referred to in the Auditors' Report for the Financial Year ended 31 March, 2026 do not contain any qualification, reservation, adverse remark or disclaimers. The Auditor's Report is enclosed with the Financial Statements and forms part of the Annual Report.

During the year under review, the Statutory Auditors have not reported any matter under Section 143 (12) of the Act - therefore no detail is required to be disclosed under Section 134(3) of the Companies Act, 2013.

B. Secretarial Auditor

Pursuant to the provision of Section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014 and other applicable provisions of the Companies Act, 2013 and

Regulation 24A of the Listing Regulations, the Board appointed Mr. Vijayakrishna KT, Practising Company Secretary (CP No.: 980) as the Secretarial Auditor of the Company for a period of five consecutive years from FY 2025-26 to 2029-30 and the approval of Shareholders was accorded at the 17th Annual General Meeting. The Secretarial Audit Report of the Company and its material subsidiaries are annexed herewith as **Annexure-6**. The Secretarial Audit Report does not contain any qualification, reservation or adverse remark.

C. Internal Auditor

Pursuant to the provisions of Section 138 of the Companies Act, 2013, Messrs. Brahmayya & Co., Chartered Accountants, Bengaluru, Firm Registration No. 000515S, were appointed as the Internal Auditors of the Company to undertake the Internal Audit of the Company for FY 2025-26.

D. Cost Auditor

Pursuant to Section 148 of the Companies Act, 2013 read with Companies (Cost Records and Audit) Rules, 2014, the Board of Directors of your Company at its meeting held on 15 May, 2025 had appointed Messrs. GA and Associates, Cost Accountants, Mysuru (Firm Registration Number: 000409) as the Cost Auditors of the Company to undertake the Cost Audit of the Company for FY 2025-26.

31. DISCLOSURE UNDER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

The Company has in place the Policy on Prevention of Sexual Harassment at Workplace in line with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Policy is available on the website of the Company at

https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Project%20catalyst_Policy%20on%20prevention%20of%20sexual%20harrasment%20at%20workplace.pdf

An Internal Complaints Committee has been setup to redress complaints received regarding sexual harassment.

The following is the summary of sexual harassment complaints received and disposed of during the year FY 2025-26:

No. of complaints received in FY 2025-26	NIL
No. of complaints disposed of during FY 2025-26	NIL
No. of complaints pending as at end of FY 2025-26	NIL

32. SECRETARIAL STANDARDS

During FY 2025-26, your Company has complied with the all the applicable Secretarial Standards issued by the Institute of Company Secretaries of India and approved by the Central Government under Section 118(10) of the Companies Act, 2013.

33. EVENTS OCCURRING AFTER THE BALANCE SHEET DATE

There are no material subsequent events after the balance sheet date till the date of adoption of these financial statements which may have significant impact on these Financial Statements.

34. MATERIAL CHANGES & COMMITMENTS

There are no material changes and commitments affecting the financial position of the Company which have occurred between the end of the Financial Year to which the Financial Statements relate to and the date of this Report.

35. OTHER DISCLOSURES

Deposits	The Company has not accepted any deposits from public within the meaning of Section 73 read with Chapter V of the Companies Act, 2013 and the Companies (Acceptance of Deposit) Rules, 2014 during FY 2025-26. Hence, the disclosures as required under Rule 8(5)(v) of the Companies (Accounts) Rule, 2014 are not applicable.
Debentures	The Company has not issued any Debentures during period under review - FY 2025-26.
Insolvency and Bankruptcy Code, 2016	During FY 2025-26, Company has not made any application and has no proceedings pending under the Insolvency and Bankruptcy Code, 2016.
One-Time Settlement with the banks and financial institutions	During FY 2025-26, your Company has not entered into any One-Time Settlement with the Banks and Financial Institutions.

Cost Audit	In terms of the Section 148 of the Act read with Companies (Cost Records and Audit) Rules, 2014, your Company is required to maintain cost accounting records and get them audited every year from Cost Auditor and accordingly such accounts and records are made and maintained by your Company. The Board of Directors appointed M/s GA & Associates, Cost Accountants (FIRM REG. No. 000409) as Cost Auditors to audit the cost accounts of your Company for FY 2025-26. The Cost Audit Report for the FY 2025-26 will be filed with the Ministry of Corporate Affairs within the due date.
Details of significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and Company's operation in future	During FY 2025-26, no significant or material orders were passed by any of the Regulators or Courts or Tribunals which impact the going concern status and Company's operation in future.
Statement of Deviation(s) or Variation(s)	In FY 2022-23, your Company has raised ₹5,300 Mn from Initial Public Offer (IPO). Your Board hereby confirms that there were no deviation(s) or variation(s) in the utilisation of proceeds from the objects stated in the offer document or explanatory statement to the notice for the general meeting, as applicable.
	In FY 2023-24, your Company has raised ₹ 14,000 Mn from Qualified Institutional Placement (QIP). Your Board hereby confirms that there were no deviation(s) or variation(s) in the utilisation of proceeds from the objects stated in the offer document or explanatory statement to the notice for the general meeting, as applicable.
	In FY 2025-26, your Company has raised ₹ 16,000 Mn from Qualified Institutional Placement (QIP). Your Board hereby confirms that there were no deviation(s) or variation(s) in the utilisation of proceeds from the objects stated in the offer document or explanatory statement to the notice for the general meeting, as applicable.
A statement by the Company with respect to the compliance to the provisions relating to the Maternity Benefits Act, 1961.	The Company is in compliance with the Maternity Benefits Act, 1961. All benefits under the Act, such as paid maternity leave, nursing breaks, and creche facilities are provided to all eligible female employees on a non-discriminatory basis. A snapshot of the beneficiaries availing these facilities has been included in the BRSR report.
Number of employees	Number of Employees of the Company as on the end of FY 2025-26 as follows

Female	Male	Transgender
1,729	2,900	0

36. ACKNOWLEDGEMENTS:

The Board of Directors wishes to place on record its appreciation of the co-operation extended by all the Stakeholders, Central and State Governments, Financial Institutions & Banks, Employees, Investors and Customers.

For and on behalf of the Board of Directors
KAYNES TECHNOLOGY INDIA LIMITED

Savitha Ramesh
(Executive Chairperson and Whole-Time Director)
DIN: 01756684

Ramesh Kunhikannan
(Executive Vice-Chairman and Whole-Time Director)
DIN: 02063167

Date : 07 August, 2026
Place: Mysuru

Annexure-1

STATEMENT OF DISCLOSURE OF REMUNERATION UNDER SECTION 197 OF THE COMPANIES ACT, 2013 AND RULE 5(1) OF COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

1	**The ratio of the remuneration of each director to the median remuneration of the Employees of the company for the Financial Year;**	**Name of the Director**	**Ratio to median remuneration**
		Mrs. Savitha Ramesh	1:69
		Mr. Ramesh Kunhikannan	1:69
		Mr. Jairam Paravastu Sampath	1:47
		Dr. Muthukumar Narayanaswamy	1:36
		Mr. Seeplaputhur Ganapathiramaswamy Murali#	1:6
		Mr. Alexander Koshy#	1:7
		Mrs. Poornima Ranganath#	1:4
		Mr. Heinz Franz Moitzi#	1:3
		Mr. Anup Kumar Bhat#	1:4
2	**The percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in the Financial Year;**	**Name of the Director/KMP**	**% increase**
		Mrs. Savitha Ramesh	0%
		Mr. Ramesh Kunhikannan	0%
		Mr. Jairam Paravastu Sampath	28%
		Dr. Muthukumar Narayanaswamy **	-
		Mr. Seeplaputhur Ganapathiramaswamy Murali #	78%
		Mr. Alexander Koshy #	99%
		Mrs. Poornima Ranganath #	74%
		Mr. Heinz Franz Moitzi #	33%
		Mrs. Sudha Sri Addepalli **	-
		Mr. Rajesh Sharma **	(6%)
		Mr. Anup Kumar Bhat **	48%
		Mr. Anuj Mehtha **	206%
		** Employed for part of the year in FY 2025-26.	
3	The percentage increase in the median remuneration of Employees in the Financial Year;	4%	
4	The number of permanent Employees on the rolls of Company;	4,629	
5	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;	NIL	

6	The key parameters for any variable component of remuneration availed by the directors:	Nil
7	Affirmation that the remuneration is as per the remuneration policy of the Company	Yes, the remuneration is as per the Remuneration Policy of the Company.

#Remuneration paid by way of sitting fees also included (FY 2025-26)

Note:

(i) median means the numerical value separating the higher half of a population from the lower half and the median of a finite list of numbers may be found by arranging all the observations from lowest value to highest value and picking the middle one;

(ii) if there is an even number of observations, the median shall be the average of the two middle values.

Annexure-2

FORM AOC-2

Particulars of contracts / arrangements made with related parties

Particulars of contracts/arrangements entered into by the Company with related parties referred to in sub-section (1) of Section 188 of the Companies Act, 2013 including certain arm's length transactions under third proviso thereto for the year ended 31 March, 2026.

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

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

Sl. No.	Name(s) of the related party	Nature of relationship	Nature of contracts/ arrangements/ transactions	Duration of the contracts/ arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any	Justification for entering into such contracts or arrangements or transactions	Amount paid as advances, if any	Rupees in Million

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

Date of the Board Meeting in which transactions were approved: 29, March 2025

Sl. No.	Name(s) of the related party	Nature of relationship	Nature of contracts/ arrangements/ transactions	Duration of the contracts/ arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any	Amount paid as advances, if any	Rupees in Million
1	Kaynes International Design & Manufacturing Private limited	Subsidiary Company	Sale & Purchase	Ongoing	Transactions based on information placed before audit committee while seeking approvals		6.90
2	Kemsys Technologies Private Limited	Wholly Owned Subsidiary	Sale & Purchase	Ongoing	Transactions based on information placed before audit committee while seeking approvals		1.40
3	Kaynes Electronics Manufacturing Private Limited	Wholly Owned Subsidiary	Sale & Purchase	Ongoing	Transactions based on information placed before audit committee while seeking approvals		2,597.50
4	Kaynes Electronics Manufacturing Private Limited	Wholly Owned Subsidiary	Management Service Rendered	Ongoing	Transactions based on information placed before audit committee while seeking approvals		386.50
5	Kaynes Circuits India Private Limited	Wholly Owned Subsidiary	Management Service Rendered	Ongoing	Transactions based on information placed before audit committee while seeking approvals		8.20
6	Kaynes Mechatronics Private Limited	Wholly Owned Subsidiary	Sale & Purchase	Ongoing	Transactions based on information placed before audit committee while seeking approvals		43.40

Sl. No.	Name(s) of the related party	Nature of relationship	Nature of contracts/ arrangements/ transactions	Duration of the contracts/ arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any	Amount paid as advances, if any	Rupees in Million
7	Digicom Electronics Inc	Wholly Owned Subsidiary	Sale & Purchase	Ongoing	Transactions based on information placed before audit committee while seeking approvals		0.30
8	Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Wholly Owned Subsidiary	Sale & Purchase	Ongoing	Transactions based on information placed before audit committee while seeking approvals		131.53
9	Mrs. Premita Ramesh	Relative of Promoter	Office or Place of Profit	Ongoing	Transactions based on information placed before audit committee while seeking approvals		4.50
10	Mr. Govind Shasiprasad Menokee	Relative of Promoter	Office or Place of Profit	Resigned with effect from 30.08.2025	Transactions based on information placed before audit committee while seeking approvals		3.50

Annexure-3

COMPLIANCE CERTIFICATE

[Pursuant to Regulation 13 of the Securities Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021]

To
The Members
Kaynes Technology India Limited
23-25, Belagola, Food Industrial Estate
Metagalli PO, Mysuru, Karnataka

I, Vijayakrishna KT, Practising Company Secretary, have verified the relevant records and documents of Kaynes Technology India Limited, with CIN: L29128KA2008PLC045825 and having its Registered Office at 23-25, Belagola, Food Industrial Estate, Metagalli PO, Mysuru - 570016 Karnataka, India. This Certificate is issued under the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 (hereinafter referred to as "the Regulations"), for the year ended 31 March, 2026.

Management Responsibility:

It is the responsibility of the Management of the Company to implement the scheme(s) including designing, maintaining records and devising proper systems and effective internal controls to ensure compliance with the provisions of all applicable laws and regulations and to ensure that the systems are adequate and operate effectively.

Verification:

The Company has implemented **Kaynes ESOP Scheme 2022** and **Kaynes ESOP Scheme 2023** (hereinafter referred to as the 'Schemes') in accordance with the Regulations and the Special Resolutions passed by the Members of the Company.

For the purpose of verifying the compliances of the Regulations, I have examined the following documents:

1. ESOP Schemes of the Company;
2. The Articles of Association of the Company;
3. Minutes of the Meetings of the Board of Directors;
4. Minutes of the General Meeting held for approving the Schemes;
5. Minutes of the Meetings of the Nomination and Remuneration Committee;
6. Detailed Terms and conditions of the Schemes as approved by Nomination and Remuneration Committee;
7. Bank Statements towards Application money received under the Schemes;
8. Statement filed with recognised Stock Exchanges in accordance with Regulation 10 of these Regulations;
9. Disclosure by the Board of Directors; and
10. Relevant provisions of the Rules and Regulations under the Companies Act, 2013 and the applicable provisions there under.

Certification:

In my opinion and to the best of my knowledge and according to the verifications as considered necessary and explanations furnished to me by the Company and its Officers, I certify that the Company has implemented the ***Schemes*** in accordance with the applicable provisions of the Regulations and the Resolutions passed by the Members of the Company in the General Meeting.

Assumptions & Limitation of Scope and Review:

1. Ensuring the authenticity of documents and information furnished is the responsibility of the Board of Directors of the Company.
2. My responsibility is to give certificate based upon the examination of relevant documents and information. It is neither an audit nor an investigation.
3. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.
4. This certificate is solely for information and it is not to be used, circulated, quoted, or otherwise referred to for any purpose other than for the Regulations.

Vijayakrishna KT
Practising Company Secretary
CP: 980 FCS: 1788
Peer Review Certificate No.: 1883/2022
UDIN: F001788H001043862

Place: Bengaluru
Date: 07 August, 2026

Annexure-4

REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES

1. Brief outline on CSR Policy of the Company:

The Kaynes CSR policy is designed to demonstrate care for the community through its focus on education & skill development, health & wellness and environmental sustainability including biodiversity, energy & water conservation. Accordingly, the Company believes in identifying corporate social responsibility projects that have optimal and sustainable impact on local communities, in the areas where the Company can leverage its strengths. Also embedded in this objective is support to the disadvantaged / marginalized cross section of the society by providing opportunities to improve their quality of life.

Kaynes CSR Policy has been designed keeping in view the company's business vision, its CSR vision and long-term social objectives that the company wants to achieve. KAYNES CSR Policy has been created with the purpose to outline its CSR focus areas, review mechanism, execution process and reporting mechanism.

Pursuant to Section 135 of the Companies Act 2013 the Company is obligated to spend on Corporate Social Responsibility (CSR) for FY 2025-26.

2. Composition of the CSR Committee:

Name of the Members	Category	Designation	No. of meetings of CSR Committee held during the year	No. of meetings of CSR Committee eligible to attend during the year	No. of meetings of CSR Committee attended during the year
Mrs. Savitha Ramesh	Whole-Time Director	Chairperson	4	4	4
Mr. Seeplaputhur Ganapathiramaswamy Murali	Independent Director	Member		4	4
Mr. Anup Kumar Bhat[1]	Independent Director	Member		3	3
Mrs. Poornima Ranganath[2]	Independent Director	Member		1	1

[1] Mr. Anup Kumar Bhat resigned from the office of Independent Director with effect from 10 November, 2025.
[2] Mrs. Poornima Ranganath was appointed as member of the CSR Committee with effect from 17 December, 2025.

3. Web-link where composition of CSR committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the company:

The details can be accessed on: https://www.kaynestechnology.co.in/investors.html

4. Executive Summary along with web-link(s) of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable:

The above requirement is not applicable for the FY 2025-26 since expenditure has not exceeded the limits as prescribed under Rule 8 of Companies (Corporate Social Responsibility Policy) Rules, 2014 and the provision of the Companies Act 2013:

INR

a)	Average net profit of the Company as per sub- section (5) of section 135:	**1,79,62,43,630**
b)	Two percent of average net profit of the Company as per sub- section (5) of section 135:	3,59,24,873
c)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years:	13,01,815
d)	Amount required to be set off for the Financial Year, if any:	3,24,873
e)	**Total CSR obligation for the Financial Year [(b)-(d)]:**	3,56,00,000

5. a. Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):

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
3,56,00,000*	-				

*Excludes ₹ 3,24,873 set off for the FY from the surplus arising out of the CSR projects of the previous Financial Years.

Details of CSR amount spent against other than ongoing projects for the financial year:

(Amount in ₹ mn)

1.	2.	3.	4.	5.		6.	7.	8.	9.	10.	11.	
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Project duration	Amount allocated for the project	Amount spent in the current Financial Year	Amount transferred to Unspent CSR Account for the project as per Section 135(6)	Mode of Implementation - Direct (Yes/ No)	Mode of Implementation - through Implementing Agency	
				State	District						Name	CSR Registration number
1	Medical support for long term illness amongst children below 18 years of age.	Promoting health care	Yes	Kerala	Thiruvananthapuram		5.00	5.00	0	Indirect	Solace	CSR00028806
2	Medical support for differently abled children	Promoting health care	Yes	Karnataka	Mysuru		2.50	2.50	0	Indirect	Spastic Society of India	CSR00028806
3	Integrated Village Development Project: a. Nalluru Mole; b. Jyothigowdanapura c. Hondarabalu; d. Karalamole; e. Kuntugudi; f. Kanneri Colony; g. Kalimabha Colony; h. Kumbreshwara Colony	Rural Development Projects	Yes	Karnataka	Chamarajanagara		6.24	6.24	0	Indirect	Srinivasan Services Trust Chennai	CSR00001508
4	Adoption of Villages: Badanaguppe, Bhogapura Chakkodanahalli	Rural Development Projects	Yes	Karnataka	Chamarajanagara		5.52	5.52	0	Indirect	Srinivasan Services Trust Chennai	CSR00001508

1.	2.	3.	4.	5.		6.	7.	8.	9.	10.	11.	
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Project duration	Amount allocated for the project	Amount spent in the current Financial Year	Amount transferred to Unspent CSR Account for the project as per Section 135(6)	Mode of Implementation - Direct (Yes/ No)	Mode of Implementation - through Implementing Agency	
				State	District						Name	CSR Registration number
5	Conservation of Art, Culture & Heritage	Protection of National Heritage, Art and Culture	Yes	Karnataka	Chamarajanagara		2.00	2.00	0	Indirect	Srinivasan Services Trust Chennai	CSR00001508
6	Annadana	Eradication of hunger	Yes	Karnataka	Mysuru		2.50	2.50	0	Indirect	ISKCON Mysuru	CSR00005241
7	Goshala Maintenance	Animal Welfare	Yes	Karnataka	Bengaluru		2.50	2.50	0	Indirect	ISKCON Bengaluru	CSR00005241
8	Christian Medical College (CMC) Vellore	Promoting health care	Yes	Tamil Nadu	Vellore		3.53	3.53	0	Direct	NA	NA
9	Rotary Mysore Midtown, Rotary Centre	Promoting health care	Yes	Karnataka	Mysuru		1.5	1.5	0	Direct	NA	NA
10	Aarura Charitable Trust		Yes	Tamil Nadu	Vellore		4.31	4.31	0	Indirect	Aarura Charitable Trust	CSR00060328
TOTAL							35.60	35.60	-			

Details of CSR amount spent against ongoing projects for the financial year: **Nil**

b. Amount spent in Administrative Overheads: Nil

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

d. Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹ 3,56,00,000

e. Excess amount for set off, if any - Nil

Sl. No.	Particulars	Amount (in ₹)
(i)	Two percent of average net profit of the Company as per sub- section (5) of section 135	3,59,24,873
(ii)	Total amount spent for the Financial Year	3,56,00,000
(iii)	Excess/(Shortfall) amount spent for the Financial Year [(ii)-(i)]	(3,24,873)
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	13,01,815
(v)	**Amount available for set off in succeeding Financial Years [(iii)-(iv)]**	**9,76,942**

6. a. Details of Unspent CSR amount for the preceding three Financial Years:

Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Balance amount in Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Amount spent in the Financial Year (in ₹)	Amount transferred to a fund as specified under Schedule VII as per second Provision 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		
Not Applicable								

7. Whether any capital asset has been created or acquired through CSR amount spent in the financial year: **No**

If yes, enter the number of Capital assets created/ acquired Furnish the details relating to such assets(s) so created or acquired through CSR amount spent in the Financial year:

Sl. No.	Short particulars of the property or asset (s) [including complete address and location of the property]	Pin code of the property or asset (s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
					CSR registration Number, if applicable	Name	Registered address
Not Applicable							

8. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per sub-section (5) of Section 135: NA

For and on behalf of the Board of Directors
KAYNES TECHNOLOGY INDIA LIMITED

Savitha Ramesh
(Executive Chairperson and Whole-Time Director
DIN: 01756684

Ramesh Kunhikannan
(Executive Vice-Chairman and Whole-Time Director)
DIN: 02063167

Date : 07 August, 2026
Place: Mysuru

Annexure-5

FORM AOC-1

Statement pursuant to first proviso to sub-section (3) of Section 129 of the Companies Act, 2013 read with rule 5 of the Companies (Accounts) Rules, 2014 relating to Subsidiary Companies for the year ended 31 March, 2026

Part A – Subsidiaries

(All amounts are in INR Millions, except per equity share data)

Sl No	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Particulars	Name of the Subsidiary	The date since when subsidiary was acquired/ incorporated	Reporting period for the subsidiary concerned, if different from the Holding Company's reporting period	Reporting Currency and Exchange rate as on the last date of the relevant Financial Year in the case of foreign subsidiaries	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share-holding
Details	Kaynes Electronics Manufacturing Private Limited	30/03/2022	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		0.10	2,136.99	19,259.70	17,122.61	-	11,143.51	1,343.69	231.68	1,112.01		100%
	Gridcrest Technologies Private Limited (formerly known as Iskraemeco India Private Limited)	28/09/2024	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		429.86	407.79	16,685.11	15,847.46	-	11,497.71	646.23	154.03	492.20		100%
	KEMSYS Technologies Private Limited	20/10/2009	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		9.91	87.28	180.00	82.89	-	82.31	(29.64)	(0.16)	(29.48)		100%
	Digicom Electronics, Inc.	2023	January 01, 2025 to December 31, 2025 - different from the Holding Company's reporting period (for the purpose of consolidation, financials are being prepared from 1st April, 2025 to 31st March, 2026)	Reporting Currency: US$ Exchange Rate on 31 December, 2025: Rs. 89.98	13.54		377.70	182.72		601.93	17.22	2.65	14.57		100%

Sl No	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Particulars	**Name of the Subsidiary**	**The date since when subsidiary was acquired/ incorporated**	**Reporting period for the subsidiary concerned, if different from the Holding Company's reporting period**	**Reporting Currency and Exchange rate as on the last date of the relevant Financial Year in the case of foreign subsidiaries**	**Share Capital**	**Reserves & Surplus**	**Total Assets**	**Total Liabilities**	**Investments**	**Turnover**	**Profit before taxation**	**Provision for taxation**	**Profit after taxation**	**Proposed Dividend**	**% of share-holding**
	Kaynes Semicon Private Limited	15/05/2023	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		2.50	(115.91)	6,147.87	6,261.28	-	-	5.02	-	5.02		100%
	Kaynes Circuits India Private Limited	19/07/2023	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		2.50	(31.50)	3,592.34	3,621.34	-		(5.77)	0.18	(5.95)		100%
	Kaynes Mechatronics Private Limited	16/02/2024	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		0.10	(97.77)	808.34	906.01		257.08	(89.38)	(0.61)	(88.77)		100%
	Kaynes Holding Pte. Ltd	19/06/2024	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period	Reporting Currency: SGD Exchange Rate on 31 December, 2025: Rs. 69.72	2,032.25		3,206.58	1,173.70	2,241.71	-	1.08		1.08		100%
	Essnkay Electronics LLC	15/03/2024	January 01, 2025 to December 31, 2025 different from the holding Company's reporting period (for the purpose of consolidation, financials are being prepared from 1st April, 2025 to 31st March, 2026)	Reporting Currency: US$ Exchange Rate on 31 December, 2025: Rs. 89.98	100.18		483.43	378.41			5.85	0.08	5.77		100%
	Kaynes International Design & Manufacturing Private Limited	21/11/2018	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		1.58	132.29	558.45	424.58	13.28	343.70	(52.95)	7.82	(60.77)		95%
	Kaynes Embedded Systems Private Limited	16/12/2009	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		5.00	(5.00)									60%

Sl No	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Particulars	Name of the Subsidiary	The date since when subsidiary was acquired/ incorporated	Reporting period for the subsidiary concerned, if different from the Holding Company's reporting period	Reporting Currency and Exchange rate as on the last date of the relevant Financial Year in the case of foreign subsidiaries	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share-holding
	Kaynes Technology Europe GmbH	30/05/2008	January 01, 2025 to December 31, 2025 - different from the Holding Company's reporting period (for the purpose of consolidation, financials are being prepared from 1st April, 2025 to 31st March, 2026)	Reporting Currency: EUR Exchange Rate on 31 December, 2025: Rs. 105.46	1.91		30.53	2.52		0.15	27.01	0.01	27		60%
	Kaynes Space Technology Limited	26/06/2025	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		1.00	(0.60)	1.00	0.60			(0.60)		(0.60)		100%
	Cryo Precision Technologies Private Limited	28/07/2025	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		1.00	(18.06)	44.72	61.79	-	44.09	(8.10)	0.24	(8.34)		76%
	Aerocaliph Components Private Limited	28/07/2025	April 1, 2025 to March 31, 2026 - same as Holding Company's reporting period		1.00	(24.45)	16.39	39.84	-	1.75	(9.30)	0.25	(9.56)		76%

Part B - Associates and joint ventures

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

For and on behalf of the Board of Directors
KAYNES TECHNOLOGY INDIA LIMITED

Savitha Ramesh
(Executive Chairperson and Whole-Time Director)
DIN: 01756684

Ramesh Kunhikannan
(Executive Vice-Chairman and Whole-Time Director)
DIN: 02063167

Date : 07, August, 2026
Place: Mysuru

Annexure-6

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH, 2026

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

To
The Members
Kaynes Technology India Limited
(CIN: L29128KA2008PLC045825)
Mysuru

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Kaynes Technology India Limited (CIN: L29128KA2008PLC045825). 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.

Based on my verification of the books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorised representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the Financial Year ended on March 31, 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:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by Kaynes Technology India Limited for the Financial Year ended on 31 March, 2026 according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

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

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

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

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

(i). Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;

(ii). Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

(iii). Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(iv). Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018; Not applicable

(v). Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

(vi) Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008; Not applicable

(vii) Securities and Exchange Board of India (Issue and Listing of Non-Convertible and Redeemable Preference Shares) Regulations, 2013; Not applicable

(viii) Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

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

(x) Circulars/Guidelines issued thereunder;

(xi) The other general laws as may be applicable to the Company during the audit:

(1) Employer/Employee Related Laws & Rules:

- The Factories Act, 1948
- The Employees State Insurance Act, 1948
- The Employees' Provident Funds and Miscellaneous Provisions Act, 1952
- Contract Labour (Regulation and Abolition) Act, 1970
- The Minimum Wages Act, 1948
- The Payment of Wages Act, 1936
- The Payment of Gratuity Act, 1972
- The Payment of Bonus Act, 1965
- The Maternity Benefit Act, 1961
- The Equal Remuneration Act, 1976

- The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959
- The Karnataka Labour Welfare Fund Act, 1965
- The Apprentices Act, 1961
- The Industrial Employment Standing Orders Act, 1946
- The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013
- The Karnataka Industrial Establishments (National and Festival) Holidays Act, 1963
- The Karnataka Public Safety (Measures) Enforcement Act, 2017
- Karnataka Shops and Commercial Establishment Act, 1961

(2) Environment Related Acts & Rules:

- The Environment Protection Act, 1986
- The Water (Prevention and Control of Pollution) Act, 1974
- The Air (Prevention and Control of Pollution) Act, 1981
- Hazardous Wastes (Management, Handling and Trans-boundary Movement) Rules, 2008.
- The Karnataka Ground Water (Regulation for Protection of Sources of Drinking Water) Act, 1999

I have also examined compliances with the applicable clauses of Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI) on the Board and General Meeting i.e. SS-1 and SS-2.

During the year under review, the Company has complied with the provisions of the Acts, Rules, Regulations, Guidelines, Standards, etc. mentioned above and filings of the forms/returns were undertaken in time or within the extended time limits. Certain non-material findings made during the course of the audit were addressed suitably by the Management including strengthening of Secretarial Standards and delays in filing returns before the Ministry of Corporate Affairs.

Further, I report that with regard to financial and taxation matters, I have relied on the Audit Report and the Internal Audit Report provided by the Statutory/Internal Auditors as the case may be.

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 which took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notices are given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Majority decision is carried through while the dissenting members' views are captured and recorded as part of the Minutes as per the practice followed. However, during the period under report, there was no such case instance.

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

Vijayakrishna KT
Practising Company Secretary
CP: 980 FCS: 1788
UDIN: F001788H001043831
Peer Review Certificate No. 1883/2022

Place: Bengaluru
Date: 07 August, 2026

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

'Annexure'

My report of even date is to be read along with this letter:

1. Maintenance of secretarial record is the responsibility of the Management of the Company. My responsibility is to express an opinion on these secretarial records based on our audit.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of Secretarial Records. The verification was done on test basis to ensure that correct facts are reflected in the secretarial records. I believe that the processes and practices, I have followed provide a reasonable basis for our opinion.
3. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company including records under The Income Tax Act, The Central Excise Act, The Customs Act, The Goods and Services Tax Act.
4. Wherever required, the Company has represented about the compliance of laws, rules and regulations and happening of events etc as applicable from time to time.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of Management. My examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the Management has conducted the affairs of the Company.

Vijayakrishna KT
Practising Company Secretary
CP: 980 FCS: 1788
UDIN: F001788H001043831
Peer Review Certificate No. 1883/2022

Place: Bengaluru
Date: 07 August, 2026

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH, 2026

Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

To

The Members

Gridcrest Technologies Private Limited

(Formerly known as Iskraemeco India Private Limited)

Delhi

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Gridcrest Technologies Private Limited ('the Company') having CIN: U72909DL2019PTC356071. 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.

Based on my verification of the books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorised representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has during the audit period covering the Financial Year ended on March 31, 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:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by Gridcrest Technologies Private Limited for the Financial Year ended on 31.03.2026 according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

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

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made the under to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; - Not Applicable

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

SEBI Act and the following regulations are not applicable except (i) and (v) to the Company

(i). Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015; Applicable

(ii). Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

(iii). Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(iv). Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018;

(v). Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021; Applicable

(vi). Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;

(vii). Securities and Exchange Board of India (Issue and Listing of Non-Convertible and Redeemable Preference Shares) Regulations,2013;

(viii). Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

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

(x). The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;

(xi). Circulars/Guidelines issued thereunder;

(vi) The other following general laws as may be applicable to the Company during the audit:

(1) Employer/Employee Related Laws & Rules:

(i) The Factories Act, 1948

(ii) The Employment Exchanges (Compulsory notification of Vacancies) Act, 1959

(iii) The Apprentices Act, 1961

(iv) The Employees Provident Fund & Miscellaneous Provisions Act, 1952

(v) The Employees State Insurance Act, 1948

(vi) The Maternity Benefits Act, 1961

(vii) The Payment of Gratuity Act, 1972

(viii) The Payment of Bonus Act, 1965

(ix) The Payment of Wages Act, 1936

(x) The Minimum Wages Act, 1948

(xi) The Contract Labour (Regulation & Abolition) Act, 1970

(xii) The Industrial Employment (Standing Orders) Act, 1946

(xiii) Equal Remuneration Act, 1976

(xiv) The Sexual Harassment of Women at Work Place (Prevention, Prohibition and Redressal) Act, 2013

(2) Environment Related Acts & Rules:

(i) The Environment Protection Act, 1986

(ii) The Water (Prevention and Control of Pollution) Act, 1974

(iii) The Air (Prevention and Control of Pollution) Act, 1981

(iv) Hazardous Wastes (Management, Handling and Trans-boundary Movement) Rules, 2008.

I have also examined compliances with the applicable clauses of Secretarial Standards on Board and General Meetings (SS-1 and SS-2) issued by the Institute of Company Secretaries of India (ICSI).

During the period under review, the Company has complied with the provisions of the Acts, Rules, Regulations, Guidelines, Standards, etc. mentioned above and filings of the returns were undertaken in time or within the extended time limits. Certain non-material findings made during the course of the audit were addressed suitably by the Management including strengthening of Secretarial Standards.

Further, I report that with regard to financial and taxation matters, I have relied on the Audit Report and the Internal Audit Report provided by the Statutory/Internal Auditor as the case may be.

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 which took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notices are given to all the Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Majority decision is carried through while the dissenting members' views are captured and recorded as part of the minutes as per the practice followed. However, during the period under report, there was no such case instance.

I further report that here 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.

Vijayakrishna KT
Practising Company Secretary
CP: 980 FCS: 1788
UDIN: F001788H000683911
Peer Review Certificate No. 1883/2022

Place: Bengaluru
Date: 25 June, 2026

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

'Annexure'

My report of even date is to be read along with this letter:

1. Maintenance of secretarial records is the responsibility of the Management of the Company. My responsibility is to express an opinion on these secretarial records based on our audit.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of Secretarial Records. The verification was done on test basis to ensure that correct facts are reflected in the secretarial records. I believe that the processes and practices have followed provide a reasonable basis for our opinion.
3. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company including records under Income Tax Act, Customs Act and Goods and Services Tax Act.
4. Wherever required, the Company has represented about the compliance of laws, rules and regulations and happening of events, etc. as applicable from time to time.
5. 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 procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the Management has conducted the affairs of the Company.

Vijayakrishna KT
Practising Company Secretary
CP: 980 FCS: 1788
UDIN: F001788H000683911
Peer Review Certificate No. 1883/2022

Place: Bengaluru
Date: 25 June, 2026

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH, 2026

Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

To
The Members
Kaynes Electronics Manufacturing Private Limited
Mysuru

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Kaynes Electronics Manufacturing Private Limited ('the Company') having CIN: U29299KA2022PTC159417. 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.

Based on my verification of the books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorised representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has during the audit period covering the Financial Year ended on March 31, 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:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by Kaynes Electronics Manufacturing Private Limited for the Financial Year ended on 31.03.2026 according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

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

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made the under to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; - Not Applicable

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

SEBI Act and the following regulations are not applicable except (i) and (v) to the Company

(i). Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015; Applicable

(ii). Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

(iii). Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(iv). Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018;

(v). Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021; Applicable

(vi). Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;

(vii). Securities and Exchange Board of India (Issue and Listing of Non-Convertible and Redeemable Preference Shares) Regulations,2013;

(viii). Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

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

(x). The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;

(vi) Circulars/Guidelines issued thereunder;

(i). The other following general laws as may be applicable to the Company during the audit:

(1) Employer/Employee Related Laws & Rules:

(i) The Factories Act, 1948

(ii) The Employment Exchanges (Compulsory notification of Vacancies) Act, 1959

(iii) The Apprentices Act, 1961

(iv) The Employees Provident Fund & Miscellaneous Provisions Act, 1952

(v) The Employees State Insurance Act, 1948

(vi) The Maternity Benefits Act, 1961

(vii) The Payment of Gratuity Act, 1972

(viii) The Payment of Bonus Act, 1965

(ix) The Payment of Wages Act, 1936

(x) The Minimum Wages Act, 1948

(xi) The Contract Labour (Regulation & Abolition) Act, 1970

(xii) The Industrial Employment (Standing Orders) Act, 1946

(xiii) Equal Remuneration Act, 1976

(xiv) The Sexual Harassment of Women at Work Place (Prevention, Prohibition and Redressal) Act, 2013

(xv) The Karnataka Industrial Establishments (National and Festival Holidays) Act, 1963

(xvi) The Karnataka Labour Welfare Fund Act, 1965

(xvii) The Karnataka Public Safety (Measures) Enforcement Act, 2017

(2) Environment Related Acts & Rules:

(i) The Environment Protection Act, 1986

(ii) The Water (Prevention and Control of Pollution) Act, 1974

(iii) The Air (Prevention and Control of Pollution) Act, 1981

(iv) Hazardous Wastes (Management, Handling and Trans-boundary Movement) Rules, 2008.

I have also examined compliances with the applicable clauses of Secretarial Standards on Board and General Meetings (SS-1 and SS-2) issued by the Institute of Company Secretaries of India (ICSI).

During the period under review, the Company has complied with the provisions of the Acts, Rules, Regulations, Guidelines, Standards, etc. mentioned above and filings of the returns were undertaken in time or within the extended time limits. Certain non-material findings made during the course of the audit were addressed suitably by the Management including strengthening of Secretarial Standards.

Further, I report that with regard to financial and taxation matters, I have relied on the Audit Report and the Internal Audit Report provided by the Statutory/Internal Auditor as the case may be.

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 which took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notices are given to all the Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Majority decision is carried through while the dissenting members' views are captured and recorded as part of the minutes as per the practice followed. However, during the period under report, there was no such case instance.

I further report that here 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.

Vijayakrishna KT
Practising Company Secretary
CP: 980 FCS: 1788
UDIN: F001788H000684030
Peer Review Certificate No. 1883/2022

Place: Bengaluru
Date: 25 June, 2026

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

'Annexure'

My report of even date is to be read along with this letter:

1. Maintenance of secretarial records is the responsibility of the Management of the Company. My responsibility is to express an opinion on these secretarial records based on our audit.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of Secretarial Records. The verification was done on test basis to ensure that correct facts are reflected in the secretarial records. I believe that the processes and practices have followed provide a reasonable basis for our opinion.
3. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company including records under Income Tax Act, Customs Act and Goods and Services Tax Act.
4. Wherever required, the Company has represented about the compliance of laws, rules and regulations and happening of events, etc. as applicable from time to time.
5. 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 procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the Management has conducted the affairs of the Company.

Vijayakrishna KT
Practising Company Secretary
CP: 980 FCS: 1788
UDIN: F001788H000684030
Peer Review Certificate No. 1883/2022

Place: Bengaluru
Date: 25 June, 2026

Corporate Governance Report

1. A BRIEF STATEMENT ON COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE:

Your Company believes that Corporate Governance is a framework of principles, policies, and practises that promotes transparency, accountability, fairness, and ethical conduct in all aspects of its operations. Effective Corporate Governance plays a vital role in enhancing stakeholder confidence, creating long-term value, ensuring business integrity, and contributing to sustainable economic growth.

Your Company is committed to maintaining the highest standards of Corporate Governance and has consistently adopted and implemented the best governance practises. These practises support the Company's objective of safeguarding stakeholders' interests, strengthening investor confidence, and fostering sustainable value creation.

In compliance with the requirements of the Securities and Exchange Board of India (SEBI) and other applicable regulatory authorities, the Company has established and implemented various policies, codes, and procedures to ensure robust governance standards. The Company's governance framework is further reinforced by key policies, including the Code of Conduct for Prevention of Insider Trading and the Whistle Blower Policy, which promote ethical business conduct and regulatory compliance.

Your Company remains committed to upholding these principles and shall continue to strive towards adherence to the highest standards of Corporate Governance in both letter and spirit.

2. BOARD OF DIRECTORS

Your Company's Board has an appropriate mix of Executive, Non-Executive and Independent Directors to maintain the independence of the Board and separate its functions of governance and management.

As on the date of this report, your Board consists of 9 (Nine) members, which include 4 (Four) Executive Directors, 5 (Five) Independent Directors including 1 (One) Woman Independent Director. The Board periodically evaluates the need for change in its composition and size.

All Independent Directors possess the requisite qualifications and are experienced in their respective professional fields. None of the Directors, is a director in more than seven (7) Listed Companies or ten (10) Public Limited Companies or acts as an Independent Director in more than seven (7) Listed Companies. The Executive Chairperson, Managing Director and Whole-Time Director do not serve as Independent Director on any other Listed Company. Further, none of the directors acts as members of more than 10 (ten) Committees or Chairman of more than 5 (five) Committees in Public Limited Companies in which they are Directors. Necessary disclosures have been obtained from all the Directors regarding their directorships and have been taken on record by the Board.

a. The Board composition and categories of Directors, the number of Directorships, Committee Membership(s)/ Chairmanship(s) in other Companies as on 31 March, 2026, along with their shareholding in the Company as on 31 March, 2026 are exhibited below:

Sl. No.	Name of the Director	DIN	Designation & Category	Number of Directorship held in other Companies*	Number of Committee membership held in other Companies^		No. of Equity Shares held in the Company
					As Chairperson	As Member	
1	Mrs. Savitha Ramesh	01756684	Promoter, Executive Chairperson and Whole-Time Director	10	0	0	19,800
2	Mr. Ramesh Kunhikannan[1]	02063167	Promoter, Executive Vice-Chairman and Whole-Time Director	10	0	1	3,58,18,633
3	Mr. Jairam Paravastu Sampath	08064368	Whole-Time Director and CFO	6	0	1	2,000
4	Dr. Muthukumar Narayanaswamy[2]	06708535	Managing Director	2	0	0	50
5	Mr. Seeplaputhur Ganapathiramaswamy Murali	00348902	Independent Director	11	1	1	0

Sl. No.	Name of the Director	DIN	Designation & Category	Number of Directorship held in other Companies*	Number of Committee membership held in other Companies^		No. of Equity Shares held in the Company
					As Chairperson	As Member	
6	Mr. Heinz Franz Moitzi	00323506	Independent Director	1	0	0	0
7	Mr. Alexander Koshy	07896084	Independent Director	3	1	1	0
8	Mrs. Poornima Ranganath	00349450	Independent Director	5	0	0	0

[1] *Mr. Ramesh Kunhikannan was re-designated as an Executive Vice-Chairman and Whole-Time Director of the Company with effect from 24 September, 2025.*

[2] *Dr. Muthukumar Narayanaswamy was appointed as a Managing Director of the Company with effect from 24 September, 2025.*

** Includes directorship in Kaynes Technology India Limited*

^Reckoned only the memberships/chairpersonships of the Audit Committee and Stakeholders' Relationship Committee of Indian public companies, including committees of Kaynes Technology India Limited as per Regulation 26(1)(b) of the SEBI (LODR) Regulations.

b. Directorships held in other listed entities: Names of other listed entities in which director holds directorship and the category of directorship as on 31 March, 2026 are given below:

Sl. No.	Name of the Directors	Name of other listed entity	Category of Directorship
1	Mrs. Savitha Ramesh	NIL	NA
2	Mr. Ramesh Kunhikannan	NIL	NA
3	Mr. Jairam Paravastu Sampath	NIL	NA
4	Dr. Muthukumar Narayanaswamy	NIL	NA
5	Mr. Seeplaputhur Ganapathiramaswamy Murali	NIL	NA
6	Mr. Heinz Franz Moitzi	NIL	NA
7	Mr. Alexander Koshy	NIL	NA
8	Mrs. Poornima Ranganath	NIL	NA

c. Attendance of each Director at the Board Meetings and Annual General Meeting (AGM) held during the financial year 2025-26:

Sl. No.	Name of the Director	No. of Board Meetings entitled to attend	No. of Board Meetings attended	Whether attended the last AGM held on 11 September, 2025
1	Mrs. Savitha Ramesh	9	7	Yes
2	Mr. Ramesh Kunhikannan	9	9	Yes
3	Mr. Jairam Paravastu Sampath	9	9	Yes
4	Dr. Muthukumar Narayanaswamy[1]	6	6	NA
5	Mr. Anup Kumar Bhat[2]	5	5	Yes
6	Mr. Seeplaputhur Ganapathiramaswamy Murali	9	9	Yes
7	Mr. Heinz Franz Moitzi[3]	9	8	Yes
8	Mr. Alexander Koshy	9	9	Yes
9	Mrs. Poornima Ranganath	9	9	Yes

[1] *Dr. Muthukumar Narayanaswamy was appointed as Managing Director of the Company with effect from 24 September, 2025.*

[2] *Mr. Anup Kumar Bhat ceased to be Independent Director of the Company with effect from 10 November, 2025.*

[3] *Mr. Heinz Franz Moitzi ceased to be Independent Director of the Company with effect from 31 May, 2026*

d. Board Meetings held during FY 2025-26:

The Board met at least once in each of the quarter and maximum gap between two consecutive Meetings did not exceed 120 (one hundred and twenty) days. During the year under review, the Board met 09 (Nine) times as per details below.

The agenda and notes thereon for the Meeting were circulated to the Directors in advance. Minutes of meetings of the Board are circulated to the Directors within the stipulated time limit and maintained according to the provisions of Secretarial Standards and the Companies Act, 2013.

Dates of Board Meetings held during FY 2025-26 and attendance of the Directors:

Sl. No.	Date of Meeting	No. of Directors attended
1	07 May, 2025	8
2	15 May, 2025	8
3	30 July, 2025	8
4	24 September, 2025	9
5	04 November, 2025	9
6	17 December, 2025	6
7	05 February, 2026	8
8	10 March, 2026	8
9	24 March, 2026	7

e. Inter-se relationship between Directors:

None of the Director is related to each other except Mrs. Savitha Ramesh, being spouse of Mr. Ramesh Kunhikannan.

f. Key Skills, Expertise and Competencies of Board of Directors:

Your Board comprises of qualified members who are expert in different fields and areas and bring in the required skills, competence and expertise that allow them to make contribution to the Board and its Committees and for growth of the Company. The key skills, expertise and competence identified by the Board of Directors as required in context of The Company's business to function effectively and said skills available with the Board, are disclosed hereunder:

Particulars	Name of Directors								
	1	2	3	4	5	6	7	8	9
	Mrs. Savitha Ramesh	Mr. Ramesh Kunhikannan[1]	Mr. Jairam Paravastu Sampath	Dr. Muthukumar Narayanaswamy[2]	Mr. Seeplaputhur Ganapathiramaswamy Murali	Mr. Anup Kumar Bhat[3]	Mr. Heinz Franz Moitzi[4]	Mr. Alexander Koshy	Mrs. Poornima Ranganath
Leadership and Management skills:									
Strong leadership & management experience, Business Development, strategic thinking & vision, decision making. Entrepreneurial skills to evaluate risk and rewards and perform advisory role	✓	✓	✓	✓	✓	✓	✓	✓	✓
Industry Knowledge and experience:									
Knowledge and experience in Electronics, information technology& digital, major risks/ threats and potential opportunities in the industry and customer insight	✓	✓	✓	✓	✓	✓	✓	✓	✓
Governance including Legal Compliance:									
Experience in high governance standard with an understanding of changing regulatory framework. Knowledge of the Rules and Regulations applicable to the Company, understanding rights of Shareholders and obligations of the Management	✓	✓	✓	✓	✓	✓	✓	✓	✓

Particulars	Name of Directors								
	1	2	3	4	5	6	7	8	9
	Mrs. Savitha Ramesh	Mr. Ramesh Kunhikannan[1]	Mr. Jairam Paravastu Sampath	Dr. Muthukumar Narayanaswamy[2]	Mr. Seeplaputhur Ganapathiramaswamy Murali	Mr. Anup Kumar Bhat[3]	Mr. Heinz Franz Moitzi[4]	Mr. Alexander Koshy	Mrs. Poornima Ranganath
Financial Skills:									
Financial acumen, capital management, investment analysis, knowledge of accounting and Auditing, tax matters	✓	✓	✓	✓	✓	✓	✓	✓	✓
Behavioural skills attributes and competencies:									
Personal characteristics such as integrity, accountability, attributes and competencies to use their knowledge and skills to contribute effectively to the growth of the Company	✓	✓	✓	✓	✓	✓	✓	✓	✓

[1] *Mr. Ramesh Kunhikannan was re-designated as Executive Vice-Chairman and Whole-Time Director of the Company with effect from 24 September, 2025.*

[2] *Dr. Muthukumar Narayanaswamy was appointed as Managing Director of the Company with effect from 24 September, 2025.*

[3] *Mr. Anup Kumar Bhat ceased to be an Independent Director of the Company with effect from 10 November, 2025.*

[4] *Mr. Heinz Franz Moitzi ceased to be an Independent Director of the Company with effect from 31 May, 2026.*

g. Detailed reasons for the resignation of an independent director who resigns before the expiry of his/ her tenure along with a confirmation by such director that there are no other material reasons other than those provided:

Mr. Anup Kumar Bhat resigned as an Independent Director of the Company with effect from 10 November, 2025 due to other professional commitments further, he has confirmed that there are no other material reasons other than those provided.

Mr. Heinz Franz Moitzi resigned as an Independent Director of the Company with effect from 31 May, 2026 due to personal reasons and other professional commitments. 'Further, he has confirmed that there are no other material reasons other than those provided'.

h. Performance evaluation of the Board and its criteria:

The annual performance evaluation of the Board, its chairperson, its committees and of individual directors including Independent Directors was carried out by each director.

Performance evaluation of the entire Board:

The Nomination and Remuneration Committee has devised the criteria for evaluation of the performance of the Directors including the Independent Directors. The said criteria specify certain parameters like attendance, acquaintance with business, communication inter se between board members, effective participation, domain knowledge, compliance with code of conduct, vision and strategy, benchmarks established by global peers etc., which is in compliance with applicable laws, regulations and guideline.

Performance evaluation of Committees of the Board:

Board Committees were evaluated by the respective Committee members on the parameters such as their roles and responsibilities, effective performance of the Committee vis-a-vis assigned role, appropriateness of Committee composition, timely receipt of information by the Committee, knowledge updating by the Committee members, etc.

Performance evaluation of the Chairperson:

Performance of the Chairperson was evaluated by all the Directors and separately by Independent Directors after considering the views of Executive and Non- Executive Directors on the parameters such as external insights into future functioning of the Company, updates with the latest developments, representing concerns of Independent Directors to executive management and overall assessment of Chairman.

Performance evaluation of Individual Director:

All Directors were also evaluated individually by the other Directors (except the Director himself being evaluated) on the parameters such as his/her effective participation at the Board Meeting and preparedness for the Board Meetings, devotion of time and efforts to understand the Company and its business, quality of contribution at the Board Meetings, contribution to development of the Company and general compliance framework and Corporate Governance of the Company. In addition to this, Independent Directors were evaluated based on their performance and fulfilment of criteria of independence and their independence from the Management. Also, the performance evaluation of the Non-Independent Directors was carried out by the Independent Directors.

i. **Independent Directors:**

Your Company has an appropriate combination of Independent and Non-Independent Directors. The Independent Directors of the Company have been appointed in compliance with the requirements of the Companies Act, 2013 (the "Act") and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations") and other applicable laws for the time being in force.

The Company has issued letter of appointment, setting out the terms and conditions of his/her appointment, to all the Independent Directors at the time of appointment of Independent Directors. Copy of terms and conditions of appointment of Independent Directors is available on the website of the Company at https://www.kaynestechnology.co.in/doc/Regulation-46-of-sebi-lodr-regulation/Policy_on_Director_s_appointment_and_remuneration.pdf

At the time of appointment and thereafter at the beginning of each Financial Year and whenever there is any change in the disclosures already made, the Independent Directors submit a declaration to the effect that they meet the criteria of independence as provided under Section 149(6) of the Act and the Listing Regulations.

Based on the disclosures/declarations received from all the Independent Directors, the Board is of the opinion that, all the Independent Directors fulfil the conditions specified in the Act and the Listing Regulations and are independent of the management. No Independent Director of the Company serves as a director or as an Independent Director in more than 7 listed companies.

Familiarisation Programmes for Independent Directors:

Your Company has in place a Familiarisation Programme for its Independent Directors. The purpose of the said programme is to provide insights and updates of the Company to enable the Independent Directors to understand the business in depth and to contribute their ideas, knowledge and experience to the Company. It also enables the Independent Directors to understand their roles, rights and responsibilities in the Company, nature of industry, Company's strategy, organisation structure, business model, performance updates of the Company, risk management, code of conduct and policies of the Company etc.

The disclosure on Familiarisation Programme for Independent Director, as required under the Listing Regulations, is available on the website of the Company at https://www.kaynestechnology.co.in/doc/Regulation-46-of-sebi-lodr regulation/Familiarisation_Programme%2016.4.2025.pdf

Meeting of the Independent Directors:

Meeting of the Independent Directors, without the presence of Non-Independent Directors and Members of the Board of the Company, was held on 25 October, 2025 and on 24 March, 2026. The Independent Directors, *inter- alia,* evaluated performance of Non-Independent Directors, the Chairperson of the Company and the Board as a whole. They also assessed the quality, content and timeliness of flow of information between the Management and the Board that is necessary for the Board to effectively and reasonably perform its duties.

Outcome of the evaluation was submitted to the Chairperson of the Company. The Chairperson briefed the outcome of performance evaluation to the Board. The Directors discussed and expressed their satisfaction with the entire evaluation process.

j. **Compliance Certificate by Managing Director and Chief Financial Officer:**

Managing Director and Chief Financial Officer have together furnished Compliance certificate, certifying that the Financial Statements for the Financial Year ended 31 March, 2026 do not contain any materially untrue statement and present a true and fair view of the Company's affairs and other matters as specified under Regulation 17(8) read with Part B of Schedule-II of the Listing Regulations, to the Board in compliance with the said Regulations. The said Compliance Certificate is annexed to this report as **Annexure-1.**

k. Declaration by Managing Director:

All the Members of Board and Senior Management Personnel of the Company have affirmed compliance with the Code of Conduct of Board of Directors and Senior Management for the Financial Year 2025-26 in compliance with Regulation 26(3) read with Para D of Schedule-V of the Listing Regulations. The declaration signed by Managing Director to that effect is annexed this report as **Annexure-2.**

3. COMMITTEES OF THE BOARD:

Your Board has constituted several Committees of Directors with adequate delegation of powers to focus effectively on the issues and ensure expedient resolution of diverse matters. Each Committee has specific terms of reference setting forth the purpose, roles and responsibilities of the Committee. Members of the Committee are appointed by the Board as and when required with the consent of majority of the Directors. Further, the Company Secretary of the Company acts as Secretary to all the Committees. All recommendations of the Committees are placed before the Board for its approval or information, if required. During the financial year ended 31 March, 2026, all the recommendations of/submissions by the Committees were accepted by the Board. These Committees meet as often as statutorily required and according to business requirements.

The existing Committees of the Board as on the date of this report are as follows:

A. Audit Committee.
B. Nomination and Remuneration Committee.
C. Stakeholders' Relationship Committee.
D. Corporate Social Responsibility Committee.
E. Risk Management Committee.
F. Borrowing and Investment Committee.
g. Fund Raising Committee*.

** Pursuant to the completion of the Qualified Institutional Placement (QIP) in June 2025, the Board, at its meeting held on 30 July, 2025, dissolved the Fund Raising Committee*

The composition of the Committees, brief description of terms of reference and Meetings held during the year and attendance of the Members at the Committee Meeting, are provided hereunder:

A. Audit Committee:

i. Brief description of terms of reference of Audit Committee are as follows:

1. oversight of financial reporting process and the disclosure of financial information relating to Kaynes Technology India Limited (the "Company") to ensure that the financial statements are correct, sufficient and credible;
2. recommendation for appointment, re-appointment, replacement, remuneration and terms of appointment of auditors of the Company and the fixation of the audit fee;
3. approval of payment to statutory auditors for any other services rendered by the statutory auditors;
4. formulation of a policy on related party transactions, which shall include materiality of related party transactions;
5. reviewing, at least on a quarterly basis, the details of related party transactions entered into by the Company pursuant to each of the omnibus approvals given
6. examining and reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
   a. Matters required to be included in the director's responsibility statement to be included in the Board's report in terms of clause (c) of sub-section 3 of section 134 of the Companies Act, 2013;
   b. Changes, if any, in accounting policies and practises and reasons for the same;
   c. Major accounting entries involving estimates based on the exercise of judgement by management;
   d. Significant adjustments made in the financial statements arising out of audit findings;
   e. Compliance with listing and other legal requirements relating to financial statements;
   f. Disclosure of any related party transactions; and
   g. Modified opinion(s) in the draft audit report.
7. reviewing, with the management, the quarterly, half-yearly and annual financial statements before submission to the Board for approval;

8. reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilised for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue, and making appropriate recommendations to the board of directors of the Company to take up steps in this matter;
9. reviewing and monitoring the auditor's independence and performance, and effectiveness of audit process;
10. approval or any subsequent modification of transactions of the Company with related parties and omnibus approval for related party transactions proposed to be entered into by the Company, subject to the conditions as may be prescribed;
11. laying down the criteria for granting omnibus approval in line with the Company's policy on related party transactions and such approval shall be applicable in respect of transactions which are repetitive in nature
12. scrutiny of inter-corporate loans and investments;
13. valuation of undertakings or assets of the Company, wherever it is necessary;
14. evaluation of internal financial controls and risk management systems;
15. reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;
16. reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
17. discussion with internal auditors of any significant findings and follow up there on;
18. reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;
19. discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
20. looking into the reasons for substantial defaults in the payment to depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
21. reviewing the functioning of the whistle blower mechanism;
22. monitoring the end use of funds raised through public offers and related matters;
23. overseeing the vigil mechanism established by the Company, with the Chairman of the Audit Committee directly hearing grievances of victimisation of employees and directors, who used vigil mechanism to report genuine concerns in appropriate and exceptional cases;
24. approval of appointment of chief financial officer (i.e., the Whole-Time finance Director or any other person heading the finance function or discharging that function) after assessing the qualifications, experience and background, etc. of the candidate;
25. reviewing the utilisation of loans and/ or advances from/investment by the holding company in the subsidiary exceeding ₹ 1,000,000,000 or 10% of the asset size of the subsidiary, whichever is lower including existing loans/ advances/ investments;
26. to consider the rationale, cost benefits and impact of schemes involving merger, demerger, amalgamation etc. of the Company and provide comments to the Company's shareholders; and
27. carrying out any other functions required to be carried out by the Audit Committee as contained in the SEBI Listing Regulations or any other applicable law, as and when amended from time to time.

The members of the Audit Committee are financially literate and the Chairperson of the Audit Committee has accounting and

financial management expertise. Senior Management Personnel including Chief Executive Officer, Chief Financial Officer, Statutory Auditors and Internal Auditors are invitees to the Audit Committee Meetings.

ii. Composition of Audit Committee and Meetings held during the Financial Year:

Composition of the Audit Committee along with number of meetings & attendance details are mentioned below:

Name of the Members	Category	Designation	Meetings	
			Held during tenure	Attended
Mr. Seeplaputhur Ganapathiramaswamy Murali	Independent Director	Chairperson	5	5
Mr. Alexander Koshy	Independent Director	Member	5	5
Mr. Anup Kumar Bhat[1]	Independent Director	Member	3	3
Mr. Ramesh Kunhikannan	Whole-Time Director	Member	5	5

[1] *Mr. Anup Kumar Bhat ceased to be a Member of the Audit Committee, pursuant to his resignation from the position of Independent Director on the Board of the Company with effect from 10 November, 2025.*

During the FY 2025-26, 05 (Five) Audit Committee Meetings were held on 15 May 2025, 30 July 2025, 04 November 2025, 05 February 2026 and 24 March 2026.

B. Nomination and Remuneration Committee:

i. Brief description of terms of reference of Nomination and Remuneration Committee are as follows:

1. Formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the board of directors of the Company (the "Board" or "Board of Directors") a policy relating to the remuneration of the directors, key managerial personnel and other employees ("Remuneration Policy");
2. Formulation of criteria for evaluation of independent directors and the Board;
3. Devising a policy on Board diversity;
4. Identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the board their appointment and removal and shall specify the manner for effective evaluation of performance of Board, its committees and individual directors to be carried out either by the Board, by the Nomination and Remuneration Committee or by an independent external agency and review its implementation and compliance
5. Whether to extend or continue the term of appointment of the Independent Director, on the basis of the report of performance evaluation of Independent Director;
6. making recommendations to the Board in relation to the appointment, promotion and removal of the senior management;
7. Recommend to the board, all remuneration, in whatever form, payable to senior management;
8. Carrying out any other functions required to be carried out by the Nomination and Remuneration Committee as contained in the SEBI Listing Regulations or any other applicable law, as and when amended from time to time."
9. The Nomination and Remuneration Committee, while formulating the Remuneration Policy, should ensure that —
   a. the level and composition of remuneration be reasonable and sufficient to attract, retain and motivate directors of the quality required to run the Company successfully;
   b. relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and
10. remuneration to directors, key managerial personnel and senior management involves a balance between fixed and incentive pay reflecting short- and long-term performance objectives appropriate to the working of the Company and its goals.

ii. Composition of Nomination and Remuneration Committee and meetings held during the Financial Year:

Composition of Nomination and Remuneration Committee along with number of meetings and attendance details are mentioned below:

Name of the Members	Category	Designation	Meetings	
			Held during tenure	Attended
Mrs. Poornima Ranganath[1]	Independent Director	Chairperson	6	6
Mr. Alexander Koshy	Independent Director	Member	6	6
Mr. Seeplaputhur Ganapathiramaswamy Murali[2]	Independent Director	Member	2	2
Mr. Anup Kumar Bhat[3]	Independent Director	Chairperson	4	4

During the FY 2025-26, 06 (Six) meetings of Nomination and Remuneration Committee were held on 14 May, 2025, 29 July, 2025, 24 September, 2025, 04 November, 2025, 05 February, 2026 and 10 March, 2026.

[1] *Mrs. Poornima Ranganath was re-designated as the Chairperson of the Nomination and Remuneration Committee with effect from 17 December, 2025.*

[2] *Mr. Seeplaputhur Ganapathiramaswamy Murali was appointed as the member of the Nomination and Remuneration Committee with effect from 17 December, 2025.*

[3] *Mr. Anup Kumar Bhat ceased to be a member of the Nomination and Remuneration Committee pursuant to his resignation from the position of Independent Director on the Board of the Company with effect from 10 November, 2025.*

C. Stakeholders' Relationship Committee

i. Brief description of terms of reference of Stakeholders' Relationship Committee is as follows:

1. Resolving the grievances of the security holders of the Company including complaints related to transfer/ transmission of shares or debentures including non-receipt of share or debenture certificates and review of cases for refusal of transfer / transmission of shares and debentures, depository receipt, non-receipt of annual report, balance sheet or profit and loss account, non-receipt of declared dividends, issue of new/ duplicate certificates, general meetings etc.;
2. Review of measures taken for effective exercise of voting rights by shareholders;
3. Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar and Share Transfer Agent;
4. Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the Company;
5. Carrying out any other functions contained in the Companies Act, 2013 and/or equity listing agreements (if applicable), as and when amended from time to time; and
6. To further delegate all or any of the power to any other employee(s), officer(s), representative(s), consultant(s), professional(s), or agent(s).

ii. Composition of Stakeholders' Relationship Committee and meetings held during the Financial Year:

Composition of the Stakeholders' Relationship Committee along with number of meetings and attendance details are mentioned below:

Name of the Members	Category	Designation	Meetings	
			Held during tenure	Attended
Mr. Alexander Koshy	Independent Director	Chairperson	4	4
Mr. Jairam Paravastu Sampath	Whole-Time Director	Member	4	4
Mr. Seeplaputhur Ganapathiramaswamy Murali	Independent Director	Member	4	4

During the FY 2025-26, 04 (four) meetings of Stakeholders' Relationship Committee were held on 14 May, 2025, 29 July, 2025, 03 November, 2025, 04 February, 2026.

iii. The numbers of shareholders' complaint(s) received, not resolved and pending at the end of FY 2025-26 are mentioned below:

Number of shareholders' complaints received during the FY	4
Number of complaints not solved to the satisfaction of shareholders	0
Number of pending complaints	1*

** An investor complaint was received through the SCORES platform on 27 February, 2026. The Company submitted its Action Taken Report (ATR) on 17 March, 2026, thereby resolving the complaint within the stipulated time, in compliance with applicable SEBI regulations. However, as per the SCORES system, the complaint is reflected as "Auto closed by system" on 01 April, 2026.*

NAME AND DESIGNATION OF COMPLIANCE OFFICER:

Mrs. Sudha Sri Addepalli- Company Secretary and Compliance Officer*

**Mr. Anuj Mehtha ceased to hold the position of Company Secretary and Compliance Officer with effect closing business hours of 10 March, 2026. Subsequently, Mrs. Sudha Sri Addepalli was appointed as Company Secretary and Compliance Officer with effect from 11 March, 2026.*

D. Corporate Social Responsibility (CSR) Committee:

i. Brief description of terms of reference of Corporate Social Responsibility Committee is as follows:

1. formulate and recommend to the Board, a "Corporate Social Responsibility Policy" which shall indicate the activities to be undertaken by the Company in areas or subject, specified in Schedule VII of Companies Act, 2013.
2. review and recommend the amount of expenditure to be incurred on the activities referred in schedule VII;
3. assist the Board to ensure that our Company spends towards the Corporate Social Responsibility activities in every fiscal, such percentage of average net profit/ amount as may be prescribed in the Companies Act, 2013 and/ or rules made thereunder;
4. provide explanation to the Board if the Company fails to spend the prescribed amount within the financial Year;
5. provide updates to our board at regular intervals of six months on the Corporate Social Responsibility activities;
6. monitor the Corporate Social Responsibility Policy of the Company and its implementation from time to time; and
7. any other matter as the Corporate Social Responsibility Committee in terms of the provisions of Section 135 of the Companies Act and as may deem appropriate after approval of the Board or as may be directed by the Board from time to time.

ii. Composition of Corporate Social Responsibility Committee and meetings held during the Financial Year:

Composition of the Corporate Social Responsibility Committee along with number of meetings & attendance details are mentioned below:

Name of the Members	Category	Designation	Meetings	
			Held during tenure	Attended
Mrs. Savitha Ramesh	Whole-Time Director	Chairperson	4	4
Mr. Seeplaputhur Ganapathiramaswamy Murali	Independent Director	Member	4	4
Mrs. Poornima Ranganath[1]	Independent Director	Member	1	1
Mr. Anup Kumar Bhat[2]	Independent Director	Member	3	3

During the FY 2025-26, 04 (four) Meetings of Corporate Social Responsibility Committee were held on 14 May, 2025, 29 July, 2025, 04 November, 2025, 05 February, 2026.

[1] *Mrs. Poornima Ranganath was Appointed as the member of the Corporate Social Responsibility Committee with effect from 17 December, 2025.*

[2] *Mr. Anup Kumar Bhat ceased to be a Member of the Corporate Social Responsibility Committee, consequent upon his resignation from the office of Independent Director on the Board of the Company with effect from 10 November, 2025.*

E. Risk Management Committee:

i. Brief description of terms of reference of Risk Management Committee is as follows:

1. To formulate a detailed Risk Management Policy which shall include:
   a. A framework for identification of internal and external risks specifically faced by the Listed Entity, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee.
   b. Measures for risk mitigation including systems and processes for internal control of identified risks.
   c. Business continuity plan.
2. To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
3. To monitor and oversee implementation of the Risk Management Policy, including evaluating the adequacy of risk management systems;
4. To periodically review the Risk Management Policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;
5. To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken;
6. The appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee.

ii. Composition of Risk Management Committee and meetings held during the financial year:

Composition of the Risk Management Committee along with number of meetings & attendance details are mentioned below:

Name of the Members	Category	Designation	Meetings	
			Held during tenure	Attended
Mrs. Poornima Ranganath	Independent Director	Chairperson	2	2
Mrs. Savitha Ramesh	Whole-Time Director	Member	2	2
Mr. Ramesh Kunhikannan	Whole-Time Director	Member	2	2
Mr. Jairam Paravastu Sampath	Whole-Time Director	Member	2	2
Mr. Seeplaputhur Ganapathiramaswamy Murali	Independent Director	Member	2	2
Mr. Heinz Franz Moitzi	Independent Director	Member	2	2
Mr. Alexander Koshy	Independent Director	Member	2	2
Mr. Anup Kumar Bhat[1]	Independent Director	Member	1	1

During the FY 2025-26, 02 (two) Meetings of Risk Management Committee were held on 30 July, 2025, 05 February, 2026.

[1] *Mr. Anup Kumar Bhat ceased to be a Member of the Risk Management Committee, consequent upon to his resignation from the office of Independent Director on the Board of the Company with effect from 10 November, 2025.*

F. Borrowing and Investment Committee

The Board at its Meeting held on 21 May, 2022 constituted the Borrowing and Investment Committee.

i. Brief description of terms of reference of Borrowing and Investment Committee is as follows:

The latest limits approved by the Board at its meetings held on 24 September, 2025.

(i) the total amount outstanding at any one-time upto which moneys may be borrowed by the Committee shall not exceed ₹ 6,000 Mn;

(ii) the total amount outstanding upto which the funds may be invested and the nature of investments which may be made by the Committee shall not exceed ₹ 20,000 Mn;

(iii) the total amount outstanding upto which loans or guarantee which may be granted by the Committee shall not exceed ₹ 56,000 Mn; and

(iv) the total amount outstanding upto which loans may be made by the Committee together with the purposes and the maximum amount in respect of each individual case shall not exceed ₹ 2,500 Mn.

ii. Composition of the Borrowing and Investment Committee and Meetings held during the financial year and attendance details are mentioned below:

Name of the Members	Category	Designation	Meetings	
			Held during tenure	Attended
Mr. Jairam Paravastu Sampath	Whole-Time Director	Chairperson	5	5
Mr. Ramesh Kunhikannan	Whole-Time Director	Member	5	3
Mrs. Savitha Ramesh	Whole-Time Director	Member	5	3
Mr. Alexander Koshy	Independent Director	Member	5	5

During the FY 2025-26, 05 (five) Meetings of Borrowing and Investment Committee were held on 03 June, 2025, 11 June, 2025, 03 July, 2025, 28 July, 2025 and 31 December, 2025.

G. Fund Raising Committee:

The Board at its meeting held on 22 January, 2025 constituted Fund Raising Committee (QIP Committee) for the purpose of raising funds for an aggregate amount up to ₹ 16,000 Mn. Pursuant to the successful completion of the Qualified Institutional Placement (QIP) in June 2025, the Board, at its meeting held on 30 July, 2025, dissolved the said Committee.

Scope of the Committee:

a. Decide the date for the opening and closing of the issue of securities, including determining the form and manner of the issue, including the class of investors to whom the securities are to be issued and allotted, type of security, number of securities to be issued/allotted, issue price, face value, discount/premium and execution of various transaction documents;

b. The issue of securities and allotment of the aforesaid equity shares shall be made at such time or times as the Board may in its absolute discretion decide, subject, however to applicable guidelines, notifications, rules and regulations;

c. Finalisation of the allotment of the securities on the basis of the subscriptions received and approving the allotment of the securities;

d. To deal with over subscription/under subscription in such manner as may be permitted by the applicable regulations;

e. To decide and finalise the objects of the issue for which funds are being raised by the Company and all such additional matters in connection with or incidental thereto including allocation of general corporate purposes or any modifications to the objects of the issue to the extent permissible under applicable law;

f. Finalisation of any arrangement for the submission of the preliminary and final offering circulars/prospectus(es)/offer document(s), letter of offer(s), placement document(s) and any amendments and supplements thereto, with any applicable government and regulatory authorities, institutions or bodies, as may be required;

g. Approval of the preliminary and final offering circulars/ placement document/ prospectus/ offer document/ letter of offer (including amending, varying or modifying the same, as may be considered desirable or expedient) as finalised in consultation with the lead manager(s)/underwriter(s)/ advisor(s), in accordance with all applicable rules, regulations and guidelines including approval for any Financial Statements such as unaudited condensed interim Consolidated Financial Statements, required for the purpose;

h. Entering into any arrangement for managing, underwriting and marketing the proposed offering of securities and to appoint, enter into and execute all such, in its absolute discretion, managers (including lead manager(s)), investment banker(s), merchant banker(s), underwriter(s), guarantor(s), financial and/or legal advisor(s), chartered accountants, company secretaries, industry experts, depositories, custodians, paying and conversion agents, monitoring agency, listing agents, escrow bank(s)/agent(s) and other agents as may be required and sign all applications, filings, deeds, documents, memorandum of understanding and agreements with any such entities and to pay any fees, commissions, remunerations, and expenses in connection with the proposed offering of the securities;

i. Approval of the deposit agreement(s), placement agreement, escrow agreement, the purchase/underwriting agreement(s), monitoring agency agreement, the trust

deed(s), the indenture(s), the master/ global GDRs/ ADRs/ FCCBS/ other certificate representing the securities, letters of allotment, listing application, engagement letter(s), memoranda of understanding and any other agreements or documents, presentations or other materials, as may be necessary in connection with the issue/ offering (including amending, varying or modifying the same, as may be considered desirable or expedient), in accordance with all applicable laws, rules, regulations and guidelines;

j. To determine the form and manner of the offering, identification and class of the Investors to whom the Securities are to be offered, utilisation of the issue proceeds and if the issue size exceeds ₹ 100 Crores, the Board must make arrangements for the use of proceeds of the issue to be monitored by a credit rating agency registered with SEBI, in accordance with SEBI ICDR Regulations.

k. To decide the ratio in terms of number of the equity shares which each existing shareholder of the Company, on the record date will be entitled to in proportion to the equity shares held by the eligible equity shareholder on such date;

l. To fix the record date for the purpose of the Issue for ascertaining the names of the Eligible Equity Shareholders who will be entitled to receive rights entitlements;

m. To decide the treatment to be given to the fractional entitlement, if any, including rounding upward or downwards or ignoring such fractional entitlements or issue of fractional coupons and the terms and conditions for consolidation of fractional entitlements into a whole equity shares and application to the Company for the same as well as to decide the disposal of the equity shares representing the fractional coupons which are not so consolidated and presented to the Company for allotment of whole equity shares or treating fractional entitlement in the manner as may be approved by SEBI and the Stock Exchanges;

n. Authorisation of any director or directors of the Company or other officer or officers of the Company, including by the grant of power of attorneys, to do such acts, deeds and things as the authorised person in its absolute discretion may deem necessary or desirable in connection with the issue and allotment of the securities;

o. Seeking, if required, the consent of the lenders, parties with whom the Company has entered into various commercial and other agreements, all concerned government and regulatory authorities in India or outside India, and any other consents that may be required in connection with the issue and allotment of the securities;

p. To appoint any one of the Stock Exchanges as the Designated Stock Exchange;

q. Seeking listing of the securities on any Indian or international stock exchange, submitting the listing application to such stock exchange and taking all actions that may be necessary in connection with obtaining such listing;

r. Deciding upon the issue structure and nature of the offering and deciding the pricing and terms of the securities, and all other related matters, including taking any action on two way fungibility for conversion of underlying equity shares into FCCBs/ GDRs/ ADRs, as per applicable laws, regulations or guidelines;

s. To open and operate one or more bank accounts in the name of the Company in Indian currency or foreign currency(ies) with such bank or banks in India and/or such foreign countries as may be required in connection with the aforesaid issue, including with any escrow bank;

t. To settle all questions, difficulties or doubts that may arise in regard to such issue(s) or allotments and utilisation of the issue proceeds as it may, in its absolute discretion deem fit, without being required to seek any further consent or approval of the member or otherwise, to the end and intent that they shall be deemed to have given their approval thereto expressly by the authority of this resolution, and accordingly any such action, decision or direction of the Board shall be binding on all the members of the Company

u. To file form FC-GPR, FC-TRS or any other form required under applicable law with the authorised dealer, RBI or any other regulatory authority with respect to the issuance of the securities;

v. To affix the Common Seal of the Company on any agreement(s)/ document(s) as may be required to be executed in connection with the above, in accordance with the provisions of applicable law; and

w. To decide and approve the other terms and conditions of the issue of the securities and also shall be entitled to vary, modify or alter any of the terms and conditions as it may deem expedient;

x. To do all such acts, deeds, matters and things as the Fund Raising Committee may, in its absolute discretion, consider necessary, proper, expedient, desirable or appropriate for making the said issue as aforesaid and to settle any question, query, doubt or difficulty that may arise in this regard including the power to allot under subscribed portion, if any, in such manner and to such persons(s) as the Board, may deem fit and proper in its absolute discretion to be most beneficial to the Company.

Composition of the Fund-Raising Committee and meetings held during the financial year and attendance details are mentioned below:

Name of the Members	Category	Designation	Meetings	
			Held during tenure	Attended
Mr. Ramesh Kunhikannan	Whole-Time Director	Member	3	3
Mrs. Savitha Ramesh	Whole-Time Director	Member	3	3
Mr. Jairam Paravastu Sampath	Whole-Time Director	Member	3	3
Mr. Rajesh Sharma	Chief Executive Officer	Member	3	3

During the FY 2025-26, 03 (Three) Meetings of Fund Raising Committee were held on 19 June, 2025 and 24 June, 2025 (Two meetings on the same day).

4. SENIOR MANAGEMENT

Sl. No	Name	Designation
1	Mr. Jairam Paravastu Sampath	Whole-Time Director and Chief Financial Officer
2	Mr. Rajesh Sharma[1]	Chief Executive Officer
3	Mr. Sajan Anandaraman	Head-Commercial and Corporate Affairs
4	Mrs. Premita Ramesh	Head – Human Resources
5	Mr. Govind S Menokee[2]	Head – Information Technology
6	Col. Sharath Kumar Bhat	President – International Business
7	Col. Dilip Nambiar	President – Merger and Acquisitions
8	Mr. Vishwanathan K	President – Strategic sourcing
9	Mr. Gaurav Mehta	President – Business Development (Non- Automotive)
10	Mr. Abdul Nazar	President – Business Development (Automotive)
11	Mr. Anuj Mehtha[3]	Company Secretary and Compliance Officer
12	Mrs. Sudha Sri Addepalli[4]	Company Secretary and Compliance Officer

[1] *Mr. Rajesh Sharma ceased to hold the Office of Chief Executive Officer of the Company with effect from closing business hours of 08 November, 2025.*

[2] *Mr. Govind S Menokee ceased to hold the Office of Head – Information Technology with effect from 30 August, 2025.*

[3] *Mr. Anuj Mehtha ceased to hold the Office of Company Secretary and Compliance Officer with effect from closing business hours of 10 March, 2026. Subsequently,*

[4] *Mrs. Sudha Sri Addepalli was appointed as Company Secretary and Compliance Officer with effect from 11 March, 2026.*

5. REMUNERATION OF DIRECTORS

A. Executive Directors:

i. Mrs. Savitha Ramesh – Executive Chairperson and Whole-Time Director

ii. Mr. Ramesh Kunhikannan - Executive Vice-Chairman and Whole-Time Director

iii. Mr. Jairam Paravastu Sampath – Whole-Time Director and Chief Financial Officer

iv. Dr. Muthukumar Narayanaswamy – Managing Director

a) The details of remuneration paid to Executive Directors during FY 2025-26 are disclosed below:

(Amount in ₹ Mn)

Particulars	Mrs. Savitha Ramesh	Mr. Ramesh Kunhikannan	Mr. Jairam Paravastu Sampath	Dr. Muthukumar Narayanaswamy
Salary and Allowances	18.00	18.00	12.30	9.00
Variable Pay	-	-	-	-
Perquisites	-	-	-	-
Others (Mediclaim, Provident Fund)	-	-	-	-
Total	**18.00**	**18.00**	**12.30**	**9.00**

b) Details of Employee Stock Options (ESOPs):

Date of Grant	Name of the Director	No. of Options Granted (including re-issue)	Period of Vesting	Options Exercised (as on 31 March, 2026)
21 October, 2022	Mr. Jairam Paravastu Sampath	20,980	4 Years	20,980

c) Service Contracts, Notice Period, Severance Fees:

Service Contracts	There is no separate service contract executed for the appointment of Directors. The appointment is contractual in nature.
Notice Period	He/ She may resign from the office of Director of the Company by giving ninety (90) days written notice.
Severance Fees	The Company is not obligated to pay any severance fees in case of any termination.

d) Other Notes:

- Incentives, personal accident and term life insurance, mediclaim coverage, notice period etc. will be as per the Company's policy.
- The variable pay of Executive Directors is linked to the desired performance and business objectives of the organisation. The criteria for variable pay, which is paid out quarterly/annually, includes financial parameters like revenue and other strategic goals as decided by the Board from time to time.

B. Non-Executive Directors:

a) All pecuniary relationship or transactions of the Non-Executive Directors vis-à-vis the Company:

During the year under review, no such relationship or transaction was identified with the Non-Executive Directors.

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

The Company is not paying any remuneration to Non-Executive and Independent Directors of the Company,except the sitting fees of ₹ 80,000/- for every meeting of the Board of Directors attended by them and ₹ 50,000/- for every meeting of the Committees of the Board attended by them on or after Board meeting dated 15 May 2025.

The sitting fees paid are as follows:

In ₹

Name of the Independent Director	Board Meeting	Committee Meetings					
		Audit Committee Meeting	Nomination and Remuneration Committee Meeting	Stakeholders' Relationship Committee Meeting	Corporate Social Responsibility Committee Meeting	Risk Management Committee	Borrowing and Investments Committee
Mr. Seeplaputhur Ganapathiramaswamy Murali	7,00,000	2,50,000	1,00,000	2,00,000	2,00,000	1,00,000	-
Mr. Anup Kumar Bhat[1]	3,80,000	1,50,000	2,00,000		1,50,000	50,000	-
Mr. Alexander Koshy	7,00,000	2,50,000	3,00,000	2,00,000		1,00,000	2,50,000
Mrs. Poornima Ranganath	7,00,000		3,00,000		50,000	1,00,000	-
Mr. Heinz Franz Moitzi	6,20,000					1,00,000	-

[1] *Mr. Anup Kumar Bhat ceased to be an Independent Director of the Company with effect from 10 November, 2025.*

6. CODES AND POLICIES:

Pursuant to the provisions of the Companies Act, 2013 and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has adopted the following codes and policies:

i. Policy of Material Subsidiaries;
ii. Code of conduct for Directors, Senior Management and Independent Directors;
iii. Code of conduct for prohibition of insider trading;
iv. Corporate Social Responsibility Policy;
v. Dividend Distribution Policy;
vi. Nomination and remuneration Policy;
vii. Policy on preservation and archival of documents;
viii. Policy of related party transactions;
ix. Terms and conditions of appointment of Independent Directors;
x. Whistle blower policy;
xi. Policy on prevention of sexual Harassment at workplace;
xii. Risk Management Policy;
xiii. Board Diversity Policy Succession Policy;
xiv. Policy on familiarisation programmes for independent directors;
xv. Policy for determining materiality of event or information;
xvi. Business Reporting and Sustainability Policy;
xvii. Policy for procedure of enquiry in case of leak of Unpublished Price Sensitive Information;
xviii. Succession Policy;
xix. Equal Opportunity for Work and Pay Policy;

The aforesaid policies are made available on the website of the Company (Web link: www.kaynestechnology.co.in)

7. GENERAL BODY MEETINGS:

a) Details of Annual General Meetings (AGMs) held during last 3 (three) Financial Years are mentioned below:

Financial Year	Date	Time (IST)	Place/Location	No. of agenda items approved through Special Resolution
FY 2024-25 (17th AGM)	11 September, 2025	3:30 PM	Through Video Conference/ Other audio-visual means	4
FY 2023-24 (16th AGM)	09 September, 2024	3.30 PM	Through Video Conference/ Other audio-visual means	2
FY 2022-23 (15th AGM)	15 September, 2023	3.30 PM	Through Video Conference/ Other audio-visual means	4

Particulars of Special Resolutions passed in the last Three (3) AGMs are given below:

Financial Year	Resolution
FY 2024-25 (17th AGM)	1. To approve the continuation of directorship of Mr. Seeplaputhur Ganapathiramaswamy Murali (DIN: 00348902) as an Independent Director of the Company post attaining the age of 75 years. 2. To approve the amendment in Employees Stock Option Scheme "Kaynes ESOP Scheme 2022". 3. To approve the amendment in Employees Stock Option Scheme "Kaynes ESOP Scheme 2023". 4. To grant loans and guarantees to any bodies corporate and persons and investments in any body corporate pursuant to Section 186 of the Companies Act 2013.
FY 2023-24 (16th AGM)	1. To approve and adopt Employee Stock Option Scheme called "Kaynes ESOP Scheme 2023". 2. To approve granting of Employee Stock Options to the employees / directors of subsidiary(ies) of the Company under the "Kaynes ESOP Scheme, 2023".
FY 2022-23 (15th AGM)	1. To re-appoint Mr. Ramesh Kunhikannan (DIN: 02063167) as Managing Director of the Company. 2. To re-appoint Mrs. Savitha Ramesh (DIN: 01756684) as Executive Chairperson and Whole-Time Director of the Company. 3. To appoint Mr. Heinz Franz Moitzi (DIN: 00323506) as an Independent Director of the Company. 4. To consider and ratify the Kaynes ESOP Scheme 2022.

b) Special Resolutions passed through Postal Ballot during the FY 2025-26:

There were No Special Resolutions passed through Postal Ballot during the FY 2025-26. However, following are the Ordinary Resolutions passed through Postal Ballot during the FY 2025-26:

- Appointment of Dr. Muthukumar Narayanaswamy (DIN: 06708535) as a Director and the Managing Director of the Company.
- Change in designation of Mr. Ramesh Kunhikannan (DIN: 02063167) as an Executive Vice-Chairman in the category of Whole-Time Director of the Company.

C) Procedure adopted for Postal Ballot

The Postal Ballot was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Companies Act, 2013, read with the rules framed thereunder and MCA Circulars. Mrs. Kalaivani S, a Practicing Company Secretary, (ACS: 57112 and COP No.: 22158) acted as Scrutinizer for conducting the Postal Ballot in a fair and transparent manner. Voting results are available on the website of the Stock Exchanges and the Company.

8. MEANS OF COMMUNICATION:

The Company believes that the prompt and timely communication of information to the investors and shareholders reflects that the transparency and good Corporate Governance practise of an organisation.

a) Financial Results and newspaper publication:

The quarterly, half-yearly and annual Financial Results are regularly submitted to the National Stock Exchange of India Limited (NSE) and BSE Limited (BSE), where shares of the Company are listed. The Financial Results are generally published in Financial Express (English newspaper-all India edition) and Vijaya Karnataka (Kannada-Regional newspaper) and simultaneously uploaded on the Company's website.

b) Website:

The Company maintains an active website (www.kaynestechnology.co.in) with a separate and dedicated 'Investors' section to facilitate effective communication with stakeholders. This section provides timely and comprehensive information on key and material developments of the Company, including its brief profile, Board of Directors and Committees, Financial Results (including subsidiary financials), presentations to institutional investors and analysts, annual reports, shareholding pattern, stock exchange disclosures and compliances, Corporate Governance reports, press releases, notices of Board and General Meetings, details of Registrar and Transfer Agents, and information relating to unclaimed dividends and Investor Education and Protection Fund (IEPF). The Company's Annual Report along with supporting documents is also available in a user-friendly and downloadable format. Further, in line with recent stock exchange requirements, the Company has created a separate tab on its website for the aforesaid disclosures.

c) Investors/Analyst Meets:

Your Company holds meetings with the Analyst/ Investor, post disclosure of Financial Results for each quarter. The detailed schedule of analyst/ investor meet and presentation made before them are disseminated to the Stock Exchange and also uploaded on the Company's website at https://www.kaynestechnology.co.in/investors.html. The audio recordings and transcripts of analyst/investor meet are also available on the Company's website at the same link.

9. GENERAL SHAREHOLDER INFORMATION

General Shareholders' Information	
Day and date of Annual General Meeting	17, September 2026
Time	04:00 PM (IST)
Venue	The meeting shall be held through video conferencing/other audio- visual means. The deemed venue for the meeting shall be Registered Office of the Company at 23-25, Belagola Food Industrial Estate, Metagalli PO, Mysuru 570016, Karnataka, India
Financial year	1 April, 2025 to 31 March, 2026
Dividend payment date	NA
Date of Book Closure / Record Date / Cut off	-

General Shareholders' Information	
Listing of Stock Exchanges	National Stock Exchange of India Limited (NSE) Address: Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai- 400051
	BSE Limited (BSE) Address: Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai- 400001
Payment of annual listing fees	PAID
Stock Symbol /Code	**NSE: KAYNES** **BSE: 543664**
International Securities Identification Number (ISIN)	INE918Z01012
Registrar to an issue and share transfer agent	MUFG Intime India Private Limited Address: C-101, Embassy 247, LBS.Marg, Vikhroli (West), Mumbai - 400083
Face Value per share	₹ 10/-
Date of Listing	22 November, 2022

a) Whether securities of the Company are suspended from trading during the FY 2025-26:

No.

b) Registrar and Share Transfer Agents (RTA):

MUFG Intime India Private Limited is the Registrar and Share Transfer Agent ('RTA') of the Company. All the investor related activities are attended to and processed by the Company's RTA including issue of new shares, transfer/ transmission of shares, change of mandate, dematerialisation and rematerialisation of Shares.

The Contact details of RTA are furnished below:

MUFG Intime India Private Limited
247 Park, C 101 1st Floor, LBS Marg, Vikhroli (W),
Mumbai – 400083, Maharashtra, India.
Tel: +91 22 49186000.
Detailed list of MUFG Intime Offices is available at their website (in.mpms.mufg.com).

c) Share Transfer System:

The entire shares of the Company are in dematerialised form except 114 Equity Shares which are held in physical form. The transfer and transmission of shares are carried out through Depositories and Depository Participants based on the request of beneficial owner.

d) Summary of category wise Shareholding Pattern and Distribution of Shareholding as on 31 March, 2026:

i. Summary of category wise Shareholding Pattern as on 31 March, 2026:

Category	Total Securities	% of Shareholding
Promoter and Promoter Group	3,58,38,533	53.4627
Mutual Funds	87,02,510	12.9821
FPI (Corporate) - I	47,10,259	7.0266
Public	1,25,28,129*	18.6890
Insurance Companies	9,64,710	1.4391
Non Resident Indians	15,04,665	2.2446
Alternate Investment Funds - III	4,72,168	0.7044
Other Bodies Corporate	14,65,218	2.1858
FPI (Corporate) - II	1,68,516	0.2514
Hindu Undivided Family	3,13,246	0.4673
Non Resident (Non Repatriable)	2,47,004	0.3685
Foreign Company	60,000	0.0895
Body Corporate - Limited Liability Partnership	29,909	0.0446
NBFCs registered with RBI	1,919	0.0029

Category	Total Securities	% of Shareholding
Clearing Members	21,643	0.0323
Trusts	169	0.0003
Central Government	56	0.0001
Nationalised Banks	5,900	0.0088
Foreign Nationals	**100**	**0.0001**
Total	**6,70,34,540**	**100.00**

* 114 shares included in the "Public category" held in Physical form

ii. Distribution of Shareholding as on 31 March, 2026

Shares Range		Number of Shareholders	% of Total Shareholders	Total Shares for the Range	% of Issued Capital
From	To				
1	500	3,86,762	99.2420	97,64,405	14.5662
501	1,000	1,705	0.4375	12,22,453	1.8236
1,001	2,000	649	0.1665	9,33,461	1.3925
2,001	3,000	198	0.0508	4,86,010	0.7250
3,001	4,000	80	0.0205	2,80,384	0.4183
4,001	5,000	48	0.0123	2,20,870	0.3295
5,001	10,000	105	0.0269	7,67,599	1.1451
10,001 and above		169	0.0434	5,33,59,472	79.5998
Total		**3,89,716**	**100.0000**	**6,70,34,654**	**100.0000**

e) Dematerialisation of Shares and liquidity:

As on 31 March, 2026, the entire shares of your Company are in dematerialised form and except 114 shares held in physical form. As on the date of this report, the equity shares are frequently traded on BSE and NSE. The shares of the Company are held with National Securities Depository Limited ('NSDL') and the Central Depository Services (India) Limited ('CDSL') and break-up of the same is as follows:

Name of the Depository	No. of Shares	% of Shares
NSDL	5,81,11,956	86.69
CDSL	89,22,584	13.31
PHYSICAL	114	0.00
Total	**6,70,34,654**	**100.00**

The Company's shares are available for trading only in electronic form. We have established connectivity with both the depositories, namely National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL). The International Securities Identification Number (ISIN) allotted to the shares under the Depository System is INE918Z01012.

f) Outstanding Global Depository Receipts (GDRs) or American Depository Receipts (ADRs) or Warrants or any convertible instruments, conversion date and likely impact on equity:

During the Financial Year, the Company has not issued any Foreign Currency Convertible Bonds (FCCBs)/GDRs/ ADRs/Warrants or any convertible instruments and has no outstanding FCCBs/GDRs/ADRs/Warrants or any convertible instruments as of 31 March, 2026.

g) Commodity price risk or foreign exchange risk and hedging activities:

The Company has Foreign Exchange Risk Management Policy. Accordingly, during the Financial Year, the Company has managed the foreign exchange risk and hedged to the extent considered necessary. The details of foreign currency exposure and hedging are disclosed in notes to the financial statements

As per the Company's Policy for Determination of Materiality of Events and Information, the Company does not have material exposure to any commodity and accordingly, no hedging activities for the same are carried out. Therefore, the disclosures as required under SEBI Circular No. SEBI/HO/CFD/CMD1/ CIR/P/2018/0000000141 dated 15 November, 2018 are not applicable to the Company.

h) Plant locations

KARNATAKA

Registered & Corporate Office
No 23-25, Belagola Food Industrial Estate, Metagalli PO, Mysuru-570016.

Kaynes Technology India Limited (Unit 01)
Regd Office & HO, No 23-25, Belagola Food Industrial Estate, Metagalli PO, Mysuru-570016

Kaynes Technology India Limited (Research and Development Center)
1st Floor, C Block 52, 3rd Stage, Vijayanagar, Mysuru - 570030

Kaynes Technology India Limited (Unit 06)
No A-53, 2nd Main, II Stage, Peenya Industrial Area, Bengaluru – 560 058

Kaynes Technology India Limited (Unit 08)
No 399, Hebbal Industrial Area, Hebbal, Mysuru – 570 016

Kaynes Technology India Limited (Unit 17)
No 555, IV Phase, Peenya Industrial Area, Bengaluru – 560 058

Kaynes International Design & Manufacturing Private Limited
No 399, Hebbal Industrial Area, Hebbal, Mysuru – 570 016

Kaynes Electronics Manufacturing Private Limited (Unit 01)
No 26-27, Badanaguppe- Kellamballi Industrial Area, Chamarajanagara – 571 313

Kaynes Electronics Manufacturing Private Limited (Unit 03)
No 121G, Bommasandra Industrial Area Phase 1, Bengaluru-560099

Kaynes Mechatronics Private Limited - (Unit 1)
No 125, Bommasandra Jigani Link Rd, Bommasandra Industrial Area, Bengaluru, Yarandahalli - 560099

Kaynes Mechatronics Private Limited - (Unit 2)
No 157, Survey No 270, Bommasandra Industrial Area, Bommasandra, Bengaluru Urban, Bommasandra- 560099.

Kaynes Semicon Private Limited (Office Address):
3rd Floor, Golden Enclave, Tower A Old Airport Road, Bengaluru – 560017

KEMSYS Technologies Private Limited
First Floor, IndiQube Lakeside, Outer Ring Rd, Green Glen Layout, Bellandur, Bengaluru, Karnataka 560103

TAMIL NADU

Kaynes Technology India Limited (Unit 07)
No 40/3, Sivabudam Village, Chettiar-Agaram Main Road, Vanagaram, Chennai – 600 095

Kaynes Technology India Limited - (Unit 21)
Plot No A-7, 23rd Cross Road, Pochempalli Police Station, Pochempalli, Krishnagiri - 635206

Kaynes Circuits India Private Limited
Plot No D2, Sipcot Industrial Park, Vallam Vadagal (Phase 2) Vallakottai- 602118.

KERALA

Kaynes Technology India Limited (Unit 11 Service Center)
No 63/2801, Sulakshana, Thripti Lane, Near Manorama Junction, SA Road, Kochi – 682 016

Kaynes Technology India Limited (Unit 11)
Plot No. 01, KINFRA Industrial Park, Perumbavoor, Rayonpuram – 683543

TELANGANA

Kaynes Electronics Manufacturing Private Limited (Unit 02)
Plot No 2, Industrial Park, Kongara Kalan, Rangareddy District, Hyderabad- 501510 Telangana

HIMACHAL PRADESH

Kaynes Technology India Limited (Unit 03)
No 4, Sector 5, Near Parwanoo Govt. School, Kasauli Rd, Amtola Village, Parwanoo- 173220

HARYANA

Kaynes Technology India Limited (Unit 09)
No 58, Sector 6, IMT Manesar, Gurgaon – 122 050, Haryana.

Kaynes Technology India Limited (Unit 19)
No 20, Sector 4, IMT Manesar, Gurgaon – 122 050

MAHARASHTRA

Kaynes Technology India Limited (Unit 10 Service Center)
No 412, 414, Shree Nanda Dama, Plot 59, Sector 11, BD Belapur, Navi Mumbai –400 614

Kaynes Technology India Limited (Unit 20)
No A-22-A/I/I. MIDC Chakan Industrial Area, PH-II, Khalumbre, Khed, Pune – 410 501

GUJARAT

Kaynes Semicon Private Limited
Plot No. 992,993,994,995,996,998,999,1000, Makhiyav Hirapur Kunvar Road, Sanand GIDC, District: Ahmedabad, State: Gujarat, India – 382170.

KEMSYS Technologies Private Limited
6th Floor, KP Epitome, B-604 to 608, near Lake, Makarba, Ahmedabad, Gujarat 380051

CALIFORNIA-USA

Digicom Electronics, Inc.
7799 Pardee Lane, Oakland, CA 94621

CANADA

August Electronics Inc.
1810 Centre Ave N.E., Calgary, Alberta T2E 0A6, Canada

i) Address for correspondence:

For Investor Queries			
For Shareholders' Grievance Redressal		**For Institutional Investors**	**Registered Office Address**
Company Secretary and Compliance Officer: Mrs. Sudha Sri Addepalli Mail: kaynestechcs@kaynestechnology.net Ph. No: 9606952146	**Registrar and Share Transfer Agent:** MUFG Intime India Private Limited C-101, 247 Park, LBS Marg, Vikhroli West, Mumbai – 400 083, Maharashtra, India Tel: +91 22 49186000 Email: investor.helpdesk@in.mpms.mufg.com Website: in.mpms.mufg.com	**Chief Financial Officer** Mr. Jairam Paravastu Sampath Mail: jps@kaynestechnology.net	**KAYNES TECHNOLOGY INDIA LIMITED** 2023-25, Belagola Food Industrial Estate, Metagalli PO, Mysuru 570016. India Telephone No: +91 8214280270

j) Credit Ratings:

Credit rating on the bank facilities availed by the Company are as under:

Rating Agency	Rating	Outlook
Care Ratings Limited	CARE A-/ CARE A2+ for Long-term/ Short-term bank facilities	Stable
India Rating and Research	IND A- / IND A1 for Bank loan facilities	Stable
CRISIL Rating Limited	Crisil A for fund based facilities	Stable
ICRA Limited	[ICRA] A- for Long-term Fund-based - Cash Credit	Positive

10. OTHER DISCLOSURES:

a) Related Party Transactions:

Your Company has not entered in to any materially significant transactions with the related parties that may have potential conflict with the interests of the Company at large. The details of related party transaction are provided in Notes to Financial Statements (both Standalone and Consolidated), as per the applicable Accounting Standards.

b) Details of non-compliances and penalties imposed on matters related to capital markets:

The Shares of the Company are listed and trading of the said Shares commenced on the Stock Exchanges with effect from 22 November, 2022. During the Financial year or in the last three (3) years, there were no cases of non-compliance by the Company and no penalties or strictures were imposed on the Company either by the Stock Exchanges or SEBI or any other statutory authority for the non-compliance of any matter related to capital markets.

c) Vigil Mechanism/ Whistle Blower Policy:

Pursuant to Section 177 of the Companies Act, 2013 and the rules made thereunder and SEBI (LODR) Regulations, your Company has in place Whistle Blower Policy for directors and employees to report any genuine concerns, unethical behaviours, misuse of unpublished price sensitive information, actual or suspected fraud or violation of Company's Code of Conduct. The vigil mechanism provides adequate safeguards against victimisation of director(s) or employee(s) or any other person who avail the mechanism.

The copy of the said Policy is available on the website of the Company at https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Kaynes%20Technology_Whistle%20blower%20and%20vigil%20mechanism%20policy%2010.5.2025.pdf

Your Company affirms that no personnel have been denied access to the Audit Committee.

d) Details of compliance with mandatory requirements and adoption of the non-mandatory requirements:

Your Company has complied with all the applicable mandatory requirements of the Listing Regulations. Details of adoption of non-mandatory requirements are provided in clause 12 below.

e) Weblink Policy on policy determining material subsidiary is disclosed.

The Policy on material subsidiary of the Company can be accessed at

https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Policy%20On%20Material%20Subsidiaries.pdf

f) Web link for Policy on Related Party Transactions of the Company:

Aforementioned policy can be accessed at

https://www.kaynestechnology.co.in/doc/Codes-and-Policies/Kaynes%20Technology_RPT%20policy.pdf

g) Disclosure of commodity price risks and commodity hedging activities:

As disclosed in point no. 8(n) above, the disclosures as require under SEBI Circular No. SEBI/HO/CFD/CMD1/ CIR/P/2018/0000000141 dated 15 November, 2018 are not applicable to the Company.

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

a. Funds raised through initial public offer:

During the financial year 2022-23, the Company has raised ₹ 5,300 Mn through initial public offer in accordance with provisions of the SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018, the Companies Act, 2013 and the rules made thereunder.

The funds raised has been fully utilised for the purpose for which it has been raised as mentioned in the explanatory statement to the notice of General Meeting and there is no deviation in the utilisation of the same.

b. Funds raised through Qualified Institutions Placement (QIP):

1. QIP 1

During the financial year 2024- 25, the Company issued and allotted 5,775,577 equity shares of face value ₹ 10 each of the Company (the "Equity Shares") at a price of ₹ 2,424 per Equity Share, including a premium of ₹ 2414 per equity share aggregating to ₹ 14,000 Mn to qualified institutional buyers.

The funds raised are being utilised for the purpose for which it has been raised as mentioned in the explanatory statement to the notice of General Meeting and there is no deviation in the utilisation of the same.

The bifurcation utilisation of fund raised through QIP as follows:

₹ in Mn

QIP1

Objects of the issue as per prospectus	Amount as per Placement document	Utilisation for FY 2026	Utilisation up to FY 2026
Part funding the cost of establishment of the OSAT Facility	7,567.11	3,975.68	6,249.79
Part funding the cost of establishment of the PCB Facility	3,072.89	2,210.58	3,072.89
General corporate purpose	3,100.00	716.21	3,100.00
Total	**13,740.00**	**6,902.47**	**12,422.68**

Note: The funds which remain unutilised are temporarily parked in Fixed Deposits

2. QIP 2

During the financial year 2025-26, the Company issued and allotted 28,72,788 equity shares of face value ₹ 10 each of the Company (the "Equity Shares") at a price of ₹ 5,569.50 per Equity Share, including a premium of ₹ 5,559.50 per equity share aggregating to ₹ 16,000 Mn to qualified institutional buyers.

The funds raised are being utilised for the purpose for which it has been raised as mentioned in the explanatory statement to the notice of General Meeting and there is no deviation in the utilisation of the same.

The bifurcation utilisation of fund raised through QIP as follows:

₹ in Mn

QIP2

Objects of the issue as per prospectus	Amount as per Placement document	Utilisation for FY 2026	Utilisation up to FY 2026
Repayment and/or prepayment, whether in whole or in part, of outstanding indebtedness of the Company and/or its subsidiaries	8,412.61	8,412.61	8,412.61
Funding of working capital requirements of the Company	2,000.00	2,000.00	2,000.00
Funding of inorganic growth opportunities including but not limited to acquisitions, strategic investments, and joint ventures	1,600.00	1,228.42	1,228.42
General corporate purpose	3,737.05	2,233.29	2,233.29
Total	**15,749.66**	**13,874.32**	**13,874.32**

Note: The funds which remain unutilised are temporarily parked in Fixed Deposits

i. Certificate from Practising Company Secretary on Non-Disqualification of Directors:

The Company has obtained a Certificate from a Practising Company Secretary that none of the Directors on the Board of the Company has 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 in accordance with the Listing Regulations. The said Certificate is annexed this report as **Annexure-3.**

j. Recommendation of Committees:

During the Financial Year, the Board of Directors of the Company has accepted recommendations of all the Committees of the Board, which were mandatorily required.

k. Auditors' Remuneration:

The details of total fees paid by the Company to Messrs K P Rao & Co, the Statutory Auditors, for all services including the reimbursement of out-of-pocket expenses during the FY 2025-26, are available in the Financial Statements.

l. **Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:** Disclosed separately in Note No. 31 of the Board's Report.

m. **Disclosure of Loans and advances in the nature of loans to firms/companies in which directors are interested:**

During the FY 2025-26, the Company and its subsidiaries have granted loans or advances to firms/companies in which the Directors are interested. The details of which are provided in the notes to Financial Statements of the Company.

n. **Details of material subsidiaries of the listed entity**

Name	Kaynes Electronics Manufacturing Private Limited	Gridcrest Technologies Private Limited (formerly known as Iskraemeco India Private Limited)
Incorporation date	30 March, 2022	10 October, 2019
Incorporation place	Mysuru, Karnataka, India.	Delhi, India, 110092
Name of Statutory Auditor	Messrs K. P. Rao & Co	Messrs K. P. Rao & Co.
Date of appointment of Statutory Auditors	15 November, 2023	01 August, 2025

Note: Identified as material subsidiaries based on Consolidated Financial Statements as on 31 March, 2025.

11. NON-COMPLIANCE OF ANY REQUIREMENT OF CORPORATE GOVERNANCE REPORT UNDER SUB-PARAS (2) TO (10) OF SECTION C OF SCHEDULE V OF SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015, IF ANY:

Your Company has fully complied with the requirement of Corporate Governance Report under sub-paras (2) to (10) of para C of Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and there are no such non-compliances to the said Report.

12. DISCRETIONARY REQUIREMENTS:

Your Company has adopted the following discretionary requirements as specified in Part E of Schedule II of the Listing Regulation

a) **Chairperson:**

Chairperson of the Company is an Executive Director.

b) **One Women Independent Director on its board**

The Company has one Women Independent Director on its Board.

c) **Chairperson and Managing Director or Chief Executive Officer:**

Your Company has appointed separate persons to the Offices of Chairperson and Managing Director. Chairperson of the Company is an Executive Director and is not related to Managing Director of the Company.

d) **Modified Opinion(s) in Audit Report:**

The Auditors of the Company have issued Audit Reports with unmodified opinion on the Standalone and Consolidated Financial Statements for the FY ended 31 March, 2026 and there are no qualifications in the Audit Report.

e) **Reporting of Internal Auditor:**

The Internal Auditors report directly to the Audit Committee and attend the Audit Committee meetings held every quarter and present their report.

f) **Independent Director:**

Independent Director met two times during the Financial Year without the presence of Non-Independent Director and members of the management as per the requirement.

g) **Risk Management:**

The Company has constituted Risk Management Committee.

13. DISCLOSURES WITH RESPECT TO DEMAT SUSPENSE ACCOUNT/UNCLAIMED SUSPENSE ACCOUNT

Particulars	No. of Shareholders	No. of Shares
Aggregate number of shareholders and the outstanding shares in suspense account lying at the beginning of the year	Nil	NA
Number of shareholders who approached listed entity for transfer of shares from suspense account during the year	Nil	NA
Number of shareholders to whom shares were transferred from suspense account during the year	Nil	NA
Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year	Nil	NA

14. DISCLOSURE ON COMPLIANCE WITH CORPORATE GOVERNANCE AND THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

Your Company is in compliance with the mandatory Corporate Governance requirements of the SEBI (LODR) Regulations. Further, the Company confirms the compliance with Corporate Governance requirements as specified in Regulations 17 to 27 read with Schedule V and clauses (b) to (i) of sub regulation (2) of Regulation 46 of the SEBI (LODR) Regulations.

The Company has obtained a Certificate from Ms. Kalaivani S, a Practising Company Secretary, (Membership Number: 57112 COP No: 22158) on compliance of conditions of Corporate Governance as stipulated in SEBI (LODR) Regulations. The said Certificate is annexed as **Annexure-4** to the Corporate Governance Report.

Annexure-1 to the Corporate Governance Report

COMPLIANCE CERTIFICATE BY MANAGING DIRECTOR AND CHIEF FINANCIAL OFFICER

(Pursuant to Regulation 17(8) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Board of Directors
Kaynes Technology India Limited

We, Muthukumar Narayanaswamy, (Managing Director) and Jairam Paravastu Sampath, (Whole-Time Director and Chief Financial Officer) of Kaynes Technology India Limited (the "Company"), to the best of our knowledge and belief, hereby certify that:

A. We have reviewed Financial Statements and the Cash Flow Statement for the Financial Year ended 31 March, 2026 and that to the best of our knowledge and belief, we state that:
   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. We further state that to the best of our knowledge and belief, there are no transactions entered into by the Company during the year 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 Company pertaining to financial reporting and we have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.

D. We have indicated to the Auditors and the Audit committee:
   1. there were no significant changes in internal control over financial reporting during the year;
   2. significant changes, if any, in accounting policies during the year and that the same have been disclosed in the notes to the Financial Statements; and
   3. there were no instances of significant fraud of which we have become aware and the involvement therein, if any, of the Management or an employee having a significant role in the Company's internal control system over financial reporting.

Muthukumar Narayanaswamy
Managing Director
DIN: 06708535

Jairam Paravastu Sampath
Whole-Time Director and CFO
DIN: 08064368

Date: 07 August, 2026
Place: Mysuru

Annexure-2 to the Corporate Governance Report

DECLARATION ON CODE OF CONDUCT

(Pursuant to Part D of Schedule V of the SEBI (Listing Obligation and Disclosures Requirements) Regulations, 2015)

I, Muthukumar Narayanaswamy, Managing Director of Kaynes Technology India Limited (the "Company"), hereby declare that all the members of Board and Senior Management Personnel of the Company have affirmed compliance with the Code of Conduct of Board of Directors and Senior Management for the Financial year 2025-26.

Kaynes Technology India Limited

Muthukumar Narayanaswamy
Managing Director
DIN: 06708535

Date: 07 August, 2026
Place: Mysuru

Annexure-3 to the Corporate Governance Report

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

To
The Members
Kaynes Technology India Limited
23-25, Belagola, Food Industrial Estate
Metagalli PO, Mysuru, Karnataka, India, 570016

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Kaynes Technology India Limited having CIN: L29128KA2008PLC045825 and having Registered Office at No.23-25, Belagola, Food Industrial Estate, Metagalli PO, Mysuru, Karnataka, India, 570016 produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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

Sr. No.	Name of Director Messrs	DIN	Date of appointment in Company
1.	Mr. Ramesh Kunhikannan	02063167	28/03/2008
2.	Mrs. Savitha Ramesh	01756684	28/03/2008
3.	Mr. Alexander Koshy	07896084	21/02/2022
4.	Mr. Seeplaputhur Ganapathiramaswamy Murali	00348902	21/02/2022
5.	Mr. Jairam Paravastu Sampath	08064368	10/03/2018
6.	Mrs. Poornima Ranganath	00349450	31/03/2022
7.	Dr. Muthukumar Narayanaswamy	06708535	24/09/2025
8.	Mr. Heinz Franz Moitzi	00323506	16/06/2023

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

Kalaivani S
Company Secretary
ACS: 57112 CP:22158
UDIN: A057112H001044087
Review Certificate No.: 2860/2022

Place: Bengaluru
Date: 07 August, 2026

Annexure-4 to the Corporate Governance Report

CERTIFICATE ON COMPLIANCE WITH THE CONDITIONS OF CORPORATE GOVERNANCE AS REQUIRED UNDER THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

To
The Members of
Kaynes Technology India Limited
23-25, Belagola, Food Industrial Estate
Metagalli PO, Mysuru, Karnataka

I have examined all the relevant records of Kaynes Technology India Limited ('the Company') for the purpose of certifying the compliances of the conditions of Corporate Governance by the Company, for the year ended 31st March, 2026 as stipulated under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the Listing Regulations').

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

In my opinion and to the best of my information and explanations given to me, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the Listing Regulations.

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

Kalaivani S
Company Secretary
ACS: 57112 CP:22158
UDIN: A057112H001044054
Review Certificate No.: 2860/2022

Place: Bengaluru
Date: 07 August, 2026

Business Responsibility and Sustainability Report

(Business Responsibility and Sustainability Reporting (BRSR) is the practice of companies disclosing information about their environmental, social, and governance (ESG) performance. It goes beyond financial reporting to provide stakeholders with a comprehensive view of a company's non-financial impacts and contributions to sustainable development. BRSR covers topics such as environmental impact, social responsibility, and governance practices, aiming to promote transparency and accountability.)

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

Sr. No.	Particulars	FY 2025-26
1	Corporate Identity Number (CIN) of the Listed Entity	L29128KA2008PLC045825
2	Name of the Listed Entity	Kaynes Technology India Limited
3	Year of incorporation	28 March, 2008
4	Registered office address	23-25, Belagola Food Industrial Estate, Metagalli PO, Mysuru - 570016 Karnataka, INDIA
5	Corporate address	23-25, Belagola Food Industrial Estate, Metagalli P.O., Mysuru - 570016 Karnataka, INDIA
6	E-mail	Kaynestechcs@kaynestechnology.net
7	Telephone	+91 8212582595
8	Website	http://www.kaynestechnology.co.in/
9	Financial year for which reporting is being done	01 April, 2025 to 31 March, 2026
10	Name of the Stock Exchange(s) where shares are listed	National Stock Exchange of India Limited, BSE Limited
11	Paid-up Capital	₹67,03,46,540
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. S Ranganathan +91 8212582595 s.ranganathan@kaynestechnology.net
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
14	Name of assurance provider	Vinay & Keshava LLP
15	Type of assurance obtained	BRSR Core Reasonable Assurance

II. Products/services

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

Sr. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1.	Electronics Manufacturing Services	Electronics System Design and Manufacturing (ESDM)	100%

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

Sr. No.	Product/Service	NIC Code	% of total Turnover Contributed
1.	Manufacture of bare printed circuit boards, loading of components onto printed circuit boards; manufacture of interface cards	26104	100%

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	10	2	12*
International	0	0	0

Note: *Includes two service stations

19. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of States)	7*
International (No. of Countries)	35

**Number of states refers to the states/UTs where the Company holds active GST registrations during the reporting period*

Note:

International: The Company has a presence in multiple countries through exports, subsidiaries, joint ventures, sales offices, or direct operations.

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

10%

c. A brief on types of customers

The Group primarily serves a diverse Business-to-Business (B2B) customer base across multiple industries. Its clientele includes sectors such as Automotive, Electric Vehicle (EV), Industrial, Railways, Aerospace and Defence, Medical, and Consumer/IoT. Leveraging its strong domain expertise and understanding of industry-specific requirements, the Group delivers customised and technology-driven solutions that support operational excellence, innovation, and sustainable business growth for its customers.

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

Sr. No.	Particulars	Total	Male		Female	
		(A)	No. (B)	% (B/A)	No. (C)	% (C/A)
EMPLOYEES						
1	Permanent (D)	811	609	75.09%	202	24.91%
2	Other than Permanent (E)	150	82	54.67%	68	45.33%
3	**Total employees (D + E)**	**961**	**691**	**71.90%**	**270**	**28.10%**
WORKERS						
4	Permanent (F)	1,713	1,012	59.08%	701	40.92%
5	Other than Permanent (G)	1,955	1,197	61.23%	758	38.77%
6	**Total workers (F + G)**	**3,668**	**2,209**	**60.22%**	**1,459**	**39.78%**

b. Differently abled Employees and workers:

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

21. Participation/Inclusion/Representation of women

Particulars	Total	No. and percentage of Females	
	(A)	No. (B)	% (B/A)
Board of Directors	8	2	25%
Key Management Personnel	5	2	40%

Note : Total KMP includes the Managing Director and Whole-Time Directors.

22. Turnover rate for permanent employees and workers

Particulars	FY 2025-26 (Turnover rate in current FY)			FY 2024-25 (Turnover rate in previous FY)			FY 2023-24 (Turnover rate in the year prior to the previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	34.93%	45.21%	37.50%	42.11%	55.20%	45.68%	32.75%	30.36%	32.15%
Permanent Workers	48.18%	71.62%	57.37%	84.60%	78.86%	82.60%	114.40%	98.92%	109.38%

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

23. (a) Names of Holding/Subsidiary/Associate Companies/Joint Ventures

Sr. No.	Name of the Holding /Subsidiary /Associate Companies/ Joint Ventures (A)	Indicate whether Holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business responsibility initiatives of the listed entity? (Yes/No)
1.	Kemsys Technologies Private Limited	Subsidiary	100%	No
2.	Kaynes Electronics Manufacturing Private Limited	Subsidiary	100%	No
3.	Kaynes International Design & Manufacturing Private Limited	Subsidiary	95%	No
4.	Kaynes Embedded Systems Private Limited	Subsidiary	60%	No
5.	Kaynes Mechatronics Private Limited	Subsidiary	100%	No
6.	Kaynes Semicon Private Limited	Subsidiary	100%	No
7.	Kaynes Circuits India Private Limited	Subsidiary	100%	No
8.	Gridcrest Technologies Private Limited (formerly known as Iskraemeco India Private Limited)	Subsidiary	100%	No
9.	Kaynes Space Technology Private Limited	Subsidiary	100%	No
10.	Cryo Precision Technologies Private Limited	Subsidiary	76%	No
11.	Aerocaliph Components Private Limited	Subsidiary	76%	No
12.	Kaynes Holding Pte Ltd	Subsidiary	100%	No
13.	Kaynes Technology Europe GmbH	Subsidiary	60%	No
14.	Digicom Electronics INC.	Subsidiary	100%	No
15.	ESSNKAY Electronics LLC	Subsidiary	100%	No
16.	August Electronics Inc.	Subsidiary	100%	No
17.	Sensonic Group	Subsidiary	61%	No

VI. CSR Details

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

a. Turnover (in ₹)	21,27,81,80,000
b. Net worth (in ₹)	44,96,48,50,000

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	-	0	0	-
Investors (other than shareholders)	Yes	0	0	-	0	0	-
Shareholders	Yes	4	1	Pending resolved on April 01, 2026	0	0	-
Employees and workers	Yes	0	0	-	8	0	-
Customers	Yes	9	1	-	12	0	-
Value Chain Partners	Yes	0	0	-	0	0	-
Other (please specify)	-	-	-	-	-	-	-

*** Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)**

Stakeholder group from whom complaint is received	Web Link for Grievance Policy
Communities	https://www.kaynestechnology.co.in/investors.html
Investors (other than shareholders)	
Shareholders	
Employees and workers	
Customers	
Value Chain Partners	
Other (please specify)	

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

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1.	**Waste management**	R	Ineffective waste management may expose the Company to regulatory non-compliance, environmental impact, increased operational costs, and reputational risks. Improper handling, storage, or disposal of waste materials can also lead to pollution, legal liabilities, and adverse impacts on public health and sustainability performance.	The Company adopts structured waste management practices focused on safe handling, storage, recycling, and disposal of waste and hazardous materials. Measures such as resource optimisation, adoption of eco-friendly materials, continuous monitoring, and compliance-driven waste disposal mechanisms are implemented to minimise environmental impact and operational risks.	Negative

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
2	Community wellbeing	O	Strong community engagement and social development initiatives create long-term value by strengthening stakeholder relationships, enhancing social impact, and supporting inclusive growth. Contributing towards education, healthcare, skill development, and community welfare also enhances the Company's reputation and social sustainability performance.	The Company undertakes various community development initiatives focused on education, healthcare, employee volunteering, and social welfare programmes. Through continuous stakeholder engagement and responsible business practices, the Company aims to create positive social impact and foster sustainable community development.	Positive
3	Business Ethics and governance	R	Weak business ethics, inadequate governance practices, or non-compliance with regulatory requirements may result in reputational damage, legal consequences, financial losses, and reduced stakeholder trust. Unethical practices such as bribery, fraud, or conflicts of interest can adversely impact the Company's credibility and long-term business sustainability.	The Company has implemented robust governance mechanisms and policies, including the Code of Conduct, Risk Management Policy, Board Diversity Policy, and Related Party Transactions Policy. These frameworks promote ethical conduct, transparency, accountability, and responsible decision-making across the organisation.	Negative
4	Material sourcing efficiency	R	Inefficient material sourcing and supply chain disruptions may lead to increased costs, operational delays, material shortages, and reputational risks. Dependence on unsustainable or unreliable sources may also affect business continuity, responsible sourcing commitments, and stakeholder expectations.	The Company focuses on strengthening supply chain efficiency through responsible sourcing practices, supplier engagement, and operational planning. Continuous monitoring of procurement processes and supplier performance helps ensure material availability, cost optimisation, and smooth production operations.	Negative
5	Product design and Lifecycle management	R	Inadequate product design and lifecycle management may result in product failures, quality concerns, regulatory non-compliance, environmental impact, and customer dissatisfaction. Insufficient end-of-life planning and inefficient use of materials may also affect operational sustainability and brand reputation.	The Company adopts sustainable product development and lifecycle management practices by focusing on quality control, efficient material utilisation, gradual adoption of eco-friendly materials, and continuous monitoring of product performance. Risk mitigation measures are also implemented to ensure regulatory compliance and minimise environmental impact throughout the product lifecycle.	Negative

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
6	Data Privacy and Cyber security	R	Inadequate cyber security infrastructure and data protection mechanisms may expose the Company to risks related to data breaches, system disruptions, loss of sensitive information, and operational interruptions. Such incidents may also result in financial losses, regulatory penalties, and reputational damage.	The Company has implemented IT security policies, access control mechanisms, physical and logical security measures, and continuous monitoring systems to strengthen cyber security resilience. Risk mitigation actions are undertaken in line with the Company's risk management framework to address potential cyber threats and data privacy concerns.	Negative
7	Customer Satisfaction	O	Enhancing customer satisfaction contributes to improved customer loyalty, stronger business relationships, repeat business opportunities, and positive brand reputation. High customer satisfaction levels also support long-term business growth and competitive advantage.	The Company focuses on delivering quality products and responsive customer service through structured feedback mechanisms, continuous improvement initiatives, and timely grievance resolution processes. Customer engagement and satisfaction monitoring practices help strengthen trust and long-term customer relationships.	Positive

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.

Sr. No	Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
1.	**Policy and management processes**									
	a Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/No/NA)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	b Has the policy been approved by the Board? (Yes/No/NA)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	c Web Link of the Policies, if available	https://www.kaynestechnology.co.in/doc/Codes-and-Policies/BRSR%20Policy.pdf								
2	Whether the entity has translated the policy into procedures. (Yes / No/ NA)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	Do the enlisted policies extend to your value chain partners? (Yes/No/NA)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Sr. No	Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
4	Name of the national and international codes/certifications/labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	No	ISO 9001:2015; IATF 16949:2016; IRIS ISO 22163: 2023; AS 9100: REV D; ISO 13485:2016; Nadcap AC 7120 & AC 7121; AS 9110; ACE; IRIS Certification; ANSI certification	ISO 45001:2018; SA 8000:2014	-	SA 8000: 2014	ISO 14001: 2015	-	-	ISMS - ISO/ IEC 27001: 2022
5	Specific commitments, goals and targets set by the entity with defined timelines, if any.	Embracing a sustainable future, Kaynes is dedicated to integrating environmental and social responsibility into its operations. We aim to achieve our sustainability goals by reducing our carbon footprint, promoting green energy, responsible resource management and fostering a culture of sustainability throughout our organisation, making a positive impact on the world we live in. Our long-term sustainability targets: 1. Achieve Net Zero Emissions by 2050 2. Achieve Carbon Neutral Operations by 2045 3. RE100 across all operations by 2040 4. Attain Water Neutrality by 2045 5. Achieve Zero Waste to Landfill across all business sites by 2040								
6	Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	NA								

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)

Governance, leadership and oversight

7 At Kaynes Technology India Limited, we believe that sustainable growth is intrinsically linked with the well-being of people, communities, and the environment. As a responsible technology-driven organisation, the Company remains committed to integrating Environmental, Social, and Governance (ESG) principles into its business strategy, operations, and decision-making processes.

The Company's sustainability approach is focused on creating long-term value through responsible operations, ethical governance practices, and meaningful stakeholder engagement. We continue to support initiatives related to education, skill development, employee well-being, and community development, thereby fostering inclusive growth and positive social impact.

Environmental stewardship remains a key priority area for the Company. Through continuous efforts towards efficient energy and resource utilisation, responsible waste management, regulatory compliance, and sustainable operational practices, the Company strives to minimise its environmental footprint and contribute towards a more sustainable future.

As ESG expectations and sustainability requirements continue to evolve, the Company remains focused on strengthening its ESG framework, enhancing transparency, improving stakeholder trust, and driving continuous improvement across all aspects of its operations.

The Business Responsibility and Sustainability Report reflects the Company's ongoing commitment towards responsible business conduct, accountability, resilience, and sustainable value creation for all stakeholders.

8 **Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).**

Mr. S Ranganathan, Kaynes Technology India Limited, President - Finance

9 **Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No/ NA).**

No

If Yes please provide details

The Company is currently in the process of establishing a comprehensive Environmental, Social and Governance (ESG) framework to strengthen its sustainability governance practices. As part of this initiative, an ESG Committee of the Board is being constituted to provide strategic direction, oversight, and guidance on sustainability-related matters and ESG integration across business operations.

10 **Details of Review of NGRBCs by the Company**

	Subject for Review	P1	P2	P3	P4	P5	P6	P7	P8	P9
Indicate whether review was undertaken by Director/Committee of the Board/Any other Committee										
a.	Performance against above policies and follow up action	Committee of the Board								
b.	Compliance with statutory requirements of relevance to the principles and rectification of any non-compliances	Committee of the Board								
Frequency (Annually / Half yearly /Quarterly/ Any other-please specify)										
a.	Performance against above policies and follow up action	Quarterly								
b.	Compliance with statutory requirements of relevance to the principles and rectification of any non-compliances, Description of any other frequency	Quarterly								

		P1	P2	P3	P4	P5	P6	P7	P8	P9
11	Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No).	No	Yes	Yes	No	Yes	Yes	No	No	No
	If yes, provide name of the agency.		Mrs. Kalaivani S Practicing Company Secretary, Bengaluru			Mrs. Kalaivani S Practicing Company Secretary, Bengaluru				

12	**If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:**	P1	P2	P3	P4	P5	P6	P7	P8	P9
	The entity does not consider the Principles material to its business (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
	The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
	The entity does not have the financial or/human and technical resources available for the task (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
	It is planned to be done in the next financial year (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
	Any other reason (please specify)	NA	NA	NA	NA	NA	NA	NA	NA	NA

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

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

(This principle focuses on the importance of ethical conduct and transparency in business operations. Companies should follow ethical business practices and adhere to high standards of integrity. They should also be transparent about their activities, operations, and financial reporting, as well as be accountable for their actions)

Essential Indicators

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

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	5	ESG Awareness, Environmental Health and Safety, Neuro-Linguistic Programming, Valor Module BOM Analyser, Capital Market Communication	50%

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
Key Managerial Personnel	5	ESG Awareness, Environmental Health and Safety, Neuro-Linguistic Programming, Valor Module BOM Analyser, Capital Market Communication	80%
Employees other than BOD and KMPs	425	CSR 01 - Women Empowerment EHS 01 - EHS Awareness EHS 09 - Emergency situation EHS 10 - Environment Social Governance (ESG) ETQ 09 - E-Mail Etiquettes EXT 21 - IPC-A-610H EXT 29 - Lean Waste Elimination EXT 37 - Machine Basics EXT 39 - Costing EXT 43 - Kaizen for Organisational Excellence EXT 50 - Valor Tool QLT 13 - TPM QLT 15 - Value Engineering QLT 17 - FMEA QLT 18 - COQ (Cost of Quality) QLT 20 - SPC QLT 21 - PPAP QLT 22- APQP SYS 18 - SA 8000 SYS 20 - POSH SYS 21 - SA8000 and Ethical Trading Initiative SYS 26 - Information Security Management System (ISMS) Policy	52.38%
Workers	93	EHS 01 - EHS Awareness EHS 02 - Usage of PPEs and Hazcom sheet EHS 04 - Fire fighting EHS 07 - Security and Threat Awareness EHS 08 - Employee Health & Hygiene EHS 09 - Emergency situation EHS 16 - Chemical Handling **Handling of Raw Materials and PCBA** MGT 29 - 4M management PRM 05 - Surface Mount Technology (SMT) PRM 06 - Through Hole Technology (TH) QLT 01 - 7 QC Tools QLT 02 - 5S QLT 06 - Abnormality Reporting QLT 09 - Waste Management	78.28%

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**

Monetary					
Particulars	**NGRBC Principle**	**Name of the regulatory/ enforcement agencies/ judicial institutions**	**Amount (In ₹) (For Monetary Cases only)**	**Brief of the Case**	**Has an appeal been preferred? (Yes/No)**
Penalty/Fine	Nil	Nil	Nil	Nil	Nil
Settlement	NGRBC Principle 1 – Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable	Securities and Exchange Board of India	23,42,600	Settlement Order passed under the provisions of SEBI (Settlement Proceedings) Regulations, 2018. Adjudication was initiated and disposed of in terms of Section 15JB of the SEBI Act read with Regulation 23(1) of the Settlement Regulations on the basis of the settlement terms. The Order has been passed on the contention of violation of Regulations 3(5) under chapter II of the SEBI (Prohibition of Insider Trading) Regulations, 2015.	No
Compounding fee	Nil	Nil	Nil	Nil	Nil

Non-Monetary				
Particulars	**NGRBC Principle**	**Name of the regulatory/ enforcement agencies/ judicial institutions**	**Brief of the Case**	**Has an appeal been preferred? (Yes/No)**
Imprisonment	Nil	Nil	Nil	Nil
Punishment	Nil	Nil	Nil	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
Not Applicable	

4. **Does the entity have anti-corruption or anti-bribery policy? (Yes/ No)** Yes

If Yes, provide details in brief

The Company has established an Anti-Corruption and Anti-Bribery Policy aimed at promoting ethical business conduct and regulatory compliance across its operations. The Company is committed to preventing illegal and unethical practices, including bribery, corruption, and anti-competitive behaviour, and ensures that any instances of non-compliance or violations are addressed promptly, transparently, and fairly in accordance with applicable laws and internal policies.

If Yes, Provide a web link to the policy, if available -Web link anti-corruption or anti bribery policy is place.
https://www.kaynestechnology.co.in/doc/Codes-and-Policies/BRSR%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:

Particular	FY 2025-26	FY 2024-25
Directors	0	0
KMPs	0	0
Employees	0	0
Workers	0	0

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

Case Details	FY 2025-26		FY 2024-25	
	Number	Remark	Number	Remark
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	-	0	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	0	-	0	-

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.

Not Applicable

8. Number of days of accounts payables in the following format:

Particular	FY 2025-26	FY 2024-25
Number of days of accounts payables	97	111

Note:

i. Accounts Payable include trade payables (Note no. 15(b)) from Audited Standalone Financial Statement (FS) for the year ended 31 March 2026.

ii. Cost of Goods/Services procured includes other expenses (Note no. 26 from FS), Cost of materials consumed (Note no. 21 from FS), Changes in Inventory (Note no. 22 from FS) and gross capex and intangible assets additions (Note no. 3(a), 3(b) and 3(c) from FS).

iii. The disclosures have been prepared in accordance with Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 (the SEBI Master Circular).

9. Openness of business

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

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	14.48%	54.67%
	b. Number of trading houses where purchases are made from	507	505
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	46.63%	52.66%
Concentration of Sales	a. Sales to dealers / 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 dealers / distributors	0%	0%

Parameter	Metrics	FY 2025-26	FY 2024-25
Share of RPTs in	a. Purchases (purchases with related parties / total Purchases)	5.67%	12.44%
	b. Sales (sales to related parties / Total sales)	7.95%	17.20%
	c. Loans & advances (loans & advances given to related parties / total loans & advances)	99.24%	55.35%
	d. Investments	57.00%	85.62%

Note:

i. The disclosures for trading house have been prepared in accordance with Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 (the SEBI Master Circular) and will be augmented on a go-forward basis. Hence, last year numbers are not directly comparable.

ii. As per the defined criteria and definition of a dealers/distributor that the Company, on a standalone basis, does not have any sales to dealers/distributors.

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	Percentage of value chain partners covered (by value of business done with such partners) under the awareness programmes
The organisation did not conduct any formal awareness programmes during the financial year. However, responsible business principles are communicated to value chain partners through routine business engagements and interactions.		

2. **Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/ No)** : Yes

   If Yes, provide details of the same.

   The Company has established processes and guidelines to identify, disclose, and manage conflicts of interest involving members of the Board. Conflict of interest management forms an integral part of the Company's Code of Conduct applicable to Directors, Senior Management, and Independent Directors. The policy clearly outlines their responsibilities in addressing potential conflicts in a transparent and ethical manner, thereby promoting accountability, strengthening corporate governance practices, and safeguarding stakeholder interests across the organisation.

PRINCIPLE 2 Businesses should provide goods and services in a manner that is sustainable and safe.

(This principle highlights the importance of sustainable and safe production practices. Companies should strive to minimise the environmental impact of their activities and ensure that their products and services are safe for consumers and the environment.)

Essential Indicator

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.**

Sr. No.	Particular	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
1	**R&D**	7.09%	16%	R&D expenses aimed at impacting energy efficiency in motor controllers for BLDC fans
2	**Capex**	28.24%	53%	ROHS compliant plant & machinery

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

   b. **If yes, what percentage of inputs were sourced sustainably?**
   100%

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)**	• Plastic waste is segregated at source and collected separately for recycling and recovery. • The Company engages authorised recyclers and waste processors for environmentally sound disposal and recycling of plastic packaging waste in compliance with applicable Plastic Waste Management Rules and EPR requirements. • Efforts are also undertaken to minimise plastic waste generation through responsible material usage and recycling initiatives.
(b)	**E-waste**	• E-waste generated from operations is collected, stored, and disposed of in accordance with the E-Waste Management Rules. • The Company collaborates with CPCB-authorised recyclers and registered agencies for safe recycling, refurbishment, and disposal of e-waste.
(c)	**Hazardous waste**	• Hazardous waste is identified, segregated, labelled, and stored in designated secure storage areas to prevent environmental contamination and safety risks. • Disposal is carried out only through authorised hazardous waste treatment, storage, and disposal facilities (TSDFs) in compliance with applicable environmental regulations. • Proper documentation, manifest tracking, and emergency preparedness measures are maintained for safe handling and disposal.
(d)	**Other waste**	• Non-hazardous and general waste generated from operations is managed through segregation, reuse, recycling, and scientific disposal practices. • Recyclable waste is channelled to authorised recyclers, while non-recyclable waste is disposed of through approved waste management agencies.

4. **a** **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No)**
   Yes

   b **If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards?**

   Yes, Extended Producer Responsibility (EPR) is applicable to the Company's operations under applicable environmental regulations relating to E-waste, Battery Waste, and Plastic Waste Management. The Company's waste collection and disposal practices are aligned with the Extended Producer Responsibility (EPR) plans submitted to the Pollution Control Boards. The Company complies with the applicable provisions of the E-Waste Management Rules, Battery Waste Management Rules, and Plastic Waste Management Rules through authorised collection, recycling, refurbishment, and disposal mechanisms. The Company also works with authorised recyclers and registered waste processors to fulfil its EPR obligations and recycling targets in accordance with regulatory requirements.

   c **If not, provide steps taken to address the same**
   Not Applicable

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)? (Yes/No): No**

   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.

The organisation has not conducted a formal Life Cycle Assessment (LCA) during the reporting period. However, environmental impacts associated with its operations are periodically reviewed through internal sustainability and environmental management practices.

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.**

Sr. No.	Name of Product/Service	Description of the risk/concern	Action Taken

No significant social or environmental concerns or risks were identified through formal Life Cycle Assessment during the reporting period.

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).**

Sr. No.	Indicate input material	Recycled or re-used input material to total material (In % to Total Material considering the Value)	
		FY 2025-26	FY 2024-25

The Company currently does not maintain quantitative records on recycled or reused input materials used in production. However, it remains committed to promoting resource efficiency, sustainable sourcing, and circular economy principles wherever feasible.

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

Sr. No.	Particular	FY 2025-26			FY 2024-25		
		Re-Used (In MT)	Recycled (In MT)	Safely Disposed (In MT)	Re-Used (In MT)	Recycled (In MT)	Safely Disposed (In MT)
1	Plastics (including packaging)	While the Company complies with applicable EPR requirements through authorised collection and recycling channels, it does not currently operate a direct product take-back or reclamation program. Consequently, reclaimed products as a percentage of products sold are not material to the Company's business model.					
2	E waste						
3	Hazardous waste						
4	Other waste						

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

Sr. No.	Indicate product category	Reclaimed products and their packaging materials (as % of total products sold in respective category)
	Nil	

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

(This principle emphasises the importance of employee well-being. Companies should provide safe and healthy working conditions, fair wages, and opportunities for career development to all employees in their value chains, including suppliers, contractors, and temporary workers.)

Essential Indicators

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

Category	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	609	609	100%	535	87.85%	0	0%	609	100%	609	100%
Female	202	202	100%	202	100%	202	100%	0	0%	202	100%
Total	**811**	**811**	**100%**	**737**	**90.87%**	**202**	**24.91%**	**609**	**75.09%**	**811**	**100%**
Other than permanent employees											
Male	82	0	0%	0	0%	0	0%	82	100%	82	100%
Female	68	0	0%	0	0%	68	100%	0	0%	68	100%
Total	**150**	**0**	**0%**	**0**	**0%**	**68**	**45.33%**	**82**	**54.67%**	**150**	**100%**

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

Category	% of workers covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent workers											
Male	1,012	1,012	100%	313	30.93%	0	0%	1,012	100%	1,012	100%
Female	701	701	100%	51	7.28%	701	100%	0	0%	701	100%
Total	**1,713**	**1,713**	**100%**	**364**	**21.25%**	**701**	**40.92%**	**1,012**	**59.08%**	**1,713**	**100%**
Other than permanent workers											
Male	1,197	606	50.63%	0	0%	0	0%	606	50.63%	606	50.63%
Female	758	503	66.36%	0	0%	503	66.36%	0	0%	503	66.36%
Total	**1,955**	**1,109**	**56.73%**	**0**	**0%**	**503**	**25.73%**	**606**	**30.99%**	**1,109**	**56.73%**

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

	FY 2025-26	FY 2024-25
Cost incurred on well- being measures as a % of total revenue of the Company	0.07%	0.05%

Note: The above disclosures are aligned with SEBI Master Circular. The well-being expenditure for the current year includes costs related to health insurance, accidental insurance and paid leave for Maternity and Paternity Benefits.

2. **Details of retirement benefits, for Current FY and Previous Financial Year**

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	59.93%	83.13%	Y	51.66%	73.88%	Y
Gratuity	100.00%	100.00%	-	100%	100%	Y
ESI	13.56%	100.00%	Y	12.12%	78.28%	Y
Others – please specify	-	-	-	-	-	-

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?

Yes

If not, whether any steps are being taken by the entity in this regard.

Not Applicable

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016?**

Yes

If so, provide a web-link to the policy.

https://www.kaynestechnology.co.in/investors.html

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

Gender	Permanent Employees		Permanent Workers	
	Return to work rate	Retention Rate	Return to work rate	Retention Rate
Male	100%	86%	100%	100%
Female	100%	100%	100%	67%
Total	**100%**	**93%**	**100%**	**84%**

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.**

Category	Yes/No	If Yes, then give details of the mechanism in brief
Permanent Workers	Yes	The Company has established a proactive Works Committee to address employee concerns through open and collaborative discussions. This forum fosters transparency and inclusivity, ensuring employee voices are heard and contributing to effective problem-solving and workforce well-being.
Other than Permanent Workers	Yes	
Permanent Employees	Yes	
Other than Permanent Employees	Yes	

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

Category	FY 2025-26			FY 2024-25		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who are part of association(s) or Union (D)	% (D/C)
Total Permanent employees	**811**	**0**	**0%**	**693**	**0**	**0%**
Male	609	0	0%	519	0	0%
Female	202	0	0%	174	0	0%
Total Permanent Workers	**1,713**	**0**	**0%**	**1,271**	**0**	**0%**
Male	1,012	0	0%	802	0	0%
Female	701	0	0%	469	0	0%

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

Category	FY 2025-26					FY 2024-25				
	Total (A)	On Health and Safety Measures		On Skill Upgradation		Total (D)	On Health and Safety Measures		On Skill Upgradation	
		Number (B)	% (B/A)	Number (C)	% (C/A)		Number (E)	% (E/D)	Number (F)	% (C/D)
Employees										
Male	609	609	100%	609	100%	519	514	99.04%	499	96.15%
Female	202	202	100%	202	100%	174	172	98.85%	165	94.83%
Total	**811**	**811**	**100%**	**811**	**100%**	**693**	**686**	**98.99%**	**664**	**95.82%**
Workers										
Male	1,012	1,012	100%	978	96.64%	802	784	97.75%	743	92.64%
Female	701	701	100%	683	97.43%	469	426	90.83%	424	90.41%
Total	**1,713**	**1,713**	**100%**	**1,661**	**96.96%**	**1,271**	**1,210**	**95.20%**	**1,167**	**91.82%**

Note - Disclosure is provided for both permanent employees and workers.

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

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B / A)	Total (D)	No. (E)	% (E / D)
Employees						
Male	609	593	97.37%	519	519	100%
Female	202	194	96.04%	174	174	100%
Total	**811**	**787**	**97.04%**	**693**	**693**	**100%**
Workers						
Male	1,012	968	95.65%	802	802	100%
Female	701	676	96.43%	469	469	100%
Total	**1,713**	**1,644**	**95.97%**	**1,271**	**1,271**	**100%**

Note - Disclosure is provided for both permanent employees and workers.

10. Health and safety management system

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No)
Yes

If Yes, the Coverage such systems?
Yes, the Company has implemented an Occupational Health and Safety Management System across all its operational locations.

- 100% of the operational facilities are covered under the Occupational Health Centre framework to ensure employee health, safety, and well-being.
- The system focuses on maintaining safe working conditions, promoting occupational health awareness, and ensuring compliance with applicable health and safety requirements.
- The Company also encourages its value chain partners and contractors to adopt similar occupational health and safety practices in alignment with responsible business principles.

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

- The Company has implemented a structured Hazard Identification and Risk Assessment (HIRA) process as part of its Environmental, Health and Safety (EHS) management system, aligned with international best practices and ISO 45001 standards.
- Occupational hazards are systematically identified, evaluated, and controlled to ensure a safe and healthy work environment across operations.
- Hazards are categorised into various types, including physical, chemical, electrical, biological, ergonomic, biomechanical, and psychological hazards, to ensure comprehensive risk coverage.
- Work-related activities are classified into:
  - Routine Activities: Regular operational tasks performed by trained personnel with relatively lower risk exposure.
  - Non-Routine Activities: Infrequent or specialised activities such as maintenance work, which may involve higher risks due to unfamiliarity or operational complexity.
- For routine activities, the Company utilises tools such as Job Safety Analysis (JSA), safety checklists, daily inspections, and employee feedback mechanisms to identify and mitigate risks.
- For non-routine activities, additional controls including Permit-to-Work (PTW) systems, pre-task risk assessments, safety briefings, and method statement reviews are implemented to ensure safe execution of work.
- Hazard evaluations also consider the likelihood of occurrence, detection capability, and the impact on all affected stakeholders, including employees, contractors, and visitors.

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

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

Yes

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

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

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

- The Company has implemented a proactive safety management system to ensure a safe, healthy, and supportive work environment across its operations.
- Regular safety audits are conducted to monitor hazardous material handling, PPE compliance, chemical safety, and maintenance of safety documentation.
- Emergency preparedness measures include maintained fire safety equipment, clearly defined evacuation procedures, and trained emergency response teams.
- Periodic health surveillance programmes and first-aid readiness initiatives are undertaken to support employee health and well-being.
- Ergonomic assessments of workstations and infrastructure safeguards are implemented to minimise physical and occupational risks.
- Strict housekeeping standards are maintained to ensure clean, organised, and hazard-free workplaces with adequate lighting and ventilation.
- Third-party contractors and service providers are required to comply with established safety protocols through permit-to-work systems and mandatory PPE usage.
- Through these initiatives, the Company continues to strengthen its safety culture, promote employee well-being, and ensure compliance with applicable health, safety, and environmental requirements.

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

Particulars	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	0	0	-	0	0	-
Health and Safety	0	0	-	3	0	-

14. Assessment for the year:

Particulars	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working Conditions	100%

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 and safety practices and working conditions.

Not Applicable

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of

(A) Employees (Y/N)

Yes

(B) Workers (Y/N)

Yes

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 promotes responsible business conduct across its value chain through supplier onboarding processes, contractual obligations, vendor due diligence, and adherence to applicable laws and regulations. Suppliers and business partners are expected to comply with statutory requirements, including labour, tax, social security, and other regulatory obligations. The Company also undertakes periodic engagement and review mechanisms to encourage compliance and responsible business practices across the value chain.

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

Particular	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employees	0	0	0	0
Workers	0	0	0	0

4. **Does the entity provide transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No/ NA)**
   Yes

5. **Details on assessment of value chain partners:**

Particulars	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	0%
Working Conditions	0%

   Note: Assessment considerations are embedded within supplier selection and engagement processes; no separate quantitative assessment was undertaken during the reporting period

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.**
   No significant risks or concerns relating to health and safety practices or working conditions of value chain partners were identified during the reporting period. The Company continues to engage with suppliers and business partners to promote compliance with applicable legal requirements, occupational health and safety standards, and responsible business practices across the value chain.

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

(This principle highlights the importance of stakeholder engagement. Companies should consider the interests and perspectives of all stakeholders, including shareholders, employees, customers, suppliers, and the communities in which they operate. They should also be responsive to stakeholder concerns and feedback.)

Essential Indicators

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

   The Company follows a structured approach to identify its key stakeholder groups based on factors such as the frequency of engagement, relevance to business operations, contribution towards long-term business sustainability, industry significance, and the extent of their impact on the organisation. This process enables the Company to understand stakeholder expectations, strengthen engagement mechanisms, and promote transparency and accountability across its operations.

   Based on this assessment, the Company has identified the following key stakeholder groups:

   1. Shareholders and Investors
   2. Customers
   3. Employees
   4. Management
   5. Suppliers and Business Partners

6. Government and Regulatory Authorities
7. Banks and Financial Institutions
8. Local Communities

Through continuous engagement with these stakeholders, the Company aims to foster open communication, collaborative relationships, and responsible business practices, thereby contributing to sustainable growth and long-term value creation.

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 & Marginalised Group**	**Channels of communication** (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website, Other- Please Specify)	**Frequency of engagement** (Annually, Half-yearly, Quarterly, others- Please specify)	**Purpose and scope of engagement including key topics and concerns raised during such engagement**
Shareholders	No	Email, Website, Letters, meeting and Telephone	Quarterly and on-demand	To provide updates on Company performance, discuss strategies, address concerns and promote transparency, ensuring their involvement and alignment with the Company's direction.
Customers	No	Email, Website, Letters, meeting and Telephone	Ongoing	The significance for customers lies in the assurance of receiving products and services of high quality, competitive pricing and timely delivery. Additionally, effective communication ensures their needs are understood and met efficiently.
Employees	No	Email, Website, Letters, meeting, Notice Board, internal chat platform Intranet and Telephone	Ongoing	The scope of engagement with employees includes fostering a positive work environment, ensuring job security, prioritising health and safety, providing training opportunities, offering clear career paths and recognising and rewarding their contributions.
Management	No	Email, Website, Letters, meeting and Telephone	Ongoing	The scope of engagement with management encompasses driving growth in sales and profitability, enhancing the efficiency and effectiveness of operations and achieving greater profitability, return on investment and market value growth for the organisation.
Suppliers	No	Email, Website, Letters, meeting and Telephone	Ongoing	The purpose of engagement with suppliers includes discussing payment terms, expanding the scope and volume of purchases, establishing longterm contractual arrangements and exchanging information on future requirements to foster a strong and mutually beneficial partnership.
Government & Regulators	No	Email, Website, Letters, meeting and Telephone	Ongoing	Engagement with the Government and regulators is to ensure timely submission of required information and documentation in adherence to the timelines specified under respective regulations. This helps maintain compliance and transparency, fostering a positive relationship with regulatory and Government authorities.

Stakeholder Group	Whether identified as Vulnerable & Marginalised Group	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website, Other- Please Specify)	Frequency of engagement (Annually, Half-yearly, Quarterly, others- Please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Banks, Lenders	No	Email, Website, Letters, meeting and Telephone	Ongoing	The importance of communicating with banks and lenders lies in addressing funding requirements and showcasing good financial performance. This transparent communication fosters a strong relationship and instils confidence in the organisation's ability to meet its financial obligations effectively.
Community	No	Email, Website, Letters, meeting and Telephone	As per regulatory time frame	The importance of communicating with the community for environmental protection, ethical behaviour, fostering business growth and contributing taxes that aid in building infrastructure to support community services, activities and institutions. This collaboration ensures a sustainable and mutually beneficial relationship between the organisation and the broader community.

Leadership Indicators

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**
   The Company engages with stakeholders through customer interactions, employee engagement, investor communications, supplier discussions, grievance mechanisms, and community initiatives. Key feedback and concerns are reviewed by the management and shared with the Board, wherever applicable.

2. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes/No).**
   Yes

   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.

   Feedback received from employees, customers, investors, suppliers, and communities is considered while developing sustainability initiatives, employee welfare programs, environmental management practices, and community development activities.

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

   The Company supports community development through initiatives focused on education, healthcare, skill development, employee volunteering, and community welfare, contributing to inclusive and sustainable growth.

PRINCIPLE 5 BUSINESSES SHOULD RESPECT AND PROMOTE HUMAN RIGHTS.

(This principle focuses on the importance of human rights. Companies should respect and promote human rights, including the rights to freedom of expression, association, and privacy. They should also prevent and address human rights violations in their operations and value chains.)

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**

Benefits	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (B)	% (D/C)
Employees						
Permanent	811	811	100%	693	693	100%
Other than permanent	150	150	100%	174	174	100%
Total Employees	**961**	**961**	**100%**	**867**	**867**	**100%**
Workers						
Permanent	1,713	1713	100%	1,271	1,271	100%
Other than permanent	1,955	1955	100%	1,713	1,713	100%
Total Workers	**3,668**	**3,668**	**100%**	**2,984**	**2,984**	**100%**

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

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent										
Male	609	43	7.06%	566	92.94%	519	10	1.93%	509	98.07%
Female	202	16	7.92%	186	92.08%	174	7	4.02%	167	95.98%
Total	**811**	**59**	**7.27%**	**752**	**92.73%**	**693**	**17**	**2.45%**	**676**	**97.55%**
Other than Permanent										
Male	82	9	10.98%	73	89.02%	93	11	11.83%	82	88.17%
Female	68	8	11.76%	60	88.24%	81	7	8.64%	74	91.36%
Total	**150**	**17**	**11.33%**	**133**	**88.67%**	**174**	**18**	**10.34%**	**156**	**89.66%**
Workers										
Permanent										
Male	1,012	820	81.03%	192	18.97%	802	348	43.39%	454	56.61%
Female	701	642	91.58%	59	8.42%	469	328	69.94%	141	30.06%
Total	**1713**	**1462**	**85.35%**	**251**	**14.65%**	**1,271**	**676**	**53.19%**	**595**	**46.81%**
Other than Permanent										
Male	1,197	999	83.46%	198	16.54%	1,110	1,063	95.77%	47	4.23%
Female	758	693	91.42%	65	8.58%	603	593	98.34%	10	1.66%
Total	**1955**	**1692**	**86.55%**	**263**	**13.45%**	**1,713**	**1,656**	**96.67%**	**57**	**3.33%**

3. Details of remuneration/salary/wages

a. Median remuneration / wages:

Particular	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BOD)	3	1,23,00,000	1	1,80,00,000
Key Managerial Personnel	3	1,23,00,000	2	1,01,38,987
Employees other than BOD and KMP	606	4,87,521	200	3,95,618
Workers	1,012	2,83,047	701	2,51,426

Note:

i. The remuneration of the Board of Directors (BOD) includes the remuneration paid to Executive Directors but excludes commission and/or sitting fees paid to directors. Non-Executive and Independent Directors are excluded, as they do not receive any remuneration; therefore, they have been excluded from the count.

ii. Key Managerial Personnel (KMP) includes Executive Directors.

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

Particulars	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	23.03%	24.79%

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

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

The Company has established internal mechanisms to address and resolve grievances related to human rights issues in a fair, transparent, and timely manner. The Works Committee plays a significant role in safeguarding the interests of internal stakeholders and facilitating the resolution of workplace-related concerns, including matters associated with employee welfare and human rights.

In addition, the Company has constituted a dedicated Grievance Committee to address employee concerns effectively and ensure appropriate corrective actions wherever required. These mechanisms reflect the Company's commitment to maintaining a respectful, inclusive, and responsive work environment aligned with responsible business and human rights principles.

The Works Committee plays a key role in safeguarding employee interests and addressing workplace-related concerns.

In addition, a dedicated Grievance Committee is in place to receive, review, and resolve employee grievances effectively.

These mechanisms support a transparent, inclusive, and respectful workplace environment across the organisation.

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

Particulars	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	0	0	-	0	0	-
Discrimination at workplace	0	0	-	0	0	-
Child Labour	0	0	-	0	0	-
Forced Labour / Involuntary Labour	0	0	-	0	0	-
Wages	0	0	-	0	0	-
Other human rights related issues	0	0	-	0	0	-

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

Particulars	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	0
Complaints on POSH as a % of female employees / workers	0%	0%
Complaints on POSH upheld	0	0

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

   The Company has implemented mechanisms in line with the Prevention of Sexual Harassment (POSH) Act, 2013, to address cases related to discrimination, harassment, and inappropriate workplace behaviour. A formal grievance redressal framework has been established to enable employees and workers to report concerns in a confidential, fair, and secure manner.

   The Company is committed to maintaining a safe, respectful, and inclusive workplace and ensures that complainants are protected against any form of retaliation, victimisation, or adverse consequences arising from the reporting of such incidents. These measures reinforce the Company's commitment towards upholding dignity, fairness, equal opportunity, and a zero-tolerance approach towards workplace misconduct.

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

   Yes

10. **Assessments for the year:**

Name of the Assessment	% 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	

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

    There were no cases where corrective action was required to be taken.

Leadership Indicators

1. **Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.**
   No human rights grievances or complaints requiring modification of business processes were reported during the reporting period. The Company continues to promote ethical conduct, equal opportunity, non-discrimination, and a respectful workplace through its policies and practices.

2. **Details of the scope and coverage of any Human rights due diligence conducted**
   Human rights considerations are embedded in the Company's policies, employee practices, Code of Conduct, and supplier engagement processes. The Company promotes fair treatment, equal opportunity, non-discrimination, prevention of child labour, forced labour, and workplace harassment across its operations.

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/No)**
   No

4. **Details on assessment of value chain partners:**

Name of the Assessment	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	0%
Discrimination at workplace	0%
Child Labour	0%
Forced Labour/Involuntary Labour	0%
Wages	0%
Others – please specify	

   Note: The Company communicates its expectations on ethical conduct, human rights, fair labour practices, and regulatory compliance to its suppliers and business partners through established policies, supplier engagement, and responsible sourcing practices.

5. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.**
   No significant human rights risks or concerns were identified during the reporting period. The Company continues to strengthen awareness, compliance, and responsible business practices across its operations and value chain.

PRINCIPLE 6: BUSINESSES SHOULD RESPECT AND MAKE EFFORTS TO PROTECT AND RESTORE THE ENVIRONMENT.

(This principle emphasises the importance of environmental stewardship. Companies should minimise their impact on the environment, conserve natural resources, and promote environmental sustainability. They should also take steps to restore and rehabilitate degraded ecosystems.)

Essential Indicators

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

Parameter	FY 2025-26 (in Giga Joules)	FY 2024-25 (in Giga Joules)
From renewable sources		
Total electricity consumption (A)	9,671.52	4,546.90
Total fuel consumption (B)	-	-
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable sources (A+B+C)	9,671.52	4,546.90
From non-renewable sources		
Total electricity consumption (D)	31,200.24	28,734.56
Total fuel consumption (E)	8,195.19	7,390.19
Energy consumption through other sources (F)	-	-
Total energy consumed from non-renewable sources (D+E+F)	39,395.43	36,124.75
Total energy consumed (A+B+C+D+E+F)	49,066.95	40,671.65
Energy intensity per rupee of turnover [Total energy consumed (in GJ) / Revenue from operations (in rupees)]	0.0000023060	0.0000021234
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) [Total energy consumed (in GJ)/ Revenue from operations in rupees adjusted for PPP]	0.0000469035	0.0000438685
Energy intensity (optional) – [Total energy consumed (in GJ) / Total Employee and Workers]	10.60	10.56
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency?		Yes
If yes, name of the external agency.	Vinay & Keshava LLP	

Note:

i. Electricity consumption has been calculated using spend-based method for locations where actual consumption was not readily available.

ii. The revenue from operations has been adjusted for Purchasing Power Parity (PPP) using the latest PPP conversion factor published by the International Monetary Fund (IMF) for India which is 20.34 for FY 2025-26 and 20.66 for FY 2024-25.

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? (Yes/No)**
No

If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.
Not Applicable

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

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)		
(i) Surface water	0	0
(ii) Groundwater	35,588.86	34,078.24
(iii) Third party water	41,088.79	43,999.11
(iv) Seawater / desalinated water	0	0
(v) Others – <Rainwater>	0	0
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	76,677.65	78,077.35
Total volume of water consumption (in kilolitres)	59,558.60	78,077.35
Water intensity per rupee of turnover [Total water consumption (in KL) / Revenue from operations (in rupees)]	0.0000027990	0.0000040762
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) [Total water consumption (in KL) / Revenue from operations in rupees adjusted for PPP]	0.0000569326	0.0000842144
Water intensity (optional) – [Total water consumption (in KL) / Total Employee and Workers]	12.87	20.27
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Yes/No)		**Yes**
If yes, name of the external agency.	**Vinay & Keshava LLP**	

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

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
No treatment	-	-
With treatment – please specify level of treatment	-	-
(ii) To Groundwater		
No treatment	-	-
With treatment – please specify level of treatment	-	-
(iii) To Seawater		
No treatment	-	-
With treatment – please specify level of treatment	-	-
(iv) Sent to third-parties		
No treatment	-	-
With treatment – please specify level of treatment	-	-
(v) Others		
No treatment	17,119.05	-
With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	17,119.05	0
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)		Yes
If yes, name of the external agency.	Vinay & Keshava LLP	

Note:

i) All major operations are carried out on a Zero Liquid Discharge basis.

ii) In the previous reporting period, domestic water consumption was equated to total water withdrawal. For the current reporting period, water discharge is estimated as 80% of withdrawal basis CGWA water requirement guidelines. To that extent, the previous year's numbers are not comparable

5. Has the entity implemented a mechanism for Zero Liquid Discharge?

Yes

If yes, provide details of its coverage and implementation.

Kaynes Technology India Limited has adopted a comprehensive Zero Liquid Discharge (ZLD) strategy across all major operational sites, aligned with its EHS policy. The approach is built on three key pillars:

- Water Use Efficiency Advanced water-saving technologies and process optimisation reduce overall consumption.
- Cascaded Water Use Water from processes like cooling is reused for secondary purposes (e.g., floor cleaning, dust suppression) before treatment.
- Recycling & Reuse Treated wastewater is recycled for landscaping and toilet flushing, reducing dependence on freshwater sources.
- ZLD implementation is supported by a centralised IIoT system for real-time monitoring and plant optimisation. The initiative has led to reduced freshwater intake, elimination of untreated discharge, and enhanced regulatory compliance.

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	FY 2024-25
NOx	Mg/Nm^3	614	131.07
SOx	Mg/Nm^3	501	18.46
Particulate matter (PM)	Mg/Nm^3	1404	37.79
Persistent organic pollutants (POP)			-
Volatile organic compounds (VOC)			-
Hazardous air pollutants (HAP)			-
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)			Yes
If yes, name of the external agency.	ITLCH LABS 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	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	826.42	527.75
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	6,153.38	5,802.78
Total Scope 1 and Scope 2 emissions per rupee of turnover [Total Scope 1 and Scope 2 GHG emissions (in $MTCO_2e$) / Revenue from operations (in rupees)]		0.0000003280	0.0000003305
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 (in $MTCO_2e$) / Revenue from operations in rupees adjusted for PPP]		0.0000066721	0.0000068281
Total Scope 1 and Scope 2 emission intensity / (Total Employee and Workers)		1.51	1.64
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)		Yes	
If yes, name of the external agency.	Vinay & Keshava LLP		

Note:

i. The revenue from operations has been adjusted for Purchasing Power Parity (PPP) using the latest PPP conversion factor published by the International Monetary Fund (IMF) for India which is 20.34 for FY 2025-26 and 20.66 for FY 2024-25.

ii. Source of emission factors used - EPA's GHG Emission Factors Hub, CEA's CDM - CO_2 Baseline Database User Guide Version 21 has been used for the purpose of GHG Emissions calculations.

8. **Does the entity have any project related to reducing Green House Gas emission? (Yes/ No)**

Yes

If Yes, then provide details.

Kaynes Technology India Limited has implemented a structured four-pillar strategy to reduce both direct and indirect GHG emissions:

Green Energy Sourcing: In-house solar power plants supply renewable energy, supplemented by green energy procurement. Plans are in place to further increase the green energy share.

Energy Consumption Reduction: Regular energy audits, energy-efficient infrastructure, and continuous optimisation help minimise energy use.

Alternative Energy Adoption: Transition to cleaner fuels like CNG and increased use of electric/CNG vehicles are reducing fossil fuel dependence.

Value Chain Engagement: Suppliers are trained and guided on emission reduction, with sustainability clauses included in agreements.

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

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	42.59	78.07
E-waste (B)	13.90	12.32
Bio-medical waste (C)	0.23	0.94
Construction and demolition waste (D)	-	-
Battery waste (E)	-	-
Radioactive waste (F)	-	-
Other Hazardous waste. Please specify, if any. (G)	8.60	3.07
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	279.90	208.38
Total (A + B + C + D + E + F + G + H)	**345.23**	**302.78**
Waste intensity per rupee of turnover [Total waste generated (in MT) / Revenue from operations (in rupees)]	0.0000000162	0.0000000158
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) Total waste generated (in MT) / Revenue from operations in rupees adjusted for PPP	0.00000033	0.0000003266
Waste intensity (optional) – [Total waste generated (in MT) / Total Employee and Workers]	0.07	0.08

For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)

Category of waste	FY 2025-26	FY 2024-25
(i) Recycled	0	0
(ii) Re-used	0	0
(iii) Other recovery operations	13.90	12.32
Total	**13.90**	**12.32**

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste	**FY 2025-26**	**FY 2024-25**
(i) Incineration	0.23	0
(ii) Landfilling	0	0
(iii) Other disposal operations	331.10	290.46
Total	**331.33**	**290.46**
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)		Yes
If yes, name of the external agency.	Vinay & Keshava LLP	

Note:

For locations where actual waste generation is not monitored, we have calculated waste generated based on a National Building Code of India (NBC) assumption for General waste- Commercial refuse at a rate of 0.2 kg of waste per employee per working day (302 days)

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

- The Company follows a structured waste management approach focused on environmental responsibility, resource efficiency, and regulatory compliance.
- Waste generated across operations is segregated at the source into recyclable, non-recyclable, hazardous, and non-hazardous categories to ensure appropriate handling and disposal.
- The Company adopts the principles of Reduce, Reuse, and Recycle (3R) to minimise waste generation, promote material recovery, and maximise recycling opportunities.
- Hazardous and non-recyclable waste is disposed of through authorised recyclers and certified waste management agencies in compliance with applicable environmental regulations.
- Regular employee awareness and training programmes are conducted on waste segregation, handling, storage, and safe disposal practices.
- Continuous monitoring and periodic reviews are undertaken to improve waste management efficiency and environmental performance.
- The Company is committed to reducing the use of hazardous and toxic chemicals through material substitution and process optimisation initiatives.
- Efforts are made to replace hazardous substances with safer and environmentally preferable alternatives wherever feasible.
- Supplier engagement practices encourage the sourcing of compliant and safer raw materials and chemicals.
- Inventory control mechanisms are maintained to prevent excess procurement, minimise wastage, and reduce associated environmental and safety risks.
- Dedicated and properly labelled storage areas are maintained for hazardous waste to ensure safe handling and containment.
- Hazardous waste is managed and disposed of only through authorised and certified disposal facilities in accordance with statutory requirements.
- Detailed documentation and record-keeping systems are maintained to ensure traceability, monitoring, and regulatory compliance.
- Emergency preparedness measures, including spill management infrastructure, mock drills, and employee training programmes, are implemented to effectively manage hazardous incidents and strengthen workplace safety.

11. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:**

Sr. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval/ clearance are being complied with? (Y/N)	If no, the reasons thereof and corrective action taken, if any.

The entity does not have any operations located in ecologically sensitive or protected areas as defined by applicable environmental regulations.

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

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link

No projects requiring environmental impact assessments were undertaken by the entity during the current financial year, as per applicable laws.

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/NA).**

Yes

If not, provide details of all such non-compliances, in the following format:

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

There have no instances of non-compliance with applicable laws, regulations or guidelines during the reporting period.

Leadership Indicators

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

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

(i) Name of the Area

The Company does not operate any manufacturing facility or office located in a water-stressed area as identified by applicable regulatory or recognised assessment frameworks.

(ii) Nature of Operations

NA

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)	Not Applicable	
(i) Surface water		
(ii) Groundwater		
(iii) Third party water		
(iv) Seawater / desalinated water		
(v) Others		
Total volume of water withdrawal (in kilolitres)		
Total volume of water consumption (in kilolitres)		
Water intensity per rupee of turnover (Water consumed / turnover)		
Water intensity (optional) – the relevant metric may be selected by the entity		

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
No treatment		
With treatment – please specify level of treatment		
(ii) To Groundwater		
No treatment		
With treatment – please specify level of treatment		
(iii) To Seawater		
No treatment		
With treatment – please specify level of treatment		
(iv) Sent to third-parties		
No treatment		
With treatment – please specify level of treatment		
(v) Others		
No treatment		
With treatment – please specify level of treatment		
Total water discharged (in kilolitres)		
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.		

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

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)		-	-
Total Scope 3 emissions per rupee of turnover			
[Total Scope 3 emissions (in $MTCo_2e$) / Revenue from operations (in rupees)]		-	-
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity		-	-
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency?		**NO**	
If yes, name of the external agency.	-		

Note: The Company is in the process of assessing and quantifying its Scope 3 greenhouse gas emissions across relevant value chain categories.

3. **With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.**

The Company does not have operations located within or adjacent to ecologically sensitive areas, protected areas, national parks, wildlife sanctuaries, biosphere reserves, or other notified biodiversity-rich regions. Accordingly, no significant direct or indirect impacts on biodiversity were identified during the reporting period.

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:**

Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative	Corrective action taken, if any
NA			

5. **Does the entity have a business continuity and disaster management plan? (Yes/No)**
Yes

Give details in 100 words/ web link.

Yes, the Company has established a comprehensive Business Continuity and Disaster Management Plan to ensure operational resilience and safeguard stakeholder interests during unforeseen disruptions.

- The Company's risk management framework proactively identifies, assesses, and mitigates material business risks, including operational and emergency-related disruptions.
- A dedicated committee oversees the implementation and monitoring of business continuity and disaster management measures, supported by robust internal control systems and real-time operational monitoring mechanisms.
- Regular employee training programmes are conducted on emergency preparedness, crisis response, workplace safety, and disaster management protocols to strengthen organisational readiness.
- The Company's multi-location manufacturing presence enhances operational continuity by enabling flexibility, quick recovery, and minimal downtime during disruptions.
- The structured and proactive approach adopted by the Company supports uninterrupted operations, strengthens stakeholder confidence, and ensures compliance with applicable regulatory and industry requirements.

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.**
   No significant adverse environmental impacts arising from the value chain were identified during the reporting period. The Company promotes responsible sourcing practices and engages with suppliers to encourage compliance with applicable environmental regulations and sustainability requirements.

7. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**
   0

8. **How many Green Credits have been generated or procured:**
   a. **By the listed entity**
      The Company has not generated or procured Green Credits during the reporting period. However, it continues to focus on environmental sustainability through energy efficiency, responsible resource management, and waste reduction initiatives.
   b. **By the top ten (in terms of value of purchases and sales, respectively) value chain partners**
      Information regarding Green Credits generated or procured by value chain partners is currently not available to the Company. The Company continues to engage with its value chain partners on sustainability-related matters and responsible business practices.

PRINCIPLE 7 BUSINESSES, WHEN ENGAGING IN INFLUENCING PUBLIC AND REGULATORY POLICY, SHOULD DO SO IN A MANNER THAT IS RESPONSIBLE AND TRANSPARENT.

(This principle highlights the importance of responsible advocacy. Companies should engage in policy advocacy in a responsible and transparent manner, and avoid engaging in activities that could undermine the public interest or the democratic process.)

Essential Indicators

1. a. **Number of affiliations with trade and industry chambers/ associations.**
      10
   b. **List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.**

Sr. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National/ International)
1.	ELCINA	National
2.	Global Electronics Association	International
3.	Indo-German Chamber of Commerce	National
4.	MAIT (Manufacturer Association of Information Technology)	National
5.	India Electronics and Semiconductor Association (IESA)	National
6.	CII Mysuru under Southern Region	State
7.	TIE Mysuru Chapter	State
8.	Lahari Mysuru ESDM Cluster	State
9.	Industry Model Town	State
10.	Parwano Industry Association (PIA)	State
11.	ESD Association	International
12.	Quality Circle Forum of India	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
No adverse orders relating to anti-competitive conduct were received during the reporting period. The Company remains committed to ethical business practices, fair competition, and regulatory compliance.		

Leadership Indicators

1. **Details of public policy positions advocated by the entity:**

Sr. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public do-main? (Yes/ No)	Frequency of Review by Board (Annually/ Half Yearly/ Quarterly/ Others- Please specify)	Web Link, if available
1.	ERSO Regulations for India Advanced Electronics Test Facility under ESDM Cluster. Common Facility Centre concept was brought in Mysuru for Electronics Systems Design Manufacturing companies (ESDM) located in Mysuru for quicker reliability tests and time to market. This was mooted along with IESA by Kaynes Technology and now is a model Reliability Lab named LAHIRI with funds from Central Govt, State Govt contributing majorly in association with EMS & Electronic design companies of Mysuru.	Under Leadership of IESA & Kaynes through E&Y	Yes	NA	http://www.lahiriaetf.com

PRINCIPLE 8 Businesses should promote inclusive growth and equitable development.

(This principle emphasises the importance of promoting inclusive and equitable economic development. Companies should create economic opportunities for all, including disadvantaged and marginalised groups. They should also contribute to the development of local communities and support social and economic empowerment.)

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
There were no Social Impact Assessments (SIA) of projects undertaken by the entity in the current financial year.					

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

Sr. 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 ₹)
No Rehabilitation and Resettlement (R&R) projects have been undertaken by the organisation.						

3. **Describe the mechanisms to receive and redress grievances of the community.**

The Company has established mechanisms to receive, address, and resolve grievances raised by community members and other stakeholders in a transparent and accountable manner.

- A Whistle Blower Policy has been implemented to provide a formal framework for reporting concerns, complaints, or unethical practices.
- The policy includes designated reporting channels and contact details to facilitate timely communication and grievance redressal.

- All grievances received are reviewed and addressed appropriately in accordance with the Company's established procedures and ethical standards.
- The Whistle Blower Policy is publicly available on the Company's website to ensure transparency, accessibility, and stakeholder awareness.
- Through these mechanisms, the Company aims to foster trust, accountability, and responsible stakeholder engagement across its operations.

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

Particular	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/ small producers	12.10%	7.45%
Directly from within India	44.23%	43.80%

Note: The above disclosures are aligned with SEBI Master Circular.

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost

Particular	FY 2025-26	FY 2024-25
Rural	2%	1%
Semi-urban	14%	18%
Urban	67%	62%
Metropolitan	18%	18%

Note: The categorization is based on the RBI classification system. The disclosure covers employees and workers of the Company employed at locations within India.

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
No significant negative social impacts were identified during the reporting period. The Company continues to undertake community development initiatives focused on education, healthcare, skill development, employee volunteering, and social welfare to create positive social impact.	

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

Sr. No.	State	Aspirational District	Amount spent (In ₹)
No CSR projects were undertaken in Aspirational Districts during the reporting period. However, the Company continues to implement CSR initiatives focused on community development, education, healthcare, and social welfare in its areas of operation.			

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

b) From which marginalised /vulnerable groups do you procure?
Currently, the Company does not have a dedicated procurement policy for sourcing from marginalized or vulnerable groups. However, the Company remains committed to promoting fair and inclusive business practices across its value chain.

c) What percentage of total procurement (by value) does it constitute?
0%

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:

Sr. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/No)	Benefit shared (Yes / No)	Basis of calculating benefit share
No intellectual property owned or acquired by the Company is based on traditional knowledge.				

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
No cases relating to intellectual property disputes involving traditional knowledge were reported during the reporting period.		

6. **Details of beneficiaries of CSR Projects:**

Sr. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalised groups
The Company's CSR initiatives focus on supporting local communities through education, healthcare, skill development, employee volunteering, and social welfare programmes, contributing to inclusive and sustainable development.			

PRINCIPLE 9 Businesses should engage with and provide value to their consumers in a responsible manner.

(This principle highlights the importance of responsible consumer engagement. Companies should provide safe, high-quality products and services, and ensure that they are marketed and sold ethically and responsibly. They should also be transparent about their products and services, and provide consumers with the information they need to make informed choices.)

Essential Indicators

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

   The Company has established a structured mechanism to receive, address, and respond to customer complaints and feedback in a timely and effective manner.

   - The Quality Department is responsible for managing customer complaints through multiple communication channels, including email and telephonic interactions.
   - The Company follows a defined customer complaint handling procedure with specified response timelines to ensure prompt resolution and customer satisfaction.
   - For complaint investigation and corrective action, the Company adopts the structured 8D (Eight Disciplines) problem-solving methodology in accordance with internal procedure QP QAM 08.
   - The complaint resolution process includes:
     1. Initial response to the customer within 24 hours.
     2. Implementation of containment actions within 24 hours.
     3. Customer concern communication and awareness display at the shop floor within 24 hours.
     4. Submission of a 3D report to the customer within 3 days.
     5. Submission of a 5D report including Fishbone Analysis, Why-Why Analysis, and corrective action plan within 7 days.
     6. Submission of the final 8D report after implementation and verification of corrective actions.
   - Through this systematic approach, the Company aims to strengthen product quality, enhance customer satisfaction, and ensure continuous improvement across operations.

2. **Turnover of products and/ services as a percentage of turnover from all products/service that carry information about**

Particular	As a percentage to total turnover
Environmental and social parameters relevant to the product	-
Safe and responsible usage	-
Recycling and/or safe disposal	Information related to recycling & safe disposal is applicable to waste generated from operational activities. The Company ensures that 100% of scrap sales returns are responsibly channelled to authorised scrap dealers and recyclers in compliance with applicable EPR & environmental regulations.

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

Particular	FY 2025-26		Remark	FY 2024-25		Remark
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	0	0	-	0	0	-
Advertising	0	0	-	0	0	-
Cyber-security	0	0	-	0	0	-
Delivery of essential services	0	0	-	0	0	-
Restrictive Trade Practices	0	0	-	0	0	-
Unfair Trade Practices	0	0	-	0	0	-
Other	0	0	-	0	0	-

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

Particular	Number	Reason for recall
Voluntary recalls	0	Not Applicable
Forced recalls	0	Not Applicable

5. **Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No)**
   Yes

   If available, provide a web link of the policy

   Yes, the Company has established a comprehensive Information Technology (IT) Policy supported by Standard Operating Procedures (SOPs) to address cyber security, data privacy, system access controls, authorisation protocols, and reporting mechanisms. These policies and procedures are designed to strengthen information security governance and mitigate cyber security and data privacy risks.

   The policy details are available on the Company's website: https://www.kaynestechnology.co.in/investors.html

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.**
   No corrective actions were required during the reporting period as no significant incidents relating to advertising practices, customer data privacy, cyber security, product recalls, or product/service safety were reported. The Company continues to maintain robust controls and compliance mechanisms in these areas.

7. **Provide the following information relating to data breaches**

   a. **Number of instances of data breaches along-with impact**
      0

   b. **Percentage of data breaches involving personally identifiable information of customers**
      0%

   c. **Impact, if any, of the data breaches**
      Not Applicable

   Note: There were no data breaches during the year.

Leadership Indicator

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**
   Product and service information is available through the Company's official website, customer engagement channels, technical documentation, product specifications, sales and marketing communications, and direct interactions with customers. https://www.kaynestechnology.co.in

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**
   The Company provides relevant product specifications, technical documentation, operating guidelines, and customer support to enable safe and responsible use of its products and services. Customer engagement and technical assistance are also provided, wherever required.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**
   The Company maintains regular communication with customers through designated relationship managers, customer support channels, and business communication platforms to provide timely updates regarding any significant changes that may impact product delivery or service continuity.

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/NA)**
   NA

   a. **If yes, provide details in brief.**

      The Company complies with all applicable product information and labeling requirements prescribed under relevant laws, industry standards, and customer specifications. Product-related information is communicated through technical documentation, product specifications, and customer engagement channels, as applicable.

   b. **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)**
      No

INDEPENDENT PRACTITIONER'S REASONABLE ASSURANCE REPORT ON IDENTIFIED SUSTAINABILITY INFORMATION IN KAYNES TECHNOLOGY INDIA LIMITED'S BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

To the Board of Directors of Kaynes Technology India Limited,

1. We have undertaken to perform reasonable assurance engagement, for Kaynes Technology India Limited (the "Company" or "Kaynes") vide our engagement letter dated April 14, 2026 in respect of the agreed Sustainability Information listed below (the "Identified Sustainability Information" or "BRSR Core indicators") in accordance with the Criteria stated in paragraph 3 below. This Sustainability Information is included in the Business Responsibility and Sustainability Report (the "BRSR" or the "Report") of the Company for the year ended March 31st, 2026.

   This engagement was conducted by our multidisciplinary team including assurance practitioners, environmental engineers and specialists.

2. **Identified Sustainability Information**

   Our scope of reasonable assurance consists of the BRSR Core indicators listed in the Appendix I to our report. The reporting boundary of the Report is as disclosed in Question 13 of Section A: General Disclosures of the BRSR with exceptions disclosed by way of note under respective questions of the BRSR, where applicable.

   Our reasonable assurance engagement was with respect to the year ended March 31st, 2026 information only and we have not performed any procedures with respect to earlier periods, and any elements thereto, and, therefore, do not express any opinion thereon.

3. **Criteria**

   The criteria used by the Company to prepare the Identified Sustainability Information is the "BRSR Core", which is a subset of the BRSR, consisting of a set of Key Performance Indicators ("KPIs")/ metrics under nine Environmental, Social and Governance ("ESG") attributes, as per the format of BRSR Core specified in Annexure 17A, read with the format of BRSR and the Guidance Note given in Annexure 16 and 17, respectively, the Securities and Exchange Board of India (SEBI) Master Circular HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 , and the 'Industry Standards on Reporting of BRSR Core' issued by SEBI vide circular SEBI/HO/CFD-POD1/P/CIR/2024/177 dated December 20, 2024 (collectively referred to as the "SEBI Circulars").

4. **Management's Responsibility**

   The Company's management is responsible for selecting or establishing suitable criteria for preparing the Sustainability Information including the reporting boundary of the Report, disclosing environmental information basis operational control approach, taking into account applicable laws and regulations, if any, related to reporting on the Sustainability Information, identification of key aspects, engagement with stakeholders, content, preparation and presentation of the Identified Sustainability Information in accordance with the Criteria. This responsibility includes design, implementation and maintenance of internal controls relevant to the preparation of the Report and the measurement of Identified Sustainability Information, which is free from material misstatement, whether due to fraud or error.

   The Management and the Board of Directors of the Company are also responsible for overseeing the Company's compliance with the requirements of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the SEBI Circulars in relation to the BRSR Core.

5. **Inherent limitations**

   The absence of a significant body of established practice on which to draw to evaluate and measure non- financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between companies.

6. **Our Independence and Quality Control**

   We have maintained our independence and confirm that we have met the requirements of the Code of Ethics issued by the Institute of Chartered Accountants of India (the "ICAI") and the SEBI Circular No. SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated July 12, 2023, and its clarifications thereto and have the required competencies and experience to conduct this assurance engagement.

   We apply Standard on Quality Control (the "SQC") 1, "Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements", and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

7. **Our Responsibility**

   Our responsibility is to express a reasonable assurance opinion on the Identified Sustainability Information listed in Appendix I based on the procedures we have performed and evidence we have obtained.

We conducted our engagement in accordance with the Standard on Sustainability Assurance Engagements (SSAE) 3000, "Assurance Engagements on Sustainability Information", and Standard on Assurance Engagements (SAE) 3410 "Assurance Engagements on Greenhouse Gas Statements" (together the "Standards"), both issued by the Sustainability Reporting Standards Board (the "SRSB") of the ICAI.

These Standards require that we plan and perform our engagement to obtain reasonable assurance about whether the Identified Sustainability Information listed in Appendix I and included in the Report are prepared, in all material respects, in accordance with the Criteria.

As part of reasonable assurance engagement in accordance with the Standards, we exercise professional judgment and maintain professional skepticism throughout the engagement.

8. Reasonable Assurance

A reasonable assurance engagement involves identifying and assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, evaluating the appropriateness of quantification methods and reporting policies and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above, we:

- Obtained an understanding of the Identified Sustainability Information and related disclosures.
- Obtained an understanding of the assessment criteria and their suitability for the evaluation and/or measurements of the Identified Sustainability Information.
- Made inquiries of Company's management, including engineering team, quality team, finance team, human resource team amongst others and those with the responsibility for preparation of the Report.
- Obtained an understanding and performed an evaluation of the design of the key systems, processes and controls for recording, processing and reporting on the Identified Sustainability Information at the corporate office and at other locations/offices on a sample basis under the reporting boundary. This included evaluating the design of those controls relevant to the engagement and determining whether they have been implemented by performing procedures in addition to inquiry of the personnel responsible for the Identified Sustainability Information.
- Based on the above understanding and the risks that the Identified Sustainability Information may be materially misstated, determined the nature, timing and extent of further procedures.
- Where applicable, for the Identified Sustainability Information in the BRSR, we have relied on the information in the audited standalone financial statements of the Company for the year ended March 31st, 2026 and the underlying trial balance.
- Evaluated the reasonableness and appropriateness of significant estimates and judgements made by the management in the preparation of the Identified Sustainability Information.
- Tested the Company's process for collating the sustainability information through agreeing or reconciling the Identified Sustainability Information with the underlying records on a sample basis; and
- Tested the consolidation working of the corporate office and other locations/offices on a sample basis under the reporting boundary for ensuring the completeness of data being reported.
- Obtained management representations as required.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our reasonable assurance opinion.

9. Exclusions

Our assurance scope excludes the following and therefore we do not express an opinion on:

- Operations of the Company other than the Identified Sustainability Information in Appendix I;
- Aspects of the Report and the data/information (qualitative or quantitative) included in the BRSR other than the Identified Sustainability Information; and Data and information outside the defined reporting period i.e., April 1, 2025 – March 31, 2026; and
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

10. Other information

The Company's management is responsible for the other information. The other information comprises the information included within the BRSR other than Identified Sustainability Information and our independent assurance report dated 07 August, 2026 thereon.

Our opinion on the Identified Sustainability Information does not cover the other information and we do not express any form of assurance thereon.

In connection with our assurance engagement of the Identified Sustainability Information, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Identified Sustainability Information 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.

11. Opinion

Based on the procedures we have performed and the evidence we have obtained, the BRSR Core indicators for the year ended March 31st, 2026 listed in Appendix I are prepared in all material respects, in accordance with the Criteria specified in the "Criteria" section of our report.

12. Restriction on use

Our Reasonable Assurance report has been prepared and addressed to the Board of Directors of the Company at the request of the Company solely, to assist the Company in reporting on Company's sustainability performance and activities.

Accordingly, we accept no liability to anyone, other than the Company. Our Reasonable Assurance report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

For Vinay and Keshava LLP
Chartered Accountants,
Firm Reg No.: 005586S/S-200008

CA Prasanna K S
Partner
Membership No: 232959
UDIN: 26232959KWDPEO4823

Place: Bengaluru
Date: 07 August, 2026

Encl: Appendix I

Appendix I

Identified Sustainability Information subject to Reasonable Assurance

Sr. No.	Principle and Indicator Reference	Attribute	Parameters (Key Performance Indicators)
1	Principle 6 – E7	Green-house gas (GHG) footprint	1. Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available) 2. Total Scope 2 emissions (Break-up of the GHG CO_2e into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available) 3. GHG Emission Intensity (Scope 1 + 2) a) Total Scope 1 and Scope 2 emissions (MT/Total Revenue from Operations) adjusted for PPP b) Total Scope 1 and Scope 2 emissions (MT/Total Output of Products or Services)
2	Principle 6 – E3 Principle 6 – E4	Water footprint	1. Total water consumption 2. Water consumption intensity a) Water Intensity per rupee of turnover adjusted for PPP b) Water Intensity in terms of physical output 3. Water Discharge by destination and levels of Treatment
3	Principle 6 – E1	Energy footprint	1. Total Energy Consumed (in Joules or multiples) 2. % of energy consumed from renewable sources 3. Energy intensity a) Energy Intensity per rupee of turnover adjusted for PPP b) Energy Intensity in terms of physical output
4	Principle 6 – E9	Embracing circularity-details related to waste management by the entity	1. Plastic waste (A) 2. E-waste (B) 3. Bio-medical waste (C) 4. Construction and demolition waste (D) 5. Battery waste (E) 6. Radioactive waste (F) 7. Other Hazardous waste. Please specify, if any. (G) 8. Other non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e., by materials relevant to the sector) 9. Total waste generated (A+B+C+D+E+F+G+H) 10. Waste intensity a) Waste Intensity per rupee of turnover adjusted for PPP b) Waste intensity in terms of physical output 11. Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations 12. For each category of waste generated, total waste disposed of by nature of disposal method
5	Principle 3 – E1(c) Principle 3 – E11	Enhancing employee wellbeing and Safety	1. Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the company 2. Details of safety-related incidents for employees and workers (including contract workers e.g. workers in the company's construction sites) a) Number of Permanent Disabilities b) Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked) c) No of fatalities

Sr. No.	Principle and Indicator Reference	Attribute	Parameters (Key Performance Indicators)
6	Principle 5 – E3(b) Principle 5 – E7	Enabling Gender Diversity in Business	1. Gross wages paid to females as a % of wages paid 2. Complaints on POSH a) Total Complaints on Sexual Harassment (POSH) reported b) Complaints on POSH as a % of female employees/workers c) Complaints on POSH upheld
7	Principle 8 – E4 Principle 8 – E5	Enabling Inclusive Development	1. Input material sourced from following sources as % of total purchases – Directly sourced from MSMEs/small producers and from within India 2. Job creation in smaller towns – wages paid to people employed in smaller towns (permanent or non-permanent/on contract) as % of total wage cost
8	Principle 9 – E7 Principle 1 – E8	Fairness in Engaging with Customers and Suppliers	1. Instances involving loss/breach of data of customers as a percentage of total data breaches or cyber security events 2. Number of days of accounts payable (Accounts payable *365) / Cost of goods/services procured)
9	Principle 1 – E9	Open-ness of business	1. Concentration of purchases & sales done with trading houses, dealers, and related parties a) Purchases from trading houses as % of total purchases b) Number of trading houses where purchases are made from c) Purchases from top 10 trading houses as % of total purchases from trading houses d) Sales to dealers/distributors as % of total sales e) Number of dealers/distributors to whom sales are made f) Sales to top 10 dealers/distributors as % of total sales to dealers/ distributors 2. Loans, advances & investments with related parties – Share of RPTs (as respective %age) in: a) Purchases b) Sales c) Loans & advances d) Investments

Independent Auditor's Report

To the Members of
Kaynes Technology India Limited

Report on the Audit of the Standalone Financial Statements

OPINION

We have audited the accompanying Standalone Financial statements of **Kaynes Technology India Limited** ("the Company"), which comprise the Standalone Balance Sheet as at March 31, 2026, the Standalone Statement of Profit and Loss (including Other Comprehensive Income), Standalone Statement of Changes in Equity and the Standalone Statement of Cash Flows for the year then ended, and Notes to the Standalone Financial Statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Standalone financial statements give the information required by the Companies Act, 2013, as amended ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015 as amended, ("Ind AS") and other accounting principles generally accepted in India, of the Standalone state of affairs of the Company as at March 31, 2026, its profit and the total comprehensive income, the 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 Companies Act, 2013. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Standalone Financial Statements' section of our report. We are independent of the Company in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Companies Act, 2013 and the Rules there-under, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the standalone 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 standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Key Audit Matter	Auditor's Response
1. Revenue Recognition	
Revenue from the sale of manufactured electronic assemblies is recognised at the point in time when control of the goods transfers to the customer, generally on delivery, in accordance with Ind AS 115 (refer Note 19 to the financial statements). We considered revenue recognition to be a key audit matter because of the following: (i) the high volume of dispatches, a significant proportion of which occur close to the reporting date, gives rise to a cut-off risk; (ii) the transaction price is net of variable consideration arising from volume discounts, rebates and customer schemes, the estimation of which involves management judgement; (iii) several contracts involve customer-supplied (free-issue) components and tooling, requiring judgement on whether the Company acts as principal or agent and on the appropriate gross-versus-net presentation; and the materiality of revenue to the financial statements as a whole and the presumed fraud risk in revenue recognition under SA 240.	Our audit procedures included, among others: • Evaluating the design and testing the operating effectiveness of controls over revenue recognition, including controls over the capture of dispatch data, authorisation of pricing and discounts, and the recording of sales cut-off. • Assessing the appropriateness of the Company's revenue recognition policy against the requirements of Ind AS 115, including the identification of performance obligations and the conclusion that they are satisfied at a point in time. • Testing a sample of revenue transactions to underlying contracts and purchase orders, dispatch documentation, proof of delivery and customer acceptance, to verify that control had transferred and revenue was recorded in the correct period. • Performing cut-off testing on sales recorded for a period before and after the reporting date by agreeing them to shipping documents and delivery evidence.

Key Audit Matter	Auditor's Response
	• Evaluating management's estimate of variable consideration (discounts, rebates and schemes) by examining scheme terms, recomputing accruals, and assessing the historical accuracy of estimates against actual settlements. • Assessing the principal-versus-agent conclusion for arrangements involving free-issue material and tooling, by evaluating which party controls the goods before transfer and corroborating the accounting treatment and presentation. • Examining credit notes and sales reversals recorded after the reporting date to identify whether revenue had been overstated. Evaluating the adequacy and accuracy of the related disclosures in the financial statements.
2. Information Technology controls in a customised ERP environment	
The Company's financial reporting process is significantly dependent on its Information Technology systems, in particular a customised Enterprise Resource Planning (ERP) package that processes a large volume of transactions and automatically generates accounting entries and reports relied upon in the preparation of the financial statements. We considered this a key audit matter because: (i) extensive customisation of the standard ERP increases the risk that automated controls and configured business rules do not operate as intended; (ii) the integrity of financial records depends on the effectiveness of general IT controls over access security, programme change management and segregation of duties; and (iii) we placed reliance on automated controls and on information produced by the entity — reports, exception listings and reconciliations generated by the system — the reliability of which depends on the underlying IT control environment.	Our audit procedures included, among others: • Obtaining an understanding of the IT environment relevant to financial reporting and identifying the ERP applications, databases and interfaces on which significant financial processes depend. • Testing the design and operating effectiveness of general IT controls over user access management, including the granting, removal and periodic review of access rights and the appropriateness of privileged and administrator access. • Testing change management controls over the customised modules to assess whether programme changes were appropriately requested, authorised, tested and migrated to the production environment. • Evaluating segregation of duties within the ERP, including incompatible access combinations, and the controls operating where segregation was not feasible. • Testing key automated controls and system-configured business rules (for example, three-way matching, pricing and approval limits) relevant to the financial statement assertions. • Assessing the reliability of information produced by the entity (IPE) used in our audit procedures, by testing the completeness and accuracy of the underlying data and the report logic of system-generated reports. • Where control deficiencies were identified, evaluating compensating manual controls and extending our substantive procedures as appropriate.

Independent Auditor's Report (Contd.)

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON

The Company's Board of Directors is responsible for the preparation of the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Business Responsibility and Sustainability Report, Corporate Governance and Shareholder's Information, but does not include the Standalone financial statements and our Auditor's Report thereon.

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

In connection with our audit of the Standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the Standalone financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

Based on the work we have performed, we conclude that if there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE STANDALONE FINANCIAL STATEMENTS

The Company's Management and Board of Directors is responsible for the matters stated in section 134(5) of the Companies Act, 2013 with respect to the preparation of these Standalone financial statements that give a true and fair view of the financial position, financial performance, 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. 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 judgements and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

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

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE STANDALONE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the Standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

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

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to 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 and Board of Directors use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 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 standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the Standalone financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Standalone financial statements may be influenced. We consider quantitative materiality and qualitative factors in:

(i) Planning the scope of our audit work and in evaluating the results of our work and

(ii) To evaluate the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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 Companies Act, 2013, we give in the "**Annexure 'A'**", a statement on the matters specified in paragraphs 3 and 4 of the said Order, to the extent applicable.
2. As required by Section 143(3) of the Act, we report that:
   a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
   b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
   c. The Standalone Balance Sheet, the Standalone Statement of Profit and Loss (including other comprehensive income), Standalone Statement of cash flows and Standalone Statement of Changes in Equity dealt with by this Report, are in agreement with the books of account.
   d. In our opinion, the aforesaid Standalone financial statements comply with the Indian Accounting Standards 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 are disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.
   f. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "**Annexure 'B'**" to this report.
   g. In our opinion and according to the information and explanations given to us, the remuneration paid by the company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid

Independent Auditor's Report (Contd.)

down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details.

h. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

i. The Company has disclosed the impact of pending litigations as at March 31, 2026 on its financial position in its Standalone financial statements- Refer Note 27 to the Standalone financial statements.

ii. The Company did not have any material foreseeable losses on long-term contracts including derivative contracts during the year ended 31 March 2026.

iii. There were no amounts which were required to be transferred, to the Investor Education and Protection Fund by the Company.

iv. a) The management has represented that, to the best of its knowledge and belief, as disclosed in Note 44 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 or entity, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

(b) The management has represented that, to the best of its knowledge and belief, as disclosed in Note 44 to the financial statements, no funds have been received by the Company from any person or entity, 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;

(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 (iv) (a) and (iv) (b) contain any material misstatement.

v. The Company has neither declared nor paid interim dividend or final dividend during the year. Therefore, reporting under Rule 11(f) of Companies (Audit and Auditors) Rules, 2014 is not applicable.

vi. Based on our examination which included test checks, the Company has used an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has been operated throughout the year for all transactions recorded in the software and during the course of our audit and on the basis of test checking of selected samples, we did not come across any instance of audit trail feature being tampered with and the audit trail has been preserved by the company as per the statutory requirements for record retention.

For **K.P. Rao & Co**
Chartered Accountants
Firm Reg. No. 003135S

Mohan R Lavi
Partner
Membership Number: 029340
UDIN:26029340DWAEXJ8112

Place: Mysuru
Date: May 13, 2026

Annexure 'A' to the Independent Auditor's Report

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 a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable

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) In respect of Company's property, plant and equipment, right-of-use assets and intangible assets :

(a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment and it's intangible assets

(B) The Company is maintaining proper records showing full particulars of intangible assets

(b) The Company has a policy to physically verify all the Property, Plant and Equipment at a reasonable interval. The Company has conducted physical verification during the year and according to the information and explanation given to us, there were no material discrepancies noticed on such verification.

(c) According to the information and explanations given to us and based on the examination of records of the Company and the registered sale deeds/transfer deeds/conveyance deeds provided to us, we report that the title deeds of all the immovable properties, comprising of land and building, are in the name of the company as at the Balance Sheet date except for the below :

Description	Gross Carrying Value	Held in the name of	Whether promoter/ director or their relative or employee	Period held	Reason for not being in the name of the company
No. 41, Sector 5, Parwanoo PO, Himachal Pradesh-173220	1.183 Million	P K Bansal	No	April 12, 2012	There is delay from the seller's side in registering the property for transfer of title deeds. The company is actively engaging with the seller to get the registration done in its name.

(d) The Company has not revalued any of its Property, Plant and Equipment and Right of Use assets or intangible assets during the year.

(e) Based on the information and explanation furnished to us, no proceedings have been initiated on the Company under the Prohibition of Benami Property Transactions Act, 1988 (as amended in 2016) and Rules made there under.

(ii) (a) As explained to us, the inventories were physically verified during the year by the Management at reasonable intervals and in our opinion, the coverage and procedure of such verification is appropriate. Based on the information and explanation furnished to us, no material discrepancies in excess of 10% or more in the aggregate for each class of inventory were noticed on physical verification.

(b) According to the information and explanations given to us and based on our examination of the records of the Company, the Company has been sanctioned working capital limits in excess of Rs. 5 crores, in aggregate, from banks on the basis of security of current assets. There are differences that are immaterial between the quarterly returns /statements filed by the Company with such banks and the books of account of the Company.

(iii) (a) During the year the Company has provided loans or advances in the nature of loans, stood guarantee to Companies.

(A) Details of aggregate amount during the year, and balance outstanding at the Balance Sheet date with respect to such loans or advances and guarantees to subsidiaries

(Amt in Millions)

Particulars	Loan given in current year	Balance as on 31st March 2026
Loans and Advances		
Kaynes Electronics Manufacturing Private Limited	7,556.71	9,810.35
Kaynes International Design & Manufacturing Private Limited	556.92	126.90

Annexure 'A' to the Independent Auditor's Report (Contd.)

(Amt in Millions)

Particulars	Loan given in current year	Balance as on 31st March 2026
Kaynes Semicon Private Limited	5,581.86	5,438.37
Kaynes Circuits India Private Limited	3,245.71	3,449.19
Kaynes Mechatronics Private Limited	151.76	674.28
Kemsys Technologies Private Limited	24.35	36.04
Digicom Electronics Inc.	-	38.71
Cryo Precision Technologies Private Limited	36.00	36.00
Aerocaliph Components Private Limited	20.00	20.00
Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	3,834.36	3,834.36
Kaynes Holding Pte. Limited	250.21	250.21
Sensonic IN India Private Limited	116.00	116.00
Kaynes Space Technology Private Limited	0.60	0.60
Guarantee		
Kaynes International Design & Manufacturing Private Limited	-	180.80
Kaynes Electronics Manufacturing Private Limited	-	1,225
Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	550.00	1,250.00
Kaynes Circuits India Private Limited	755.00	755.00
Kaynes Semicon Private Limited	18,300.00	18,300.00
August Electronics Inc.	2,192.80	2,192.80

(B) During the year, the Company has not given any loans or advances and guarantees or security to parties other than subsidiaries.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the investments made, and the terms and conditions of all loans, and advances in the nature of loans and guarantees provided are not prejudicial to the company's interest.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in respect of loans and advances in the nature of loans, since the loans are repayable on demand, there is no schedule of repayment of principal and payment of interest.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, as there are no amounts overdue for more than ninety days, the requirement to report on clause 3(iii)(d) of the Order is not applicable to the Company.

(e) On the basis of our examination of the records of the Company, no loan or advance in the nature of loan granted which has fallen due during the year, has been renewed or extended or has been settled by granting fresh loans to the same parties.

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has granted loans or advances in the nature of loans repayable on demand.

Particulars	Balance as on 31st March 2026
Kaynes International Design & Manufacturing Private Limited	126.90
Kaynes Electronics Manufacturing Private Limited	9,810.35
Kaynes Semicon Private Limited	5,438.37
Kaynes Circuits India Private Limited	3,449.19
Kaynes Mechatronics Private Limited	674.28

Annexure 'A' to the Independent Auditor's Report (Contd.)

Particulars	Balance as on 31st March 2026
Kemsys Technologies Private Limited	36.04
Digicom Electronics Inc.	38.71
Cryo Precision Technologies Private Limited	36.00
Aerocaliph Components Private Limited	20.00
Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	3,834.36
Kaynes Holding Pte. Limited	250.21
Sensonic IN India Private Limited	116
Kaynes Space Technology Private Limited	0.6

(iv) In our opinion and according to the information and explanations given to us, in respect of loans, investments, guarantees, and security, provisions of sections 185 and 186 of the Companies Act have been complied with.

(v) The Company has not accepted any deposit, within the meaning of sections 73 to 76 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended) during the year hence, the reporting under clause 3(v) of the order is not applicable.

(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 and we 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) According to the information and explanations given to us and according to the books and records as produced and examined by us, in respect of statutory dues, the Company has been regular in depositing undisputed statutory dues including Provident Fund, Employees' State Insurance, Income Tax, Goods & Service Tax, Cess and other material statutory dues as applicable with the appropriate authorities. As at last day of financial year, there were no amounts payable in respect of the aforesaid statutory dues outstanding for a period of more than six months from the date they became payable.

(b) Details of statutory dues referred to in sub-clause (a) which have not been deposited on account of any dispute are mentioned below:

Name of the statute	Nature of dues	Amount (in millions)	Period to which the amount relates	Forum where dispute is pending
The Income Tax Act 1961	Income-tax	34.58	AY 2018-19	Office of the Joint Commissioner of Income Tax, Mysuru
The Income Tax Act 1961	Income-tax	32.20	AY 2021-22	Income Tax Officer (TDS), Mysuru
The Income Tax Act 1961	Income-tax	26.20	AY 2021-22	Office of the Joint Commissioner of Income Tax, Mysuru
The Income Tax Act 1961	Income-tax	13.60	AY 2020-21	Income Tax Officer (TDS), Mysuru
The Income Tax Act 1961	Income-tax	10.10	AY 2020-21	Office of the Joint Commissioner of Income Tax, Mysuru
The Income Tax Act 1961	Income-tax	6.05	AY 2017-18	Commissioner of Income Tax (Appeals), Mysuru
The Income Tax Act 1961	TDS	1.62	Various Years	Commissioner of Income Tax (TDS)
The Income Tax Act 1961	Income-tax	0.20	AY 2019-20	Office of the Joint Commissioner of Income Tax, Mysuru
CGST Act, 2017	GST	39.47	FY 2021-22	Excise & Taxation Officer (VAT & CST), Manesar
CGST Act, 2017	GST	18.80	FY 2018-19	Excise & Taxation Officer (VAT & CST), Manesar
CGST Act, 2017	GST	12.60	FY 2019-20	Excise & Taxation Officer (VAT & CST), Manesar

Annexure 'A' to the Independent Auditor's Report (Contd.)

Name of the statute	Nature of dues	Amount (in millions)	Period to which the amount relates	Forum where dispute is pending
CGST Act, 2017	GST	8.27	FY 2021-22	Office of the Joint Commissioner (State) Intelligence, Chennai
CGST Act, 2017	GST	3.50	FY 2021-22	Office of the Joint Commissioner (State) Intelligence, Chennai
CGST Act, 2017	GST	2.30	FY 2023-24	Office of the Joint Commissioner (State) Intelligence, Chennai
CGST Act, 2017	GST	1.40	FY 2022-23	Office of the Joint Commissioner (State) Intelligence, Chennai
CGST Act, 2017	GST	1.23	FY 2020-21	Deputy Commissioner of Commercial Taxes (Appeals), Chennai
CGST Act, 2017	GST	0.90	FY 2018-19	Deputy Commissioner of Commercial Taxes (Appeals), Chennai
CGST Act, 2017	GST	0.66	FY 2019-20	Deputy Commissioner of Commercial Taxes (Appeals), Chennai
CGST Act, 2017	GST	0.50	FY 2020-21	Office of the Joint Commissioner (State) Intelligence, Chennai

Note: Amount shown is net of pre-deposit made wherever applicable

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, 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.

(ix) (a) According to the books and records of the Company examined by us, the Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender.

(b) According to the information and explanation given to us and on the basis of our audit procedure, we report that the company has not been declared wilful defaulter by any bank or financial institution or other lenders.

(c) In our opinion, and according to the information and explanations given to us, the term loans have been applied for the purposes for which they were obtained.

(d) According to the information and explanations given to us, and the procedures performed by us, and on an overall examination of the Financial Statements of the company, we report that no funds raised on short-term basis have been used for long-term purposes by the company.

(e) On an overall examination of the financial statements of the company, we report that the company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures. Hence, the requirement to report on clause 3(ix)(e) of the Order is not applicable to the Company.

(f) On an overall examination of the financial statements of the company, we report that the company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies. Hence, the requirement to report on clause 3(ix)(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, reporting under clause 3(x)(a) of the Order is not applicable to the Company.

Annexure 'A' to the Independent Auditor's Report (Contd.)

b. The Company has made a private placement of equity shares during the year. For such allotment of shares, the Company has complied with the requirement of Section 42 of the Companies Act, 2013 and the funds raised have been applied by the Company during the year for the purpose for which the funds were raised.

(xi) (a) To the best of our knowledge and according to the information and explanations given to us and on the basis of examination of the books and records of the Company, carried out in accordance with generally accepted auditing practices in India, no fraud by the Company or on the Company was noticed or reported during the year.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Companies Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government

(c) According to the information and explanations given to us including the representation made to us by the management of the Company, no whistle-blower complaints were received by the Company during the year and hence, reporting under clause 3(xi)(c) of the Order is not applicable to the Company.

(xii) The company is not a Nidhi company and hence, reporting under clause 3(xii)(a), (b) and (c) of the Order is not applicable to the Company.

(xiii) According to the information and explanations given by the management, transactions with the related parties are in compliance with Section 177 and 188 of Companies Act, 2013 where applicable and the details thereof have been disclosed in the financial statements, as required by the applicable Accounting Standards.

(xiv) (a) In our opinion and based on our examination, the company has an internal audit system which is commensurate with the size and nature of its business.

(b) We have considered the reports of Internal Auditor of the company issued for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, during the year, Company has not entered into any non-cash transactions with its directors or persons connected with him and accordingly, the reporting under clause 3(xv) of the Order is not applicable to the Company.

(xvi) (a) The Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934.

(b) In our Opinion and based on our examination, the Company has not conducted any Non-Banking Financial or Housing Finance activities without a valid Certificate of Registration (CoR) from the Reserve Bank of India as per the Reserve Bank of India Act, 1934.

(c) In our opinion and based on our examination, the Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India.

(d) According to the information and explanations given by the management, there is no Core Investment Company (CIC as part of the Group. Accordingly, the reporting under Clause 3(xvi)(d) is not applicable to the Company.

(xvii) Based on our examination of books of accounts, the Company has not incurred any cash loss in the current as well as the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year.

(xix) On the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the plans of the Board of Directors and management 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.

Annexure 'A' to the Independent Auditor's Report (Contd.)

(xx) According to the information and explanations given to us and based on our examination of the records of the Company, the Company is not required to transfer any unspent amount to a fund specified in Schedule VII to the companies act in compliance with second proviso to sub section 5 of section 135 of the said Act. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

(xxi) Clause 3(xxi) of the order is not applicable in respect of audit of Standalone financial statements of the company. Accordingly, no comment has been included in the said clause under this report.

For **K.P. Rao & Co**
Chartered Accountants
Firm Reg. No. 003135S

Mohan R Lavi
Partner
Membership Number: 029340
UDIN: 26029340DWAEXJ8112

Place: Mysuru
Date: May 13, 2026

Annexure 'B' to the Independent Auditor's Report

REPORT ON THE INTERNAL FINANCIAL CONTROLS UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE COMPANIES ACT, 2013

Opinion

We have audited the internal financial controls with reference to Standalone financial statements of the Company as of March 31, 2026 in conjunction with our audit of the Standalone financial statements of the Company as at and for the year ended on that date.

In our opinion, the Company has maintained, in all material respects, an adequate internal financial controls with reference to Standalone Financial Statements and such internal financial controls were operating effectively as at March 31, 2026, based on the internal control with reference to Standalone Financial Statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India. However, the existing policies, systems, procedures and internal controls followed by the Company have to be completely and appropriately documented and reconciled.

Management and Board of Directors' Responsibility for Internal Financial Controls

The Company's management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting ('the Guidance Note') issued by the Institute of Chartered Accountants of India ('the ICAI')". These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required by the Companies Act, 2013 ('the Act').

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to Standalone Financial Statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing ('the Standards'), issued by the ICAI and deemed to be prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to Standalone Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Standalone Financial Statements included obtaining an understanding of internal financial controls with reference to Standalone Financial Statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls system with reference to Standalone Financial Statements.

Meaning of Internal Financial Controls Over Financial Reporting

A Company's internal financial control with reference to Standalone 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. This includes those policies and procedures that:

i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company;

ii) 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

iii) 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.

Annexure 'B' to the Independent Auditor's Report (Contd.)

Inherent Limitations of Internal Financial Controls Over Financial Reporting

Because of the inherent limitations of internal financial controls with reference to Standalone 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 Standalone Financial Statements to future periods are subject to the risk that the internal financial control with reference to Standalone Financial Statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **K.P. Rao & Co**
Chartered Accountants
Firm Reg. No. 003135S

Mohan R Lavi
Partner
Membership Number: 029340
UDIN:26029340DWAEXJ8112

Place: Mysuru
Date: May 13, 2026

Standalone Balance Sheet

As at 31 March, 2026

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	Notes	As at 31 March, 2026	As at 31 March, 2025
ASSETS			
NON-CURRENT ASSETS			
Property, Plant and Equipment	3(a)	2,854.99	2,026.37
Capital work-in-progress	3(c)	56.46	266.10
Intangible assets	3(b)	64.33	119.87
Intangible assets under development	3(b)	758.47	482.25
Rights-of-Use assets	3(d)	387.56	227.15
Financial assets			
i) Investments	4	5,285.45	2,936.61
ii) Loans and deposits	5(a)	127.61	102.30
iii) Other financial assets	5(b)	11.02	11.02
Other non-current assets	6	970.89	1,337.94
Total Non-Current Assets (A)		**10,516.78**	**7,509.61**
CURRENT ASSETS			
Inventories	7	7,380.16	6,158.62
Financial assets			
i) Trade receivables	8(a)	3,624.13	4,969.96
ii) Cash and cash equivalents	8(b)	354.21	143.63
iii) Bank balances other than cash and cash equivalents	8(c)	6,202.17	9,985.70
iv) Loans	8(d)	360.44	90.13
v) Other financial assets	8(e)	1,259.56	512.92
Other current assets	9	25,089.37	9,515.37
Total Current Assets (B)		**44,270.04**	**31,376.33**
TOTAL ASSETS (A + B)		**54,786.82**	**38,885.94**
EQUITY AND LIABILITIES			
EQUITY			
Equity Share Capital	10	670.35	640.84
Other Equity	11	44,326.73	25,785.05
Total Equity (A)		**44,997.08**	**26,425.89**
LIABILITIES			
NON-CURRENT LIABILITIES			
Financial Liabilities			
- Borrowings	12	18.74	84.33
- Lease liabilities	31	96.92	100.83
Deferred Tax Liabilities (Net)	13	192.78	85.54
Long-term provisions	14	87.35	65.35
Total Non-Current Liabilities (B)		**395.79**	**336.05**

Standalone Balance Sheet as at 31 March, 2026 (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	Notes	As at 31 March, 2026	As at 31 March, 2025
CURRENT LIABILITIES			
Financial Liabilities			
- Short-term borrowings	15(a)	3,159.95	6,055.03
- Trade payables	15(b)		
- Total outstanding dues of micro enterprises and small enterprises		198.80	22.37
- Total outstanding dues to other than micro enterprises and small enterprises		4,939.58	5,033.08
- Other financial liabilities	15(c)	232.12	452.28
- Lease liabilities	31	21.85	26.65
Other current liabilities	17	790.79	458.24
Short-term provisions	18	31.63	17.08
Current Tax Liabilities (net)	16	19.23	59.27
Total Current Liabilities (C)		**9,393.95**	**12,124.00**
Total Liabilities (B+C)		**9,789.74**	**12,460.05**
TOTAL EQUITY AND LIABILITIES (A+B+C)		**54,786.82**	**38,885.94**

Material accounting policies and notes to financial statements 1 to 2

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of Board of Directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Muthukumar N
Managing Director
(DIN: 06708535)

Place: Mysuru
Date: 13 May, 2026

Jairam P Sampath
Whole-Time Director and Chief Financial Officer
(DIN: 08064368)

Sudha Sri Addepalli
Company Secretary & Compliance Officer
Membership No. A79832

Standalone Statement of Profit and Loss

For the year ended 31 March, 2026

(All amounts are in ₹ Mn, except per equity share data)

Particulars	Note	For the year ended 31 March, 2026	For the year ended 31 March, 2025
INCOME			
Revenue from operations	19	21,278.18	19,154.43
Other income	20	1,735.58	1,365.22
Total Income (A)		**23,013.76**	**20,519.65**
EXPENSES			
Cost of materials consumed	21	16,602.32	13,957.98
Changes in inventories of finished goods and work in progress	22	(998.62)	15.00
Employee benefit expenses	23	1,192.09	1,129.67
Finance costs	24	738.70	877.33
Depreciation and amortisation expense	25	328.31	267.78
Other expenses	26	1,599.28	1,518.41
Total Expenses (B)		**19,462.08**	**17,766.17**
Profit before exceptional items and tax (A-B)=C		**3,551.68**	**2,753.48**
Exceptional Items **(D)**	33	(25.54)	-
Profit / (Loss) before tax (C+D)=E		**3,526.14**	**2,753.48**
Tax Expenses			
Income Taxes - Current tax		800.00	610.00
- Earlier year tax adjustments		83.18	39.46
Deferred tax Charge/ (Credit)		101.90	4.97
Total tax expense (F)		**985.08**	**654.43**
Profit / (Loss) for the year (E - F)=G		**2,541.06**	**2,099.05**
Other Comprehensive Income (Net)			
(i) Items that will not be reclassified subsequently to profit or loss			
Re-measurement gains/ (losses) on defined benefit plans		14.82	9.06
Income tax effect on above		(3.72)	(2.28)
(ii) Items that will be reclassified subsequently to profit or loss			
Gain/(Losses) on forward contracts		6.36	-
Income tax effect on above		(1.61)	-
Total Other Comprehensive Income for the year, (net) (H)		**15.85**	**6.78**
Total Comprehensive Income for the year (G+H)=I		**2,556.91**	**2,105.83**
Earnings per share (nominal value of ₹ 10 each)	30		
Basic		38.30	32.81
Diluted		38.02	32.51

Material accounting policies and notes to financial statements 1 to 2

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of the Board of Directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Muthukumar N
Managing Director
(DIN: 06708535)

Place: Mysuru
Date: 13 May, 2026

Jairam P Sampath
Whole-Time Director and Chief Financial Officer
(DIN: 08064368)

Sudha Sri Addepalli
Company Secretary & Compliance Officer
Membership No. A79832

Standalone Statement of Cash Flows

For the year ended 31 March, 2026

(All amounts are in ₹ Mn, except per equity share data)

Particulars		For the year ended 31 March, 2026	For the year ended 31 March, 2025
A. CASH FLOW FROM OPERATING ACTIVITIES			
Net profit before tax		3,526.14	2,753.48
Adjustments for :			
Depreciation and amortisation expense		328.31	267.78
Loss on sale of Property, Plant and Equipment		0.57	-
Provision for doubtful debts		58.02	150.00
Interest on security deposit		(1.33)	(1.95)
Lease adjustment		13.97	-
Gain On fair valuation of securities		(55.96)	(93.03)
Interest expense		724.33	877.33
Profit on sale of investment		(212.23)	-
Interest income		(1,384.94)	(953.30)
Actuarial gains/(losses) accounted in OCI		21.18	-
Share based payment expenses		3.57	-
Operating profit before working capital changes		**3,021.63**	**3,000.31**
Adjustments for:			
(Increase)/ Decrease in inventories		(1,221.54)	(1,432.39)
(Increase)/Decrease in trade receivables		1,287.81	(3,858.59)
(Increase)/Decrease in loans and advances and other assets		69.90	(83.58)
Increase/(Decrease) in trade payables and other liabilities		195.32	3,490.97
Increase/(Decrease) in provisions		36.55	13.93
Cash Generated from/(used in) Operations		**3,389.67**	**1,130.65**
Income Tax received/(paid)		(923.21)	(480.19)
Net Cash from/(used in) Operating Activities	**(A)**	**2,466.46**	**650.46**
B. CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of fixed assets (incl. capital advances)		(773.81)	(2,100.07)
Movement in fixed deposits (other bank balances)		3,783.53	5,843.75
Investment in mutual funds (net)		(693.06)	79.35
Investment in subsidiaries		(1,387.59)	(1,180.81)
Loans and advances to related parties		(15,297.09)	(5,863.01)
Net Cash from/(used in) Investing activities	**(B)**	**(14,368.02)**	**(3,220.79)**
C. NET CASH FROM/(USED) IN FINANCING ACTIVITIES			
Proceeds from issue of share capital		29.51	1.66
Share premium received on issue of equity		15,981.21	21.28
Share Issue expenses		-	(58.03)
Proceeds from/(Repayment of) long-term borrowings including lease liabilities		(279.17)	(26.83)
Proceeds from/(Repayment of) short-term borrowings including lease liabilities		(2,895.08)	3,525.06
Interest paid		(724.33)	(877.33)
Net Cash from/(used in) Financing Activities	**(C)**	**12,112.14**	**2,585.81**

Standalone Statement of Cash Flows for the year ended 31 March, 2026 (Contd.)

(All amounts are in ₹ Mn, except per equity share data)

Particulars		For the year ended 31 March, 2026	For the year ended 31 March, 2025
Net Increase in Cash and Cash Equivalents	**(A)+(B)+(C)**	**210.58**	**15.48**
Cash and cash equivalents as at the beginning of the year		143.63	128.15
Cash and cash equivalents as at the year end		**354.21**	**143.63**
Components of cash and cash equivalents			
Balance with scheduled banks:			
- on Current Account		354.18	143.60
Cash on Hand		0.03	0.03
		354.21	**143.63**

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of the Board of Directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Muthukumar N
Managing Director
(DIN: 06708535)

Place: Mysuru
Date: 13 May, 2026

Jairam P Sampath
Whole-Time Director & Chief Financial Officer
(DIN: 08064368)

Sudha Sri Addepalli
Company Secretary & Compliance Officer
Membership No. A79832

Standalone Statement of Changes in Equity

For the year ended 31 March, 2026

(All amounts are in ₹ Mn, except per equity share data)

A. EQUITY SHARE CAPITAL

Particulars	No. of Shares	Amount
As at 01 April, 2024		
Equity shares of ₹ 10 each issued, subscribed and fully paid up	**6,39,18,073**	**639.18**
Issue of share capital (Refer note 10)	1,66,232	1.66
As at 31 March, 2025	**6,40,84,305**	**640.84**
Issue of share capital (Refer note 10)	**29,50,349**	**29.50**
As at 31 March, 2026	**6,70,34,654**	**670.35**

B. OTHER EQUITY

For the year ended 31 March, 2026

Particulars	Reserves & Surplus				Other Comprehensive Income	Total Other Equity
	Securities premium	General Reserve	Retained earnings	Employee stock options outstanding account (ESOP Reserve)	Gain/(Losses) on forward contracts	
As at 01 April, 2025	**19,994.48**	**130.00**	**5,645.26**	**15.31**	-	**25,785.05**
Additions during the year	-	-	2,541.06	3.57	-	2,544.63
Gain/(Losses) on forward contracts, net of tax	-	-	-	-	4.75	4.75
Re-measurement of the net defined benefit liability/asset, net of tax effect	-	-	11.10	-	-	11.10
On issue of equity shares	15,981.21	-	-	-	-	15,981.21
Allotment on exercise of ESOP	2.50	-	-	(2.50)	-	-
As at 31 March, 2026	**35,978.19**	**130.00**	**8,197.42**	**16.37**	**4.75**	**44,326.73**

Remeasurement gains/(losses) on defined benefit plans, disclosed under Other Comprehensive Income in the previous year, have been reclassified to Retained Earnings during the current year, being items not re-classifiable to profit or loss statement.

For the year ended 31 March, 2025

Particulars	Reserves & Surplus				Other Comprehensive Income	Total Other Equity
	Securities premium	General Reserve	Retained earnings	Employee stock options outstanding account (ESOP Reserve)	Gains/(Losses) on forward contracts	
As at 01 April, 2024	**19,969.43**	**130.00**	**3,536.43**	**12.74**	-	**23,648.60**
Additions during the year	-	-	2,099.05	-	-	2,099.05
Re-measurement of the net defined benefit liability/asset, net of tax effect	-	-	6.78	-	-	6.78
On issue of equity shares	21.28	-	-	-	-	21.28
Allotment on exercise of ESOP	3.77	-	-	(3.77)	-	-
Share based payment expenses	-	-	-	6.34	-	6.34
Other adjustments	-	-	3.00	-	-	3.00
As at 31 March, 2025	**19,994.48**	**130.00**	**5,645.26**	**15.31**	-	**25,785.05**

The accompanying notes are an integral part of the standalone financial statements.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of the Board of Directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Muthukumar N
Managing Director
(DIN: 06708535)

Jairam P Sampath
Whole-Time Director & Chief Financial Officer
(DIN: 08064368)

Sudha Sri Addepalli
Company Secretary & Compliance Officer
Membership No. A79832

Place: Mysuru
Date: 13 May, 2026

Notes to the Standalone Financial Statements

Basis of Preparation and Summary of Material Accounting Policies

1 GENERAL INFORMATION

Kaynes Technology India Limited ("the Company") is a company domiciled in India and incorporated under the provisions of the Companies Act, 1956. The Company is primarily engaged in Design and Manufacturing of advanced electronic modules and solutions catering to a wide range of industries.

The Company has converted itself from Private Limited to Public Limited, pursuant to a special resolution passed in the extraordinary general meeting of the shareholders of the Company held on 24 March, 2022 and consequently the name of the Company has changed to "Kaynes Technology India Limited" pursuant to a fresh certificate of incorporation by the Registrar of Companies on 31 March, 2022

2 BASIS OF PREPARATION

These standalone Ind AS financial statements (“Ind AS financial statements”) have been prepared in accordance with Indian Accounting Standards ('Ind AS') notified under Section 133 of the Companies Act, 2013 ('the Act') read with the Companies (Indian Accounting Standards) Rules, 2015 as amended form time to time, to the extent applicable. Accounting Policies have been consistently applied across the period, except where a new Ind AS or an amendment thereto requires a change in policy.

Functional and presentation currency

Items included in these Standalone Financial Statements of the Company are measured using the currency of the primary economic environment in which the Company operates ('the functional currency'). The standalone financial statements are presented in Indian rupee (₹), which is also the Company's functional currency. All amounts have been rounded-off to the nearest millions, up to two places of decimal, unless otherwise indicated. Amounts having absolute value of less than ₹ 10,000 have been rounded and are presented as INR 0.00 million in these financial statements. These financial statements are approved for issue by Board of Directors on 13th May, 2026.

Basis of measurement

The Standalone Financial Statements has been prepared on the historical cost basis except for the following items:

Items	Measurement Basis
Certain financial assets (except trade receivables and contract assets which are measured at transaction cost) and liabilities	Fair Value
Defined benefits liability	Fair value of plan assets less present value of defined benefit obligations and other long-term employee benefits obligations, which are measured at the present value of the estimated future cash outflows

2.1 Current versus non-current classification

The Company presents assets and liabilities in the standalone balance sheet based on current/ non-current classification. An asset is treated as current when it is:

(a) Expected to be realised or intended to be sold or consumed in normal operating cycle,

(b) Held primarily for the purpose of trading,

(c) Expected to be realised within twelve months after the reporting period, or

(d) Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

(a) It is expected to be settled in normal operating cycle,

(b) It is held primarily for the purpose of trading,

(c) It is due to be settled within twelve months after the reporting period, or

(d) There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

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

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents.

Notes to the Standalone Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

2.2 Fair value measurement

The Company measures financial instruments 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:

(a) In the principal market for the asset or liability, or

(b) 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.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

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

Level 2 — inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices);

Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs).

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

2.3 Use of estimates and judgements

The estimates used in the preparation of the Standalone Financial Statements of each year presented are continuously evaluated by the Company and are based on historical experience and various other assumptions and factors (including expectations of future events), that the Company believes to be reasonable under the existing circumstances. The said estimates are based on the facts and events, that existed as at the reporting date, or that occurred after that date but provide additional evidence about conditions existing as at the reporting date. Although the Company regularly assesses these estimates, actual results could differ materially from these estimates - even if the assumptions underlying such estimates were reasonable when made, if these results differ from historical experience or other assumptions do not turn out to be substantially accurate. The changes in estimates are recognised in the Standalone Financial Statements in the period in which they become known.

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Financial instruments- classification, fair value measurement and impairment
- Useful lives of property, plant and equipment, intangible assets and wherever applicable, investment property
- Provision for income taxes and related tax contingencies
- Measurement of Defined Benefit Obligation- key actuarial assumption
- Net Realisable Value of Inventories
- Measurement of expected credit losses on financial assets
- Measurement of share-based payment arrangements

2.4 Revenue recognition

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the

consideration to which the Company expects to be entitled in exchange for those goods or services, applying the five-step model prescribed under Ind AS 115, "Revenue from Contracts with Customers":

(i) identification of the contract with the customer;

(ii) identification of the distinct performance obligations in the contract;

(iii) determination of the transaction price;

(iv) allocation of the transaction price to each performance obligation on the basis of relative standalone selling prices; and

(v) recognition of revenue as and when (or as) each performance obligation is satisfied, either at a point in time or over a period of time.

Sale of products and services:

Revenue from sale of products is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the products. Revenue from sale of services is recognised as the service is performed and there are no unfulfilled obligations.

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, if any. 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).

Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of goods sold and services rendered is net of variable consideration on account of various discounts and schemes offered by the Company as part of the contract. This variable consideration is estimated based on the expected value of outflow. Revenue (net of variable consideration) is recognised only to the extent that it is highly probable that the amount will not be subject to significant reversal when uncertainty relating to its recognition is resolved.

The Company has ascertained that all performance obligations are performed at a point in time.

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. Contract assets are transferred to receivables when the rights become unconditional and contract liabilities are recognised as and when the performance obligation is satisfied. Contract assets are subject to impairment assessment. Refer to accounting policies on impairment of financial assets in Financial instruments section below.

A receivable is recognised if 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 Financial instruments section below.

Contract Liability

A contract liability is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the Company transfers the related goods or services. Contract liabilities are recognised as revenue when the Company performs under the contract (i.e., transfers control of the related goods or services to the customer).

2.5 Other Income

Rental income:

Rental income arising from operating leases is recognised in the statement of profit and loss on a straight-line basis over the term of the lease, except where the rentals are structured to increase in line with expected general inflation or where another systematic basis is more representative of the time pattern in which the benefit is derived. Lease incentives granted are recognised as an integral part of the total rental income over the term of the lease.

Dividend & interest income :

Dividend income is recorded when the right to receive payment is established, which is generally when the shareholders approve the dividend. Interest income is recognised on time proportion basis taking into account the amount outstanding and rate applicable. For all financial assets measured at amortised cost, interest income is recognised using the effective interest rate (EIR) method.

Government Grant:

Grants from the government are recognised when there is reasonable assurance that:

(i) the Company will comply with the conditions attached to them; and

(ii) the grant will be received.

Notes to the Standalone Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

Government grants related to revenue are recognised on a systematic basis in the statement of profit and loss over the periods necessary to match them with the related costs which they are intended to compensate. Such grants are deducted in reporting the related expense. When loan or similar assistance is provided by government or related institutions, with an interest rate below the current applicable market rate, the effect of this favourable interest is recognised as government grant. The loan or assistance is initially recognised and measured at fair value and the government grant is measured as the difference between the initial carrying value of the loan and the proceeds received. Government grants received in relation to assets are recognised by deducting the grant from the carrying amount of the asset.

2.6 Employee Benefits

a) Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are recorded as expense as the related service is provided. A liability is recognised for the amount expected to be paid, if the Company has a present obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

b) Provident Fund

Retirement benefit in the form of Provident Fund is a defined contribution scheme and the contributions are charged to the statement of profit and loss for the year when the employee renders the related service. Both the eligible employees and the Company make monthly contributions to the Government administered provident fund scheme equal to a specified percentage of the eligible employee's salary. Amounts collected under the provident fund plan are deposited with in a government administered provident fund. The Company has no obligation other than the contribution payable to provident fund authorities.

c) Gratuity

The Company provides for gratuity covering the eligible employees of the Company. The Company provides for a lump sum payment to eligible employees, at retirement or termination of employment based on the last drawn salary and years of employment with the Company. Company's obligation in respect of the gratuity plan, which is a defined benefit plan, is provided for based on actuarial valuation, performed by an independent actuary, at each balance sheet date using the Projected Unit Credit Method.

Actuarial gains or losses are recognised in Other Comprehensive Income. Further, the profit or loss does not include an expected return on plan assets. Instead, net interest recognised in profit or loss is calculated by applying the discount rate used to measure the defined benefit obligation to the net defined benefit liability or asset. The actual return on the plan assets above or below the discount rate is recognised as part of re-measurement of net defined liability or asset through Other Comprehensive Income.

Re-measurements comprising actuarial gains or losses and return on plan assets (excluding amounts included in net interest on the net defined benefit liability) are not reclassified to profit or loss in subsequent periods.

d) Leave Encashment

The Company treats accumulated leave expected to be carried forward beyond twelve months, as long-term employee benefit for measurement purposes. Such long term compensated absences are provided for based on the actuarial valuation using the Projected Unit Credit Method at the reporting date. Actuarial gains/losses are immediately taken to the statement of profit and loss and are not deferred. The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer the settlement for at least twelve months after the reporting date.

The Company's liability for Gratuity and Leave encashment are actuarially determined using the Projected Unit Credit Method at the end of each year.

Actuarial gains and losses are recognised immediately in the retained earnings through Other Comprehensive Income (OCI) in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods. The defined benefit obligation recognised in the balance sheet represents the present value of the defined benefit obligation less the fair value of plan assets out of which the obligations are expected to be settled.

e) Social Security 2020

On 21 November, 2025, the Government of India notified the four Labour Codes - 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 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Company has assessed and disclosed the incremental impact of these changes on the basis of information available, consistent with the guidance provided by the Institute of Chartered Accountants of India.

2.7 Borrowing cost

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset until such time as the assets are substantially ready for the intended use or sale. 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. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

Financial instruments

2.8 Financial assets

Initial recognition and measurement

Trade receivables and contract assets that do not contain a significant financing component are initially recognised at transaction price when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument. A financial asset or financial liability is initially measured at fair value. A financial asset (except trade receivable and contract asset) is recognised initially at fair value plus or minus transaction cost that are directly attributable to the acquisition or issue of financial assets (other than financial assets at fair value through profit and loss). Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss ('FVTPL') are recognised immediately in the Statement of Profit and Loss.

Classification and subsequent measurement – financial assets

On initial recognition, financial assets are classified as measured at: (i) amortised cost, (ii) fair value through other comprehensive income (FVOCI), or (iii) fair value through profit or loss (FVTPL), based on the Company's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

(i) Financial assets at amortised cost:

A financial asset shall be measured at amortised cost if both of the following conditions are met:

(a) the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and

(b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

These assets are subsequently measured at amortised cost using the effective interest rate (EIR) method, net of loss allowance for impairment. Financial assets at amortised cost primarily comprise trade receivables, cash and cash equivalents, security deposits, employee and other advances and other eligible current and non current receivables.

(ii) Financial assets at FVOCI - Debt Instrument:

A financial asset is measured at FVOCI (debt instrument) if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments included within the FVOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognised in Other Comprehensive Income (OCI). However, the Company recognises interest income, impairment losses and reversals, and foreign exchange gains or losses in the Statement of Profit and Loss. On derecognition,

Notes to the Standalone Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

the cumulative gain or loss previously recognised in OCI is reclassified from equity to the Statement of Profit and Loss.

(iii) Financial assets at FVOCI - Equity Instrument:

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI — equity instrument). This election is made on an investment-by-investment basis.

If the Company designates an equity instrument as FVOCI, all fair value changes, including foreign exchange gains or losses (but excluding dividends), are recognised in OCI. There is no recycling of amounts from OCI to the Statement of Profit and Loss, even on sale of the investment. However, the Company may transfer the cumulative gain or loss within equity.

(iv) Financial assets at FVTPL:

FVTPL is a residual category for financial assets. Any financial asset which does not meet the criteria for categorisation as at amortised cost or as FVTOCI, is classified as FVTPL. In addition, the Company may elect to designate the financial asset, which otherwise meets amortised cost or FVTOCI criteria, as FVTPL if doing so eliminates or significantly reduces a measurement or recognition inconsistency. Financial assets included within the FVTPL category are measured at fair values with all changes in the statement of profit and loss.

(v) Investment in Subsidiary

Equity investments in subsidiaries are carried at cost less accumulated impairment losses, if any. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount in the statement of profit and loss. On disposal of investments in subsidiaries, the difference between net disposal proceeds and the carrying amounts are recognised in the Statement of Profit and Loss.

The Company uses derivative financial instruments, such as foreign exchange forward contracts, to manage its exposure to foreign exchange rate risk arising from firm commitments and forecast transactions. Derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value at each reporting date. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Derivative assets and derivative liabilities are presented as current or non-current based on the remaining maturity of the underlying contracts.

The portion of the gain or loss on such contract where transaction has not yet occurred are recognised in Other Comprehensive Income and are subsequently reclassified to the Statement of Profit and Loss as and when it is executed.

2.9 Derecognition

A financial asset (or, where applicable, a part of a financial asset) is primarily derecognised (i.e. removed from the Company's statement of financial position) when:

The rights to receive cash flows from the asset have expired, or the Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement and either;

a. the Company has transferred substantially all the risks and rewards of the asset, or

b. the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all 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 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.

2.10 Impairment of financial assets

The Company assesses impairment based on expected credit losses (ECL) model to the following:

(i) Financial assets measured at amortised cost;

(ii) Financial assets measured at fair value through other comprehensive income (FVTOCI);

Expected credit losses are measured through a loss allowance at an amount equal to:

The 12-months expected credit losses (expected credit losses that result from those default events on the financial instrument that are possible within 12 months after the reporting date); or

Full lifetime expected credit losses (expected credit losses that result from all possible default events over the life of the financial instrument).

The Company follows 'simplified approach' for recognition of impairment loss allowance on trade receivables or contract revenue receivables.

Under the simplified approach, the Company does not track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

The Company uses a provision matrix to determine impairment loss allowance on the portfolio of trade receivables. The provision matrix is based on its historically observed default rates over the expected life of the trade receivable and is adjusted for forward looking estimates. At every reporting date, the historically observed default rates are updated and changes in the forward-looking estimates are analysed.

For recognition of impairment loss on other financial assets and risk exposure, the Company determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-months ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the Company reverts to recognising impairment loss allowance based on 12-months ECL.

For assessing increase in credit risk and impairment loss, the Company combines financial instruments on the basis of shared credit risk characteristics with the objective of facilitating an analysis that is designed to enable significant increases in credit risk to be identified on a timely basis.

For investments in subsidiary companies, the Company does not provide for impairment losses till indicators of impairment are confirmed.

Non-financial assets:

The Company assesses at each reporting date whether there is any objective evidence that a non-financial asset or a group of non-financial assets is impaired. If any such indication exists, the Company estimates the amount of impairment loss. An impairment loss is calculated as the difference between an asset's carrying amount and recoverable amount. Losses are recognised in profit or loss and reflected in an allowance account. When the Company considers that there are no realistic prospects of recovery of the asset, the relevant amounts are written off. If the amount of impairment loss subsequently decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, then the previously recognised impairment loss is reversed through profit or loss. The recoverable amount of an asset or cash-generating unit (as defined below) is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or group of assets (the "cash-generating unit").

2.11 Financial liabilities:

Initial recognition and measurement

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 trade and other payables, loans and borrowings.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss.

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term.

Gains or losses on liabilities held for trading are recognised in the statement of profit and loss. Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in Ind AS 109 are satisfied.

Notes to the Standalone Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

2.12 Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest rate (EIR) method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

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 as finance costs in the statement of profit and loss.

Derecognition

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 derecognition 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.

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.

2.13 Property, plant and equipment and intangible assets:

Capital work in progress includes cost of property, plant and equipment under installation / under development, net of accumulated impairment loss, if any, as at the balance sheet date. Plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes 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. All other repair and maintenance costs are recognised in profit or loss as incurred.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate assets are derecognised when replaced. All other repairs and maintenance are charged to profit and loss during the reporting period in which they are incurred.

The Company identifies and determines cost of each component/ part of the asset separately, if the component / part has a cost which is significant to the total cost of the asset having useful life that is materially different from that of the remaining asset. These components are depreciated over their useful lives; the remaining asset is depreciated over the life of the principal asset.

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses, if any.

Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period with the affect of any change in the estimate being accounted for on a prospective basis. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit and loss unless such expenditure forms part of carrying value of another asset.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition 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.

2.14 Depreciation and amortisation

Depreciation is provided using the straight-line method as per the useful lives of the assets estimated by the management in line with schedule II of the Companies Act, 2013, except in the case of moulds in respect of which the estimated useful life is ascertained as 6 years based on the independent technical evaluation carried out by the internal technical team which is different from the estimated useful life prescribed under Part C of Schedule II of the Companies Act 2013. Building in leasehold land will be depreciated over the remaining useful life of the building as ascertained by an independent valuer over the remaining lease period or life specified in the Companies Act for such building whichever is lower.

The amortisation of software development and intellectual property costs is allocated on a straight-line basis over the best estimate of its useful life of the product. The factors considered for identifying the basis include obsolescence, product life cycle and actions of competitors. The amortisation period and the amortisation method are reviewed at each year end.

2.15 Impairment of tangible and intangible assets

The carrying amounts of assets are reviewed at each balance sheet date if there is any indication of impairment based on internal / external factors. An impairment loss is recognised wherever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the greater of the assets net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and risks specific to the asset. After impairment, depreciation is provided on the revised carrying amount of the assets over its remaining useful life.

2.16 Inventories

Inventories are valued at lower of cost and net realisable value. However, materials and other items held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

a) 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.

b) Finished goods and work in progress: cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity, but excluding borrowing costs.

Cost of raw materials, stores and spares, work-in-progress and finished goods is determined on a 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.

2.17 Employee Stock Option Plan

The Company measures compensation cost relating to employee stock options plans using the fair valuation method in accordance with Ind AS 102, Share-Based Payment. Compensation expense is amortised over the vesting period as per graded vesting method. The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. That cost is recognised, together with a corresponding increase in Share based payment reserve in other equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Company's best estimate of the number of equity instruments that will ultimately vest. When an award is cancelled by the Company or by the counterparty, any remaining element of the fair value of the award is expensed immediately through the Statement of Profit and Loss. At the end of each reporting period, the Company revises its estimate of the number of equity instruments expected to vest. The impact of the revision is recognised in the Statement of Profit and Loss with a corresponding adjustment to the share-based payment reserve, such that the cumulative expense reflects the revised estimate.

Notes to the Standalone Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

2.18 Leases

The Company has lease contracts for office spaces. 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 applies a single recognition and measurement approach for all leases, except for shortterm 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.

As lessee

i) 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. 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. Refer to the accounting policies in section (2.10) Impairment of non-financial assets.

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 expenses (unless they are incurred to produce inventories) 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 remeasured 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.

2.19 Cash and cash equivalents

Cash and cash equivalents in the standalone balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, as they are considered an integral part of the Company's cash management.

2.20 Taxes on Income

Income tax comprises current and deferred tax. It is recognised in the Standalone Statement of Profit and Loss except to the extent that it relates to a business combination or to an item recognised directly in equity or in other comprehensive income. The Company has opted to recognise tax expense as per the income tax rate as applicable to the Company.

Current income tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities in accordance with relevant tax regulations. Current tax is determined as the tax payable in respect of taxable income for the year and is computed in accordance with relevant tax regulations. Current tax is recognised in Statement of Profit and Loss except to the extent it relates to items recognised outside profit or loss in which

case it is recognised outside profit or loss (either in other comprehensive income ('OCI') or in equity). Current tax items are recognised in relation to the underlying transaction either in OCI or directly 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 establishes current tax payable where appropriate.

Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying values of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of the taxable profit and is accounted for using the balance sheet liability model. Deferred tax liabilities are generally recognised for all the taxable temporary differences. In contrast, deferred tax assets are only recognised to the extent that is probable that future taxable profits will be available against which the temporary differences can be utilised.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, 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.

The carrying amount of deferred tax assets is reviewed at each balance sheet 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.

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 balance sheet 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). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

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.

2.21 Foreign currencies

Foreign currency transactions are recorded in the functional currency, by applying the exchange rate between the functional currency and the foreign currency at the date of the transaction.

Foreign currency monetary items outstanding at the reporting date are converted to functional currency using the closing rate. Non-monetary items denominated in a foreign currency which are carried at historical cost are reported using the exchange rate at the date of the transactions.

Exchange differences arising on settlement of monetary items, as at reporting date, at rates different from those at which they were initially recorded, are recognised in the Statement of Profit and Loss in the year in which they arise.

These exchange differences are presented in the Statement of Profit and Loss on net basis. Foreign currency gains and losses are reported on a net basis. This includes changes in the fair value of foreign exchange derivative instruments, which are accounted at fair value through profit or loss/OCI.

2.22 Provisions

General

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a 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. When the Company expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement.

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.

Notes to the Standalone Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

Provisions are reviewed at each balance sheet.

2.23 Contingent liabilities and contingent assets:

A contingent liability exists when there is a possible but not probable obligation, or a present obligation that may, but probably will not, require an outflow of resources, or a present obligation whose amount cannot be estimated reliably. Contingent liabilities do not warrant provisions, but are disclosed unless the possibility of outflow of resources is remote.

Contingent Asset

Contingent assets has to be disclosed in the financial statements in the period in which if it is virtually certain that an inflow of economic benefits will arise. Contingent assets are assessed continually and no such benefits were found for the current financial year.

2.24 Earnings per share (EPS)

Basic earnings/(loss) per share are calculated by dividing the net profit/(loss) for the year attributable to equity shareholders by the weighted average number of equity shares outstanding during the year. The weighted average number of equity shares outstanding during the period is adjusted for events of bonus issue and share split.

For the purpose of calculating diluted earnings/(loss) per share, the net profit or loss for the year attributable to equity shareholders and the weighted average number of shares outstanding during the year are adjusted for the effects of all dilutive potential equity shares. The dilutive potential equity shares are adjusted for the proceeds receivable had the equity shares been actually issued at fair value (i.e. the average market value of the outstanding equity shares). Dilutive potential equity shares are deemed converted as of the beginning of the year, unless issued at a later date. Dilutive potential equity shares are determined independently for each year presented. The number of equity shares and potential dilutive equity shares are adjusted retrospectively for all years presented for any share splits and bonus shares issues including for changes effected prior to the approval of the financial statements by the Board of Directors.

2.25 Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker ("CODM"). The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Board of Directors of the Company.

The CODM reviews the operations of the Company as a single operating segment, namely "Electronics Manufacturing Services (EMS)". Accordingly, in accordance with Ind AS 108 "Operating Segments", the Company has a single operating and reportable segment, and no separate business segment disclosures are presented.

2.26 Exceptional Item:

Exceptional items refer to items of income or expense within the statement of profit and loss from ordinary activities which are nonrecurring and are of such size, nature or incidence that their separate disclosure is considered necessary to explain the performance of the Company.

2.27 Cash flow statement

Cash flows are reported using the indirect method, whereby net profit/ (loss) before tax is adjusted for the effects of transactions of a non-cash nature and any deferrals or accruals of past or future cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from regular revenue generating (operating activities), investing and financing activities of the Company are segregated.

2.28 Events after reporting date

Where events occurring after the balance sheet date provide evidence of conditions that existed at the end of the reporting period, the impact of such events is adjusted within the financial statements. Otherwise, events after the balance sheet date of material size or nature are only disclosed.

2.29 Recent pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

In May 2025, MCA notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, applicable w.e.f. 01 April, 2025. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

In August 2025, MCA notified the following amendments to:

1. Ind AS 1, Presentation of Financial Statements, applicable w.e.f. 01 April, 2025 – The amendment relates to classification of liabilities as current

or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Company has no impact of these amendments in its classification criteria of current and non-current liabilities.

2. Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. 01 April, 2025 – The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

3. Ind AS 12, International Tax Reform – Pillar Two Model Rules applicable immediately - The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and disclose that they have applied the relief. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

Notes to the Standalone Financial Statements

(All amounts are in ₹ Mn, unless otherwise stated)

3 (a) Property, plant and equipment

Particulars			Tangible Assets										Total
			Land	Buildings	Plant & Equipment	Furniture & Fittings	Office Equipments	Electrical Fittings	Computers	Vehicles	Air conditioners	Leasehold Improvement	
Gross Block		As at 01 April, 2024	24.87	439.12	1,442.75	78.51	26.05	22.68	45.81	106.39	22.91	24.43	2,233.52
	FY 2024-25	Additions during the year	1.80	9.98	510.66	12.54	10.70	5.36	13.38	32.53	10.80	5.25	612.99
		Deletions during the year	-	-	(13.75)	-	(0.01)	-	-	-	(0.26)	-	(14.02)
		As at 31 March, 2025	26.67	449.10	1,939.66	91.05	36.74	28.04	59.19	138.92	33.45	29.68	2,832.49
	FY 2025-26	Additions during the year	0.12	347.84	601.49	18.32	6.04	18.17	15.38	12.66	44.58	-	1,064.61
		Deletions during the year	-	-	-	-	-	-	-		-	0.95	0.95
		As at 31 March, 2026	26.79	796.94	2,541.15	109.37	42.78	46.21	74.57	151.58	78.03	30.63	3,898.05

Particulars			Tangible Assets										Total
			Land	Buildings	Plant & Equipment	Furniture & Fittings	Office Equipments	Electrical Fittings	Computers	Vehicles	Air conditioners	Leasehold Improvement	
Accumulated Depreciation		As at 01 April, 2024	-	45.74	412.97	37.76	15.89	15.61	32.98	54.53	11.87	16.96	644.31
	FY 2024-25	Charge for the year	-	15.54	110.13	6.20	3.33	1.47	8.83	11.21	4.10	3.91	164.72
		Deletions during the year/ written off	-	-	(5.89)	-	(0.01)	-	-	-	(0.26)	-	(6.16)
		Adjustments	-	-	3.26	-	-	-	-	-	-	-	3.26
		As at 31 March, 2025	-	61.28	520.47	43.96	19.21	17.08	41.81	65.74	15.71	20.87	806.13
	FY 2025-26	Charge for the year	-	17.66	165.41	7.25	4.28	1.99	11.46	13.85	10.04	4.99	236.93
		Deletions during the year/ written off	-	-	-	-	-	-	-	-	-	-	-
		As at 31 March, 2026	-	78.94	685.88	51.21	23.49	19.07	53.27	79.59	25.75	25.86	1,043.06
Net Block		As at 31 March, 2026	26.79	718.00	1,855.27	58.16	19.29	27.14	21.30	71.99	52.28	4.77	2,854.99
		As at 31 March, 2025	26.67	387.82	1,419.19	47.09	17.53	10.96	17.38	73.18	17.74	8.81	2,026.37

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Relevant line item in the Balance sheet	Description of item of property	Gross carrying value	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative# of promoter* / director or employee of promoter / director	Property held (since)	Reason for not being held in the name of the Company** **also indicate if in dispute
Property, Plant and Equipment	House No.41, Sector 5, Parwanoo PO, Himachal Pradesh - 173220	1.18	P.K. Bansal	NA	April 12, 2012	There is delay from the seller's side in registering the property for transfer of title deeds. The Company is actively engaging with the seller to get the registration done in its name.

(b) Intangible Assets

Particulars			Intangible Assets			Intangible Assets under development		
			Software	Technical know-how	Total	Software	Technical Know-how	Total
Gross Block		**As at April 01, 2024**	**40.50**	**297.31**	**337.81**	**30.00**	**225.04**	**255.04**
	FY 2024-25	Additions during the year	35.06	-	35.06	-	257.21	257.21
		Deletions during the year / Written off	-	-	-	-	-	-
		Capitalised	-	-	-	(30.00)	-	(30.00)
		As at 31 March, 2025	**75.56**	**297.31**	**372.87**	**-**	**482.25**	**482.25**
	FY 2025-26	Additions during the year	5.35	-	5.35	14.93	261.29	276.22
		Deletions during the year / Written off	-	-	-	-	-	-
		Capitalised	-	-	-	-	-	-
		As at 31 March, 2026	**80.91**	**297.31**	**378.22**	**14.93**	**743.54**	**758.47**

Particulars			Intangible Assets			Intangible Assets under development		
			Software	Technical know-how	Total	Software	Technical Know-how	Total
Accumulated Depreciation		**As at April 01, 2024**	**25.09**	**165.37**	**190.46**	**-**	**-**	**-**
	FY 2024-25	Charge for the year	10.87	51.67	62.54	-	-	-
		Deletions during the year / written off	-	-	-	-	-	-
		As at 31 March, 2025	**35.96**	**217.04**	**253.00**	**-**	**-**	**-**
	FY 2025-26	Charge for the year	12.50	48.39	60.89	-	-	-
		Deletions / Adjustments during the year	-	-	-	-	-	-
		As at 31 March, 2026	**48.46**	**265.43**	**313.89**	**-**	**-**	**-**
Net Block		**As at 31 March, 2026**	**32.47**	**31.86**	**64.33**	**14.93**	**743.54**	**758.47**
		As at 31 March, 2025	**39.60**	**80.27**	**119.87**	**-**	**482.25**	**482.25**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Intangible assets under development (IAUD) Ageing Schedule as at March 31, 2026

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress	276.22	257.21	81.77	143.27	758.47
Total	**276.22**	**257.21**	**81.77**	**143.27**	**754.81**

Intangible assets under development (IAUD) Ageing Schedule as at 31 March, 2025

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress	257.21	81.77	143.27	-	482.25
Total	**257.21**	**81.77**	**143.27**	**-**	**482.25**

Note:

(i) No projects are temporarily suspended as at 31 March 2026 and 31 March 2025.

(c) Capital Work in Progress

Particulars	Tangible Assets under Construction or Installation	Total
As at April 01, 2024	**81.34**	**81.34**
Additions/Adjustment	495.61	495.61
Capitalisation of interest	8.51	8.51
Capitalised in FY 2024-25	(319.36)	(319.36)
As at 31 March, 2025	**266.10**	**266.10**
Additions/Adjustment	809.61	809.61
Capitalisation of interest	10.61	10.61
Capitalised in FY 2025-26	(1,029.86)	(1,029.86)
As at 31 March, 2026	**56.46**	**56.46**

Capital work-in-progress (CWIP) Ageing Schedule as at 31 March, 2026

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress	54.72	1.74	-	-	56.46
Total	**54.72**	**1.74**	**-**	**-**	**56.46**

Capital work-in-progress (CWIP) Ageing Schedule as at 31 March, 2025

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress	262.16	3.94	-	-	266.10
Total	**262.16**	**3.94**	**-**	**-**	**266.10**

Notes:

(i) There are no projects where project cost has exceeded or projects are overdue in current year.

(ii) There are no projects which are temporarily suspended.

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

3 (d) Right of Use Assets

Particulars	Total
As at April 01, 2024	**253.32**
Additions during the year	14.35
Deletions/ adjustments during the year	-
Depreciation during the year	(40.52)
As at 31 March, 2025	**227.15**
Additions during the year	190.90
Deletions/ adjustments during the year	-
Depreciation during the year	(30.49)
As at 31 March, 2026	**387.56**

NON-CURRENT ASSETS

FINANCIAL ASSET

4 NON-CURRENT FINANCIAL ASSETS - INVESTMENTS

Particulars	As at 31 March, 2026	As at 31 March, 2025
(i) Investment at amortised cost		
(I) Investments in equity- Unquoted		
(a) Investments in subsidiaries	3,015.97	1,628.38
(b) Investments in other companies	263.04	263.04
Sub-Total	**3,279.01**	**1,891.42**
Less: Provision for diminution in value	(3.00)	(3.00)
Total	**3,276.01**	**1,888.42**
(ii) Investments at Fair Value through profit and loss		
Investments in Mutual Funds	2,009.44	1,048.19
Total	**5,285.45**	**2,936.61**

4.1 Detail of Non-Current Investments

Particulars	As at 31 March, 2026	As at 31 March, 2025
(i) Investment in equity instruments		
(a) Subsidiary Company		
Kaynes Embedded Systems Private Limited	3.00	3.00
Less: Provision for diminution in value	(3.00)	(3.00)
	-	-
Kemsys Technologies Private Limited (Equity shares (Nos): 99,12,281; FY 2024-25: 99,12,281:Face value of ₹ 1 each)	229.00	229.00
Kaynes Technology Europe GmbH (Equity shares (Nos): 27,000; FY 2024-25: 27,000: Face value of CHF 1 each)	9.24	9.24
Kaynes International Design & Manufacturing Private Limited (Equity shares (Nos): 1,50,000; FY 2024-25: 1,50,000: Face value of ₹ 10 each)	1.50	1.50
Kaynes Electronics Manufacturing Private Limited (Equity shares (Nos): 10,000; FY 2024-25: 10,000: Face value of ₹ 10 each)	0.10	0.10
Digicom Electronics Inc. (Equity shares (Nos): 1,35,42,740; FY 2024-25: 1,35,42,740: Face value of USD 1 each)	199.63	199.63
Kaynes Semicon Private Limited (Equity shares (Nos): 2,50,000; FY 2024-25: 2,50,000: Face value of ₹ 10 each)	2.50	2.50

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Kaynes Circuits India Private Limited (Equity shares (Nos): 2,50,000; FY 2024-25: 2,50,000: Face value of ₹ 10 each)	2.50	2.50
Kaynes Mechatronics Private Limited (Equity shares (Nos): 10,000; FY 2024-25: 10,000: Face value of ₹ 10 each)	0.10	0.10
Essnkay Electronics LLC (Equity shares (Nos): 10,01,76,000; FY 2024-25: 10,01,76,000: Face value of USD 1 each)	100.18	100.18
Gridcrest Technologies Private Limited (formerly known as Iskraemeco India Private Limited) (Equity shares (Nos): 4,29,85,975 ; FY 2024-25: 4,29,85,975: Face value of ₹ 10 each)	429.86	429.86
Kaynes Holding Pte. Ltd (Equity shares (Nos): 3,07,26,265; FY 2024-25: 1,03,49,032: Face Value of SGD 1 each)	2,032.25	650.77
Kaynes Space Technology Private Limited (Equity shares (Nos): 1,00,000; FY 2024-25: Nil : Face value of ₹ 10 each)	1.00	-
Cryo Precision Technologies Private Limited (Equity shares (Nos): 10,000; FY 2024-25: Nil : Face value of ₹ 100 each)	0.53	-
Aerocaliph Components Pvt. Ltd (Equity shares (Nos): 10,000; FY 2024-25: Nil : Face value of ₹ 100 each)	4.58	-
Total	**3,012.97**	**1,625.38**
(b) Other Companies		
Winfoware Technologies Limited (Equity Shares (Nos) 14,87,120; FY 2024-25: 14,87,120 : Face value of ₹ 5 each)	10.80	10.80
Mysuru ESDM Cluster (Equity Shares (Nos) 26,37,500; FY 2024-25: 26,37,500 : Face value of ₹ 1 each)	2.64	2.64
Mixx Technologies Inc. (Preference Shares (Nos) 44,44,444 ; FY 2024-25: 44,44,444 : Face value of USD 0.00001 each)	249.60	249.60
Total	**263.04**	**263.04**
(ii) Financial assets measured at FVTPL		
Investments in Mutual Funds	**2,009.44**	**1,048.19**
	5,285.45	**2,936.61**

5 FINANCIAL ASSETS

NON-CURRENT

(a) Loans and deposits, carried at amortised cost

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good		
Security Deposits	97.61	72.30
NSE Deposits	30.00	30.00
	127.61	**102.30**

(b) Other non current financial assets (At Amortised Cost)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good		
Advances recoverable in cash, kind or value to be received	11.02	11.02
	11.02	**11.02**

Notes to the Standalone Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

6 OTHER NON-CURRENT ASSETS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good		
Capital advances	966.27	1,330.51
Prepaid rent	3.12	4.39
Prepaid expenses	1.50	3.04
	970.89	**1,337.94**

CURRENT ASSETS

7 INVENTORIES (AT COST OR NET REALISABLE VALUE WHICHEVER IS LOWER)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Raw materials	4,853.76	4,489.25
Work-in-progress	1,885.29	909.35
Finished goods	361.24	338.56
Consumables, stores and spares	116.64	157.43
Goods-in-transit	163.23	264.03
	7,380.16	**6,158.62**

8 CURRENT FINANCIAL ASSETS

(a) Trade receivables

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good	3,624.13	4,969.96
Unsecured, considered doubtful	383.94	325.92
Less: Expected Credit Loss allowance	(383.94)	(325.92)
	3,624.13	**4,969.96**
Movement in the Expected Credit Loss allowance of trade receivables are as follows:		
Balance at the beginning of the year / period	325.92	175.92
Add: provided during the year / period	58.02	150.00
Balance at the end of the year / period	**383.94**	**325.92**

Trade Receivables Ageing Schedule as at 31 March, 2026:

Undisputed Trade receivables – considered good	**Outstanding for following periods from due date of payment**					
Particulars	**Less than 6 months**	**6 months - 1 year**	**1 -2 years**	**2 -3 years**	**More than 3 years**	**Total**
(i) Undisputed Trade receivables — considered good	1,414.33	1,412.99	-	408.03	388.78	**3,624.13**
(ii) Undisputed Trade receivables — considered doubtful	-	-	-	-	383.94	**383.94**
Total	**1,414.33**	**1,412.99**	**-**	**408.03**	**772.72**	**4,008.07**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Trade Receivables Ageing Schedule as at 31 March, 2025:

Undisputed Trade receivables – considered good	Outstanding for following periods from due date of payment					
Particulars	**Less than 6 months**	**6 months - 1 year**	**1 -2 years**	**2 -3 years**	**More than 3 years**	**Total**
(i) Undisputed Trade receivables — considered good	3,550.96	659.82	228.34	196.71	334.13	**4,969.96**
(ii) Undisputed Trade receivables — considered doubtful	-	-	-	-	325.92	**325.92**
Total	**3,550.96**	**659.82**	**228.34**	**196.71**	**660.05**	**5,295.88**

Note:

a. No trade or other receivables are due from directors or other officers of the Company either severally or jointly with any other person, nor any trade or other receivable due from firms or private companies respectively in which any director is a partner, a director or a member. Trade receivables are non-interest bearing.

b. The trade receivables of the Company have been pledged with banks for availing working capital and other facilities.

(b) Cash and cash equivalents

Particulars	As at 31 March, 2026	As at 31 March, 2025
Balance with banks		
- In Current accounts	354.18	143.60
Cash on hand	0.03	0.03
	354.21	**143.63**

(c) Other Bank Balances

Particulars	As at 31 March, 2026	As at 31 March, 2025
Deposits with original maturity of less than 12 months	6,201.64	9,897.34
Margin Money and Other Deposits	0.53	88.36
	6,202.17	**9,985.70**

(d) Loans carried at amortised cost

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good		
Loans to related parties (refer note 28)	325.73	59.85
Loans to employees	34.71	30.28
Total	**360.44**	**90.13**

(e) Other current financial assets (At Amortised Cost)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Interest accrued	1,259.56	512.92
	1,259.56	**512.92**

Notes to the Standalone Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

9 OTHER CURRENT ASSETS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good		
Advances for supply of goods	417.82	358.83
Advances to related parties (refer note 28)	23,506.05	8,474.84
Prepaid expenses	381.97	335.15
Balance with Government authorities	775.30	274.23
Other advances	8.23	72.32
	25,089.37	**9,515.37**

10 SHARE CAPITAL

(A) Equity Share Capital

i) Authorised

Particulars	Equity Share Capital	
	No. of Shares	Amount
Balance as at April 01, 2024	**7,00,00,000**	**700.00**
Increase during the year	-	-
Balance as at 31 March, 2025	**7,00,00,000**	**700.00**
Increase during the year	-	-
Balance as at 31 March, 2026	**7,00,00,000**	**700.00**

ii) Shares issued, subscribed and fully paid-up

Particulars	Equity Share Capital	
	No. of Shares	Amount
Balance as at April 01, 2024	**6,39,18,073**	**639.18**
Add: Shares allotted pursuant to exercise of ESOP	1,66,232	1.66
Balance as at 31 March, 2025	**6,40,84,305**	**640.84**
Add: Shares allotted pursuant to exercise of QIP	28,72,788	28.73
Add: Shares allotted pursuant to exercise of ESOP	77,561	0.78
Balance as at 31 March, 2026	**6,70,34,654**	**670.35**

iii) Terms/rights attached to equity shares

The Company has only one class of equity shares having a par value of ₹10 per share. Each holder of equity shares is entitled to one vote per share. 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.

iv) Shareholders holding more than 5 percent of Equity Shares

Name of Share holder	As at 31 March, 2026	As at 31 March, 2025
Mr. Ramesh Kunhikannan	3,58,18,633	3,69,43,633
% of Share holding	53.43%	57.65%

Note: For the period of five years immediately preceding 31 March, 2026

(a) No shares were allotted as fully paid-up pursuant to contract(s) without payment being received in cash.

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

(b) Aggregate number and class of shares allotted as fully paid-up by way of bonus issues during the five years immediately preceding the balance sheet date.

Particulars	No. of shares	Amount (₹)
i) The Company has issued 3,84,65,005 fully paid up equity shares of ₹10 each during the financial year as bonus shares on approval accorded by the shareholders at the EGM held on 25 February, 2022. 5 five shares of ₹ 10 each were allotted for every one equity share held in the Company.	3,84,65,005	38,46,50,050
ii) The Company has issued 55,605 fully paid up equity shares of ₹10 each during the financial year as bonus shares on approval accorded by the shareholders at the EGM held on 24 December, 2021. 11,121 bonus shares of ₹ 10 each were allotted for every 95,998 Compulsorily Convertible Preference Shares held in the Company.	55,605	5,56,050
iii) The Company has issued 69,508 fully paid up equity shares of ₹10 each during the financial year as bonus shares on approval accorded by the shareholders at the EGM held on 24 December, 2021. 17,377 bonus shares of ₹10 each were allotted for every 150,000 Compulsorily Convertible Preference Shares held in the Company.	69,508	6,95,080

(c) **Financial Year Ended 31 March, 2026**

Particulars	No. of shares	Amount (₹)
i) The Company has issued 28,72,788 fully paid up equity shares of ₹10 each during the financial year by way of Qualified Institutional Placement ("QIP") on approval accorded by the Fund-raising Committee of the Board of Directors of the Company held on on 24 June, 2025.	28,72,788	2,87,27,880
ii) During the year, the Company has allotted 77,561 fully paid up equity shares of ₹10 each under "ESOP Scheme 2022" on approval accorded by the Board of Directors of the Company at their meeting held on 30 July, 2025.	77,561	7,75,610

(d) **Financial Year Ended 31 March, 2025**

Particulars	No. of shares	Amount (₹)
i) During the year, the Company has allotted 92,697 and 73,535 fully paid up equity shares of ₹10 each under "ESOP Scheme 2022" on approval accorded by the Board of Directors of the Company at their meetings held on 26 July, 2024 and 29 March, 2025 respectively.	1,66,232	16,62,320

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

(e) **Financial Year Ended March 31, 2024**

	Particulars	No. of shares	Amount (₹)
i)	The company has issued 57,75,577 fully paid up equity shares of Rs.10 each during the financial year by way of Qualified Institutional placement ("QIP") on approval accorded by the Fund raising committee of the Board of Directors of the company held on December 21, 2023.	57,75,577	5,77,55,770

(f) **Financial Year Ended March 31, 2023**

	Particulars	No. of shares	Amount (₹)
i)	The company has issued 14,39,237 and 8,99,523 fully paid up equity shares of Rs.10 each during the financial year by way of Pre-IPO placement on approval accorded by the EGM held on October 10, 2022 and October 14, 2022 respectively.	23,38,760	2,33,87,600
ii)	The company has issued 90,28,960 fully paid up equity shares of Rs.10 each during the financial year through Initial Public Offer (IPO) on approval accorded by the EGM held on April 01, 2022.	90,28,960	90,28,960
iii)	The company has issued 6,16,770 fully paid up equity shares of Rs.10 each during the financial year on conversion of Compulsorily Convertible Preference Share on approval accorded by the EGM held on October 22, 2021.	6,16,770	61,67,700

v) Shareholding of Promoters

Promoter Name	As at 31 March, 2026	As at 31 March, 2025
Mr. Ramesh Kunhikannan		
- No. of Shares held	3,58,18,633	3,69,43,633
- Percentage of holding	53.43%	57.65%
- Changes during the year	(4.22%)	(0.15%)
Mrs. Savitha Ramesh		
- No. of Shares held	19,800	19,800
- Percentage of holding	0.03%	0.03%
- Changes during the year	(0.00%)	(0.00%)
RK Family Trust (Ramesh Kunhikannan)		
- No. of Shares held	100	100
- Percentage of holding	0.00%	0.00%
- Changes during the year	0.00%	0.00%

(B) Instruments entirely equity in nature

Compulsorily Convertible Preference Share Capital

i) Authorised

Particulars	No of Shares	Amount
Balance as at April 01, 2024	**20,00,000**	**20.00**
Increase during the year	-	-
Balance as at 31 March, 2025	**20,00,000**	**20.00**
Increase during the year	-	
Balance as at 31 March, 2026	**20,00,000**	**20.00**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

ii) Terms/rights attached to Preference shares:

The Preference Shareholders shall carry such voting rights as are exercisable by persons holding Equity Shares in the Company and shall be treated pari passu with the Equity Shares on all voting matters. In the event of liquidation, the Preference Shareholders will carry a preferential right over the holder of equity shares for payment of dividend and for payment of capital, in proportion to their shareholding and are also eligible to participate in surplus funds.

Note: For the period of five years immediately preceding 31 March, 2026

During the financial year ended March 31, 2023;

The Company has issued 6,16,770 fully paid up equity shares of ₹10 each during the financial year on conversion of Compulsorily Convertible Preference Shares on approval accorded by the EGM held on 22 October, 2021.

11 OTHER EQUITY

Particulars	As at 31 March, 2026	As at 31 March, 2025
Securities premium (refer note i)	35,978.19	19,994.48
General Reserve (refer note ii)	130.00	130.00
Retained Earnings (refer note iii)	8,197.42	5,645.26
Other Comprehensive Income (refer note iv)	4.75	-
Employee stock options outstanding account (ESOP Reserve) (refer note v)	16.37	15.31
	44,326.73	**25,785.05**

i) Securities Premium	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	19,994.48	19,969.43
Changes during the year	15,983.71	25.05
As at end of the year	**35,978.19**	**19,994.48**

ii) General Reserve	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	**130.00**	**130.00**
As at end of the year	**130.00**	**130.00**

iii) Retained Earnings	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	**5,645.26**	**3,536.43**
Add: Profit for the year	2,541.06	2,099.05
Add: Other adjustments	-	3.00
Add: Re-measurement of the net defined benefit liability/asset, net of tax effect	11.10	6.78
As at end of the year	**8,197.41**	**5,645.26**

iv) Other Comprehensive Income	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	**-**	**-**
Add: Changes during the year	4.75	-
As at end of the year	**4.75**	**-**

v) Employee stock options outstanding account (ESOP Reserve)	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	**15.31**	**12.74**
Add: Share based payment expenses	4.77	8.33
Less: Adjustment on allotment of ESOP	(2.50)	(3.77)
Less: Adjustment on forfeiture of ESOP	(1.20)	(1.99)
As at end of the year	**16.37**	**15.31**

Notes to the Standalone Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

NON-CURRENT LIABILITIES

12 FINANCIAL LIABILITIES

Particulars	As at 31 March, 2026	As at 31 March, 2025
Borrowings		
(a) Term loans from banks & financial institutions		
- Secured	-	93.81
(b) Vehicle loan - Secured	26.93	37.43
Less: Current maturities of Long term borrowings		
Term loans from banks & financial institutions		
- Secured	-	(36.36)
- Vehicle loan - Secured	(8.19)	(10.55)
	18.74	**84.33**

A break-up of the above loans is tabulated below:

Loan Particulars	Repayment Terms	Amount outstanding	
		As at 31 March, 2026	As at 31 March, 2025
Term loans from Bank - Secured	Repayable in 72 months in 48 equal monthly instalments after a moratorium of 24 months from date of disbursement.	-	74.67
Term loans - From Financial Institutions - Secured for Plant and equipments	Repayable in 60 monthly instalments from the date of loan.	-	19.14
	SUB TOTAL	-	**93.81**
Vehicle Loan - From Bank - Secured	Repayable in 60 to 72 monthly instalments along with interest.	26.93	37.43
	SUB TOTAL	**26.93**	**37.43**
	TOTAL	**26.93**	**131.24**

Term loans from banks & financial institutions (secured)

Term Loans are secured against charge on respective Property, Plant and Equipment. The loans carry interest rates ranging from 7.25% to 8.62%.

Vehicle loans from Banks (secured)

Vehicle Loans are secured against the hypothecation of the respective vehicles financed thereunder. The loans carry an interest rate ranging from 7.25% to 8.62%.

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

13 DEFERRED TAX LIABILITIES (NET)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Deferred Tax Liability		
Property, Plant and Equipment: timing differences on account of depreciation allowance	235.32	158.17
Lease Asset	97.54	57.17
Prepaid rent	0.79	1.10
Fair valuation of Mutual Funds	15.61	9.10
Gross deferred tax liability	**349.26**	**225.54**
Deferred Tax Asset		
Provision for ECL	(96.64)	(82.03)
Leases Liability	(29.89)	(32.08)
Timing differences on expenses allowable on payment basis	(29.95)	(25.89)
Gross deferred tax asset	**(156.48)**	**(140.00)**
Net deferred tax liability	**192.78**	**85.54**

14 LONG TERM PROVISIONS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Provision for Gratuity	67.25	47.13
Provision for compensated absences	20.10	18.22
	87.35	**65.35**

CURRENT LIABILITIES

15 FINANCIAL LIABILITIES

(a) Current borrowings	As at 31 March, 2026	As at 31 March, 2025
Credit Balance - Cash credit from banks (Secured)	3,055.15	5,711.16
Rupee Packing Credit (Secured)	96.61	296.96
Current maturities of Long term borrowings		
Term loans from banks & financial institutions		
- Secured	-	36.36
- Vehicle loan	8.19	10.55
Total	**3,159.95**	**6,055.03**

A break-up of the above loans is tabulated below:

Loan Particulars	Repayment Terms	Amount outstanding	
		As at 31 March, 2026	As at 31 March, 2025
Cash Credit	Repayable on Demand	3,055.15	5,711.16
	SUB TOTAL	**3,055.15**	**5,711.16**
Rupee Packing Credit - Secured	Repayable on Demand	96.61	296.96
	SUB TOTAL	**96.61**	**296.96**

Cash credit from banks (Secured)

Secured Cash credit from Banks are secured against the hypothecation of stock of raw materials, work-in-progress, finished goods, book debts outstanding and common collateral security of factory land and building, canteen building and plant and machinery. The loans are repayable on demand and carry interest rates ranging from 7.20% to 10.10%.

Rupee packing credit from banks (Secured)

Secured Rupee packing credit from banks are secured against the hypothecation of stock of raw materials, work-in-progress, finished goods, book debts outstanding and common collateral security of factory land and building, canteen building and plant and machinery. The loans are repayable on demand and carry an interest rate of 8.55%.

(b)

Trade payables	As at 31 March, 2026	As at 31 March, 2025
Dues to micro enterprises and small enterprises (refer note 43)	198.80	22.37
Dues to other than micro enterprises and small enterprises	4,939.58	5,033.08
Total trade payables	**5,138.38**	**5,055.45**

Ageing Schedule

As at 31 March, 2026

Particulars	Outstanding for following periods from due date of payment				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	198.80	-	-	-	198.80
(ii) Others	4,805.39	72.33	61.86	-	4,939.58

As at 31 March, 2025

Particulars	Outstanding for following periods from due date of payment				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	22.37	-	-	-	22.37
(ii) Others	4,964.42	60.50	8.16	-	5,033.08

* No trade payables are disputed as at March 31, 2026 and March 31, 2025.

(c)

Other current financial liabilities	As at 31 March, 2026	As at 31 March, 2025
Creditor for capital goods	59.07	165.00
Employee benefits payable	160.01	113.53
Derivative Liability	5.39	-
Deferred consideration payable	-	157.94
Interest accrued on borrowings	7.65	15.81
	232.12	**452.28**

16 CURRENT TAX LIABILITIES (NET)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Provision for income taxes	1,762.93	1,155.47
Advance Tax	(1,743.70)	(1,096.20)
	19.23	**59.27**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

17 OTHER CURRENT LIABILITIES

Particulars	As at 31 March, 2026	As at 31 March, 2025
Contract liabilities	53.56	26.63
Statutory dues and related liabilities	29.78	91.52
Other payables	707.45	340.09
	790.79	**458.24**

18 SHORT-TERM PROVISIONS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Provision for employee benefits		
Provision for Gratuity	27.38	13.38
Provision for compensated absences	4.25	3.70
	31.63	**17.08**

19 REVENUE FROM OPERATIONS

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Sale of goods	20,616.67	18,282.31
Sale of services	661.51	872.12
	21,278.18	**19,154.43**
The Company derives revenue from the transfer of goods & services in the following geographical regions		
India	19,242.57	17,593.99
Outside India	2,035.61	1,560.44
	21,278.18	**19,154.43**
Timing of revenue recognition		
Revenue recognised at a point in time	20,616.67	18,282.31
Revenue recognised over a period of time	661.51	872.12
	21,278.18	**19,154.43**
Reconciliation of Revenue from operations with Contract Price		
Contract Price	21,512.34	19,311.49
Less: Sales Return	(234.16)	(157.06)
Total	**21,278.18**	**19,154.43**

20 OTHER INCOME

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Interest received on deposits with banks	501.99	953.30
Interest received on advances with others	882.95	307.18
Interest on Security Deposit	1.33	1.95
Interest income on staff loan	1.73	1.49
Net gain/(loss) on fair value changes in financial instruments	55.96	93.03
Net gain/(loss) on sale of investments	212.23	7.29
Profit on sale of Property, Plant and Equipment (net)	-	0.24
Government grants & incentives	1.78	0.07
Other non-operating income	38.90	0.67
Exchange differences (net)	38.71	-
	1,735.58	**1,365.22**

Notes to the Standalone Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

21 COST OF MATERIALS CONSUMED

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Inventory at the beginning of the year	4,489.25	3,201.09
Add: Purchases	17,025.08	15,340.93
Less : Inventory at the end of the year	(4,853.76)	(4,489.25)
Less: R&D expense considered separately	(58.25)	(94.79)
Cost of materials consumed	**16,602.32**	**13,957.98**

22 CHANGES IN INVENTORIES OF FINISHED GOODS AND WORK-IN-PROGRESS

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Finished goods		
Closing stock	361.24	338.56
Opening stock	338.56	250.06
Sub total (A)	**(22.68)**	**(88.50)**
Work-in-progress		
Closing stock	1,885.29	909.35
Opening stock	909.35	1,012.85
Sub total (B)	**(975.94)**	**103.50**
Changes in inventories of finished goods and work-in-progress	**(998.62)**	**15.00**

23 EMPLOYEE BENEFIT EXPENSES

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Salaries, Wages and Bonuses	1,077.35	1,027.62
Contribution to provident fund and other funds	54.64	28.66
Share based payment expenses	3.57	6.34
Gratuity contribution scheme (Refer note 33)	26.03	18.17
Staff welfare expenses	109.22	101.81
Employee benefit expense on loan	1.63	1.43
Less: R&D exp - considered separately	(80.35)	(54.36)
	1,192.09	**1,129.67**

24 FINANCE COSTS

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Interest on borrowings	700.50	842.35
Interest to vendors	0.40	-
Interest on others	16.76	0.39
Interest on lease liabilities (Refer Note 31)	13.97	16.28
Unwinding of interest	1.40	5.23
Other borrowing costs	16.28	21.59
Less: Capitalised	(10.61)	(8.51)
	738.70	**877.33**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

25 DEPRECIATION AND AMORTIZATION EXPENSE

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Depreciation of Property, Plant and Equipment (Refer Note 3)	236.93	164.72
Amortisation of Intangible Assets (Refer Note 3)	60.89	62.54
Depreciation of Right To Use Assets (Refer Note 3)	30.49	40.52
	328.31	**267.78**

26 OTHER EXPENSES

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Rent	35.56	12.70
Rates and taxes	27.16	24.75
Printing and stationery	3.32	3.00
Insurance	41.24	31.58
Discount allowed	3.00	0.19
Donation	2.55	110.08
Power and fuel	97.90	79.39
Labour and processing charges	264.08	344.41
Consumption of stores and spares	380.66	271.06
Repairs and maintenance - Plant & Machinery	30.68	19.25
Repairs and maintenance - Buildings	9.91	7.92
Repairs and maintenance - Others	35.28	21.53
Security maintenance expenses	20.18	18.56
Research and Development Expenses	9.36	8.63
Legal and professional fees	190.14	85.09
Audit fee	5.55	3.60
Bank charges	23.48	32.69
Communication expenses	6.39	5.16
Travelling and conveyance	72.69	93.96
Business promotion	2.23	25.50
Freight and forwarding charges	189.66	121.29
CSR expenditure (refer note 42)	35.62	23.35
Provision for ECL	58.02	150.00
Exchange Differences (Loss)	-	8.77
Loss on sale of tangible assets	0.57	-
Hire charges	3.38	4.58
Director sitting fees	5.58	3.64
Miscellaneous expenses	45.09	7.73
	1,599.28	**1,518.41**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Research and Development Expenditure	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Raw materials, components and consumables	58.25	94.79
Salaries, wages and bonus	80.35	54.36
Communication expenses	-	0.29
	138.60	**149.44**
Less: Capitalised	(129.24)	(140.81)
	9.36	**8.63**

Payment to Auditors (After Other expenses)	For the year ended 31 March, 2026	For the year ended 31 March, 2025
As statutory auditors		
Audit fees	2.50	2.50
Tax audit fee	0.50	0.50
Limited review fees	0.60	0.60
In other capacity		
Other services (including certification fees)	1.95	-
	5.55	**3.60**

27 CONTINGENT LIABILITIES AND COMMITMENTS

	Particulars	As at 31 March, 2026	As at 31 March, 2025
	Contingent Liabilities:		
	Claims against the Company not acknowledged as debt		
a)	In respect of Income Tax matters (refer note 27.1)	124.55	88.31
b)	In respect of GST and other indirect tax matters (refer note 27.2)	89.63	23.95
c)	Bank Guarantees	545.43	72.04
d)	Bond Executed for Customs/Central Excise (covered by bank guarantee to the extent of rupees Nil)	720.00	470.00
e)	On account of bills discounted with banks	2,625.79	823.43
f)	Letter of Credit issued by bank	-	0.22
g)	Corporate Guarantee to Subsidiary Company	23,903.60	2,105.80
	Commitments:		
	(i) Estimated amount of contracts remaining to be executed on capital account and not provided for, net of advances.	1,108.68	188.79
	(ii) Approval for land conversion from lease to sale of Plot No. 20 & Plot No. 119 from Karnataka Industrial Area Development Board (KIADB) is in progress. Estimated conversion cost is considered as a capital commitment remaining unexecuted.	12.14	12.14

1 There are 8 cases relating to Income Tax amounting to ₹ 124.55 Mn covering a period commencing from FY 2009-10 to 2023-24 pertaining to units located in Karnataka. Provided required information for all the cases to the concerned authorities and are in progress.

2 There are 11 cases relating to excise, VAT, Customs CST and GST amounting to ₹ 89.63 Mn covering a period commencing from FY 2018-19 to 2023-24 pertaining to units located in various states in India. Many of the cases required information provided to the concerned authorities and are in progress.

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

28 RELATED PARTY TRANSACTIONS

28 [A] Related Parties and their relationship with the Company

Description of relationship	Names of Related parties
Subsidiary Companies:	Kaynes International Design & Manufacturing Private Limited
	Kemsys Technologies Private Limited
	Kaynes Electronics Manufacturing Private Limited
	Kaynes Technology Europe GmbH
	Kaynes Embedded Systems Private Limited
	Kaynes Semicon Private Limited
	Kaynes Circuits India Private Limited
	Kaynes Mechatronics Private Limited
	Digicom Electronics Inc.
	Essnkay Electronics LLC
	Kaynes Holding Pte. Limited
	Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)
	Sensonic GmbH (Subsidiary of Kaynes Holding Pte. Ltd)
	Sensonic-UK Limited (Step-down Subsidiary of Kaynes Holding Pte. Limited)
	Sensonic IN India Private Limited (Step-down Subsidiary of Kaynes Holding Pte. Limited)
	Sensonic US Inc. (Step-down Subsidiary of Kaynes Holding Pte. Limited)
	August Electronics Inc. (Subsidiary of Kaynes Holding Pte. Ltd)
	Kaynes Space Technology Private Limited
	Aerocaliph Components Private Limited
	Cryo Precision Technologies Private Limited
Entity Controlled by Directors:	Kaynes Technology Inc.
	Kemsys Technologies Inc.
	Kaynes Circuits Private Limited
	Mysuru ESDM Cluster
	Cheyyur Real Estates Private Limited
	Cheyyur Properties Private Limited
	Nambi Reality Private Limited
	Tushti Semiconductors Private Limited
	Zari Aura Hospitality Services Private Limited
Entity where relative of Directors have substantial interest	A ID Systems (India) Private Limited
	Negentropy Solutions Private Limited
Key Management Personnel:	
Mrs. Savitha Ramesh	Executive Chairperson
Mr. Ramesh Kunhikannan	Executive Vice-Chairman
Mr. Muthukumar Narayanaswamy	Managing Director (W.e.f 24 September, 2025)
Mr. Jairam Paravastu Sampath	Whole-Time Director and Chief Financial Officer
Mr. Rajesh Sharma	Chief Executive Officer (Till 08 November, 2025)
Mr. Anup Kumar Bhat	Independent Director (Till 10 November, 2025)
Mr. Seeplaputhur Ganapathiramaswamy Murali	Independent Director

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Mr. Alexander Koshy	Independent Director
Mrs. Poornima Ranganath	Independent Director
Mr. Heinz Franz Moitzi	Independent Director
Mr. Anuj Mehtha	Company Secretary & Compliance Officer (Till 10 March, 2026)
Mrs. Sudha Sri Addepalli	Company Secretary & Compliance Officer (W.e.f 11 March, 2026)
Relatives of KMP's:	Mr. Govind Shasiprasad Menokee
	Mrs. Premita Ramesh

28 [B] Transactions with Related Parties (Subsidiaries & Associates)

Name of the related party	Nature of the transaction	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Kaynes International Design & Manufacturing Private Limited	Loans and Advances given (net)	-	238.52
	Interest on loan advanced	20.16	17.87
	Corporate Guarantee given	-	180.80
	Sale of materials	3.44	27.52
	Purchase of materials	3.52	3.53
Kemsys Technologies Private Limited	Loans and Advances given (net)	18.30	2.13
	Interest on loan advanced	1.87	1.48
	Sale of services	-	0.87
	Purchase of materials	1.37	0.97
Kaynes Electronics Manufacturing Private Limited	Loans and Advances given (net)	4,703.60	2,456.50
	Interest on loan advanced	434.52	143.19
	Corporate Guarantee given	-	1,225.00
	Sale of materials	1,646.49	1,604.85
	Purchase of materials	951.01	1,141.90
	Management services provided	386.50	-
Kaynes Semicon Private Limited	Loans and Advances given (net)	3,902.50	1,311.88
	Corporate Guarantee given	18,300.00	-
	Interest on loan advanced	249.14	101.92
Kaynes Circuits India Private Limited	Loans and Advances given (net)	2,549.35	898.08
	Corporate Guarantee given	755.00	-
	Interest on loan advanced	120.49	12.40
	Service rendered	8.20	-
Kaynes Mechatronics Private Limited	Loans and Advances given (net)	75.70	569.63
	Interest on loan advanced	48.53	30.34
	Sale of materials	-	2.60
	Purchase of materials	43.41	32.45
Digicom Electronics Inc.	Interest on loan advanced	2.70	-
	Sale of materials	0.20	-
	Purchase of materials	0.10	-
Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Investments	-	429.86
	Corporate Guarantee given	550.00	700.00
	Sale of materials	40.68	1,625.35
	Purchase of materials	90.85	879.74
	Loans and Advances given	3,834.36	-

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Name of the related party	Nature of the transaction	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Sensonic IN India Private Limited	Loans and Advances given (net)	116.00	-
	Interest on loan advanced	3.36	-
Essnkay Electronics LLC	Investments	-	100.18
Kaynes Holding Pte. Ltd	Investments	1,381.50	650.77
	Loans and Advances given (net)	250.21	-
Kaynes Space Technology Private Limited	Investments	1.00	-
	Loans and Advances given (net)	0.60	-
Cryo Precision Technologies Private Limited	Investments	0.53	-
	Interest on loan advanced	0.71	-
	Loans and Advances given (net)	36.00	-
Aerocaliph Components Pvt. Ltd	Investments	4.58	-
	Interest on loan advanced	0.40	-
	Loans and Advances given (net)	20.00	-
August Electronics Inc.	Corporate Guarantee given	2,192.80	-

Transactions with Related Parties other than subsidiaries & associates

Name of the related party	Nature of the transaction	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Kaynes Technology Inc.	Services rendered	29.28	34.72

28 [C] Balances with Related Parties (Subsidiaries & Associates)

Name of the related party	Nature of the transaction	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Kaynes International Design & Manufacturing Private Limited	Loans & Advances given	126.90	327.67
	Investments	1.50	1.50
	Corporate Guarantee given	180.80	180.80
	Interest on loans advanced	36.09	16.41
	Trade receivables	9.37	-
Kemsys Technologies Private Limited	Loans & Advances given	36.04	19.67
	Investments	229.00	229.00
	Interest on loans advanced	4.75	2.76
	Trade payables	2.79	-
Kaynes Embedded Systems Private Limited	Investments	3.00	3.00
Kaynes Technology Europe GmbH	Investments	9.24	9.24
Kaynes Electronics Manufacturing Private Limited	Loans & Advances given	9,810.35	3,504.92
	Investments	0.10	0.10
	Interest on loans advanced	519.94	128.87
	Corporate Guarantee given	1,225.00	1,225.00
	Trade receivables	255.26	-
	Trade payables	843.51	-
	Management services provided	386.50	-
	Advances given for supply of goods	-	1,662.50

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Name of the related party	Nature of the transaction	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Kaynes Semicon Private Limited	Loans & Advances given	5,438.37	1,535.72
	Investments	2.50	2.50
	Corporate Guarantee given	18,300.00	-
	Interest on loans advanced	318.83	94.60
Kaynes Mechatronics Private Limited	Loans & Advances given	674.28	604.47
	Investments	0.10	0.10
	Interest on loans advanced	71.00	27.30
	Trade payables	8.97	-
Digicom Electronics Inc.	Loans & Advances given	38.71	41.50
	Investments	199.63	199.63
	Interest on loans advanced	2.70	-
	Trade receivables	0.20	-
	Trade payables	0.10	-
Essnkay Electronics LLC	Investments	100.18	100.18
Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Loans & Advances given	3,834.36	-
	Investments	429.86	429.86
	Corporate Guarantee given	1,250.00	700.00
	Trade Pay payables ables	-	1,926.81
	Trade receivables	34.83	3,223.90
Kaynes Holding Pte. Ltd	Investments	2,032.25	650.77
	Interest on loan advanced	1.42	-
	Loans & Advances given	250.21	-
Kaynes Circuits India Private Limited	Loans & Advances given	3,449.19	899.84
	Investments	2.50	2.50
	Interest on loans advanced	94.34	10.61
	Corporate Guarantee given	755.00	-
	Trade receivables	8.20	-
Sensonic IN India Private Limited	Loans & Advances given	116.00	-
	Interest on loans advanced	3.36	-
Kaynes Space Technology Private Limited	Loans & Advances given	0.60	-
	Investments	1.00	-
Cryo Precision Technologies Private Limited	Loans & Advances given	36.00	-
	Interest on loan advanced	1.77	-
	Investments	0.53	-
Aerocaliph Components Pvt. Ltd	Loans & Advances given	20.00	-
	Interest on loan advanced	0.98	-
	Investments	4.58	-
August Electronics Inc.	Corporate Guarantee given	2,192.80	-

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Balances with Related Parties other than subsidiaries & Associates

		For the year ended 31 March, 2026	For the year ended 31 March, 2025
Mysuru ESDM Cluster	Investments	2.64	2.64
	Other receivables	0.68	0.68
Kaynes Technology Inc.	Other receivables	17.35	13.91

28 [D] Transactions with KMP's and Relatives of KMP's:

Transactions	For the year ended 31 March, 2026	For the year ended 31 March, 2025
[i.] Remuneration and Commission	78.60	77.03
[ii.] Share Based Payments exercised	22.56	98.54
[iii.] Reimbursement of expenses	7.14	7.09

29 SEGMENT INFORMATION

Based on the management approach as defined in IND AS 108 – Operating Segments, the Chief Operating Decision Maker (CODM) evaluates the Company's performance and allocates resources based on an analysis of various performance indicators by geographical segments. Accordingly, the Company has identified India and Outside India as its reportable segments.

As expenses, assets and liabilities are not separately identified for the individual segments, these are considered as common cost and are not allocated. Hence, information with respect to revenue alone is provided by the Company for the geographical segments identified.

The Company operates predominantly in one business segment of Electronics Manufacturing Services and accordingly primary reporting disclosures for business segment is not applicable.

Revenue from Operations

Geographic Segment	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Sale of goods	20,616.67	18,282.31
Sale of services	661.51	872.12
Total	**21,278.18**	**19,154.43**

A) Revenue from Customers

Geographic Segment	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Outside India	2,035.61	1,560.44
In India	19,242.57	17,593.99
Total	**21,278.18**	**19,154.43**

All material assets are located in India as export proceeds are also realisable in India. Hence no disclosure of segment assets/cost to acquire tangible and intangible assets is given.

Customers constituting more than 10% of revenue are as below:

Particulars	For the year ended 31 March, 2026		For the year ended 31 March, 2025	
	Revenue Contribution more than 10%	Percentage of Revenue Contribution	Revenue Contribution more than 10%	Percentage of Revenue Contribution
	(in Mn)	(in %)	(in Mn)	(in %)
Sale of Goods :				
Customer A	2,735.36	13.27%	2,293.18	12.54%
Customer B	-	-	1,830.14	10.01%
Sale of Services :				
Customer A	90.06	13.61%	487.32	55.88%

Note: Customer identities have been excluded to safeguard confidentiality. The entities represented in each period are not necessarily identical.

30 EARNINGS PER SHARE (EPS)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Earnings		
Profit after tax for the year	2,541.06	2,099.05
Weighted average number of equity shares used as the denominator in calculating basic and diluted earnings per share (number) :		
Basic :		
Number of Shares outstanding at the beginning of the year	6,40,84,305	6,39,18,073
Add : Shares issued during the year	29,50,349	1,66,232
Number of Shares outstanding at the end of the year	**6,70,34,654**	**6,40,84,305**
Weighted average number of equity shares for calculating Basic EPS	6,63,48,019	6,39,81,914
Profit after tax for the year attributable to equity shareholders	2,541.06	2,099.05
Basic EPS (₹ per share)	**38.30**	**32.81**
Diluted :		
Number of shares considered as basic weighted average shares outstanding	6,63,48,019	6,39,81,914
Add: Effect of diluted equity shares relating to ESOP	4,82,021	5,92,146
Number of shares considered as diluted weighted average shares outstanding	6,68,30,040	6,45,74,060
Total shares outstanding including dilutive shares	6,68,30,040	6,45,74,060
Diluted EPS (₹ per share)	38.02	32.51
Restated Earnings per equity share (Face Value ₹ 10/- per share)		
- Basic	**38.30**	**32.81**
- Diluted	**38.02**	**32.51**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

31 DISCLOSURE WITH RESPECT TO LEASES

Information about Lease Assets for which the Company is a lessee is presented below

Particulars	As at 31 March, 2026	As at 31 March, 2025
Balance as at beginning of the year	227.15	253.32
Additions	190.90	14.35
Depreciation*	(30.49)	(40.52)
Balance as at end of the year	**387.56**	**227.15**

*The aggregate depreciation expense on Right-of-Use assets is included under depreciation expense in the Statement of Profit and Loss.

The changes / movement in Lease Liabilities of the Company are as follows:

Particulars	As at 31 March, 2026	As at 31 March, 2025
Balance as at beginning of the year	127.48	153.54
Additions	30.53	25.35
Payment of lease liabilities	(53.22)	(67.69)
Accretion of interest	13.97	16.28
Balance as at end of the year	**118.76**	**127.48**
Current Liabilities	21.85	26.65
Non-Current Liabilities	96.92	100.83
Total cash outflow for leases	**53.22**	**67.69**

The table below provides details regarding amounts recognised in the Statement of Profit and Loss:

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Expenses relating to short-term leases and/or leases of low-value items	35.56	12.70
Interest on lease liabilities	13.97	16.28
Depreciation expense	30.49	40.52
Total	**80.02**	**69.50**

Contractual maturities of lease liabilities on undiscounted basis

Particulars	As at 31 March, 2026	As at 31 March, 2025
Less than one year	34.13	46.66
More than one year	111.09	128.33
Total	**145.22**	**174.99**

32 TAXES

Income tax expense:

Components of Income Tax Expense

(i) Income Tax Recognised in Profit or Loss

	Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
	Tax Expense in Statement of Profit and Loss		
A.	Net tax expense	883.18	649.46
	Deferred tax (credit) / charge	101.90	4.97
B.	Net deferred tax	**101.90**	**4.97**
	Total income tax expense in Statement of Profit & Loss	**985.08**	**654.43**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

C. Tax Recognised in Other Comprehensive Income

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Origination and reversal of temporary differences – OCI	-	-
Gain/(Losses) on forward contracts	(1.61)	-
Remeasurement of defined benefit obligation	(3.72)	(2.28)
Total	**(5.33)**	**(2.28)**

		For the year ended 31 March, 2026	For the year ended 31 March, 2025
	Current / Deferred Tax Assets & Liabilities		
D.	Advance tax (net of provision for tax)		
E.	Provision for tax (net of advance payment of taxes)	19.23	59.27
	Current tax liabilities (net)	**19.23**	**59.27**
F.	Deferred tax asset	(156.48)	(140.00)
G.	Deferred tax liability	349.26	225.54
	Deferred tax liability (net)	**192.78**	**85.54**

H. Reconciliation of Tax Expense and Accounting Profit

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Profit before tax	3,526.14	2,753.48
Enacted tax rate in India	25.17%	25.17%
Expected tax expense (at applicable rate)	887.53	693.00
Deferred tax effect	101.90	4.97
Impact of earlier period tax provision	83.18	39.46
Impact of difference between depreciation (books vs IT Act 1961)	(44.17)	(41.24)
Impact of expenditure charged to P&L but allowed for tax on payment basis	9.20	6.75
Tax effect on account of Ind AS adjustment	19.97	17.69
Other deductions allowed as per Income Tax Act, 1961	(72.53)	(66.20)
Income tax expense recognised in statement of P&L	**985.08**	**654.43**

Note: The tax rate used for the period ended 31 March, 2026 and 31 March, 2025 reconciliations above is the corporate tax rate of 25.17% and 25.17% respectively, payable by corporate entities in India on book profits under Indian Income Tax Laws.

33 EMPLOYEE BENEFIT PLANS

[a.] Defined Contribution Plans

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Employers' contribution to Provident Fund	13.77	7.03
Employers' contribution to Employee State Insurance	9.30	5.66
Employers' contribution to Employee's Pension Scheme 1995	31.25	15.97

[b.] Defined Benefit Plan

Gratuity -Funded obligation

The liability towards gratuity is provided for on the basis of independent actuarial valuation using Projected Unit Credit Method. The liability for gratuity is administered through Life Insurance Corporation of India (LIC).

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Compensated Absences- Unfunded obligation

Company provided for unavailed accumulated leave of employees on the basis of actuarial valuation using Projected Unit Credit Method.

Gratuity -Funded obligation

i. Actuarial Assumptions

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Discount Rate (per annum)	7.50%	7.00%
Expected return on plan assets	7.67%	7.67%
Salary escalation rate*	5.00%	5.00%
Mortality rate	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate

*The assumption of future salary escalation in actuarial valuation, takes into account inflation, seniority, promotions and other relevant factors such as supply and demand in the employment market.

ii. Reconciliation of Obligation

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Present value of obligation at the beginning of the year	**72.49**	**60.37**
Current Service Cost	19.86	12.81
Past Service cost	25.54	-
Interest Cost	5.07	4.38
Actuarial (gain)/ loss	(5.16)	(0.87)
Benefits Paid	(2.26)	(4.20)
Present value of obligation at the end of the year	**115.54**	**72.49**

iii. Reconciliation of fair value of plan assets

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Fair value of plan assets at the beginning of the year	**11.97**	**11.24**
Expected return of plan assets	0.90	0.79
Actuarial gain/ (loss)	0.29	0.78
Contributions	10.00	3.36
Benefits paid	(2.26)	(4.20)
Fair value of plan assets at the end of the year	**20.91**	**11.97**

iv. Description of Plan Assets

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Insured Managed Funds (LIC India)	20.91	11.97

v. Net (Asset)/ Liability recognised in statement of assets and liabilities

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Present value of obligation at the end of the year	115.54	72.49
Fair value of plan assets at the end of the year	20.91	11.97
Net (asset)/ liability recognised in statement of assets and liabilities	**94.63**	**60.52**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

vi. (Income)/ Expense recognised in statement of profit and loss

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Current Service Cost	19.86	12.81
Past Service Cost	25.54	-
Interest Cost	5.07	4.38
Actuarial (gain)/ loss recognised for the period	(5.45)	(1.65)
Expected return on plan assets	(0.90)	(0.79)
(Income)/ Expenses recognised in Statement of Profit and Loss	**44.13**	**14.75**

vii. Sensitivity analysis of the defined benefit obligation:

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Impact of change in Discount Rate		
Present Value of Obligation at the end of the period	115.54	72.48
Impact due to increase of 1%	107.27	66.81
Impact due to decrease of 1%	125.26	79.20
Impact of change in salary increase		
Present Value of Obligation at the end of the period	115.54	72.48
Impact due to increase of 1%	125.41	79.27
Impact due to decrease of 1%	107.02	66.66
Impact of change in Withdrawal Rate		
Present Value of Obligation at the end of the period	115.54	72.48
Impact due to increase of 1%	116.98	73.22
Impact due to decrease of 1%	113.79	71.56

Sensitivities due to mortality are insignificant & hence ignored.

viii. Maturity profile of defined benefit obligation:

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Year 1	27.39	13.38
Year 2	4.28	4.26
Year 3	2.54	2.20
Year 4	6.45	1.44
Year 5	2.52	3.46
Years 6 to 10	72.37	47.75

The above disclosures are based on information certified by the independent actuary and relied upon by auditors.

ix. Other comprehensive (income) / expenses (Remeasurement)

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Cumulative unrecognised actuarial (gain)/loss opening b/f	(10.10)	(8.45)
Actuarial (gain)/loss - obligation	(5.16)	(0.87)
Actuarial (gain)/loss - plan assets	(0.29)	(0.78)
Total Actuarial (gain)/loss	(5.45)	(1.65)
Cumulative total actuarial (gain)/loss c/f	**(15.55)**	**(10.10)**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Compensated Absences- Unfunded obligation

i. Actuarial Assumptions

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Discount Rate (per annum)	7.50%	7.00%
Expected return on plan assets	NA	NA
Salary escalation rate*	5.00%	5.00%

ii. Reconciliation of Obligation

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Present value of obligation at the beginning of the year	**21.92**	**19.38**
Current Service Cost	10.26	8.55
Past Service cost	-	-
Interest Cost	1.53	1.40
Actuarial (gain)/ loss	(9.36)	(7.41)
Benefits Paid	-	-
Present value of obligation at the end of the year	**24.35**	**21.92**

v. Net (Asset)/ Liability recognised in statement of assets and liabilities

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Present value of obligation at the end of the year	24.35	21.92
Fair value of plan assets at the end of the year	-	-
Net (asset)/ liability recognised in statement of assets and liabilities	24.35	21.92

vi) (Income)/ Expense recognised in statement of profit and loss

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Current Service Cost	10.26	8.55
Past Service Cost	-	-
Interest Cost	1.53	1.40
Actuarial (gain)/ loss recognised for the period	(9.36)	(7.41)
Expected return on plan assets	-	-
(Income)/ Expenses recognised in statement of profit and loss	2.43	2.54

vii) Sensitivity analysis of the defined benefit obligation:

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Impact of the change in Discount Rate		
Present Value of Obligation at the end of the period	24.35	21.92
Impact due to increase of 1%	22.38	20.10
Impact due to decrease of 1%	26.69	24.07
Impact of the change in salary increase		
Present Value of Obligation at the end of the period	24.35	21.92
Impact due to increase of 1%	26.72	24.09
Impact due to decrease of 1%	22.32	20.06
Impact of the change in Withdrawal Rate		
Present Value of Obligation at the end of the period	24.35	21.92
Impact due to increase of 1%	24.87	22.29
Impact due to decrease of 1%	23.76	21.49

Sensitivities due to mortality are insignificant & hence ignored.

Exceptional Items

On November 21, 2025, the Government of India notified the four Labour Codes - 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 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Company has assessed and disclosed the incremental impact of these changes on the basis of information available, consistent with the guidance provided by the Institute of Chartered Accountants of India. Considering the materiality and regulatory-driven, non-recurring nature of this impact, the Company has presented such incremental impact as impacts of new Labour Codes under Exceptional Items in the financial statements for the quarter and the year ended March 31, 2026.

Pursuant to the implementation, defined benefit obligations have increased by ₹ 25.54 million in the standalone financial statements and have been recognised as exceptional item for the current reporting period. The Company continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments as needed.

34 EMPLOYEES' STOCK OPTION PLANS (ESOP)

(i) Kaynes Employees Stock Option Scheme 2022

The members of the Company, at its Extraordinary General Meeting held on 12 January, 2022, had approved the issue of Stock Options to eligible employees/directors of the Company and its subsidiaries. Accordingly, the Board, at their meeting held on January 12, 2022, approved the "Kaynes ESOP Scheme 2022". A Compensation Committee was formed to govern the "Kaynes ESOP Scheme 2022" which has approved details as follows:

Particulars	Year 1	Year 2	Year 3	Year 4
Grant Date	04-Jul-22	04-Jul-22	04-Jul-22	04-Jul-22
Vesting date	04-Jul-23	04-Jul-24	04-Jul-25	04-Jul-26
Options Granted (Nos)	1,085	1,86,612	1,03,833	6,31,630
Exercise price (Amount in ₹ per share)	138	138	138	138

(ii) Fair value of share options granted during the year

The fair value of options granted is estimated using the Black Scholes Option Pricing Model after applying the key assumptions which are tabulated below. Expected volatility has been calculated using daily stock returns on the NSE over the expected life of each option vest. The expected life of share option is based on historical data and current expectation and not necessarily indicative of exercise pattern that may occur.

(iii) Inputs in the pricing model

Particulars	Year 1	Year 2	Year 3	Year 4
Weighted average Fair Value of options	18.07	22.66	32.26	35.32
Exercise price (Amount in ₹ per share)	138	138	138	138
Expected Volatility	16.96%	17.28%	25.02%	23.42%
Options Life (Number of Years)	1.50	2	2.5	3
Dividend Yield	0.00%	0.00%	0.00%	0.00%
Risk-free Rate	6.13%	6.41%	6.62%	6.77%

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

(iv) Movement in stock options

For the year ended 31 March, 2026

Particulars	No of Options
Options outstanding as at April 01, 2024	**8,04,844**
Options exercisable as at April 01, 2024	**-**
New options issued during the year	-
Options exercised during the year	(1,66,232.00)
Lapsed/ forfeited during the year	(24,143)
Expired during the year	-
Options outstanding as at 31 March, 2025	**6,14,469**
Options exercisable as at 31 March, 2025	**-**
New options issued during the year	-
Options exercised during the year	(77,561.00)
Lapsed/ forfeited during the year	(42,283.00)
Expired during the year	-
Options outstanding as at 31 March, 2026	**4,94,625**
Options exercisable as at 31 March, 2026	**24,057**

During the year ended 31 March, 2026, the Company recorded an employee share based payment expense of ₹ 3.57 Mn (31 March, 2025 : ₹ 6.34 Mn) in the Statement of Profit and Loss.

35 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Company's principal financial liabilities comprise of short tenured borrowings, trade and other payables. Most of these liabilities relate to financing for working capital requirements. The Company has trade and other receivables, loans and advances that arise directly from its operations.

The Company is accordingly exposed to market risk, credit risk and liquidity risk.

The Company's senior management oversees management of these risks. The senior professionals working to manage the financial risks and the appropriate financial risk governance framework for the Company are accountable to the Board of Directors and the Audit Committee. This process provides assurance that the Company's financial risk-taking activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with Company's policies and overall risk appetite.

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 two types of risk: interest rate risk and currency rate risk. Financial instruments affected by market risk include loans and borrowings, deposits and advances.

i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's debt obligations with floating interest rates.

The interest rate profile of the Company's interest-bearing financial liabilities is as follows:

Particulars	Rate Type	Benchmark	As at 31 March 2026 (₹ in Mn)	As at 31 March 2025 (₹ in Mn)
Term loans from banks	Fixed	—	26.93	131.24
Term loans from financial institutions	Fixed	—	-	-
Working capital facilities	Floating	MCLR / RLLR	3,151.76	6,008.12
Total			**3,178.69**	**6,139.36**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Impact of Interest rate risk

Particulars	As at 31 March, 2026	As at 31 March, 2025
Increase in 100 basis points		
Effect on profit before tax, decrease by	31.52	60.08
Decrease in 100 basis points		
Effect on profit before tax, increase by	(31.52)	(60.08)

ii) 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) and the Company's net investments in foreign subsidiaries.

Foreign currency sensitivity

The sensitivity analysis has been based on the composition of the Company's financial assets and liabilities at the end of the respective reporting periods. The period end balances are not necessarily representative of the average debt outstanding during the period.

Particulars	Currency	As at 31 March, 2026		As at 31 March, 2025	
		Foreign Currency (In Mn)	₹ In Mn	Foreign Currency (In Mn)	₹ In Mn
Financial Assets					
Trade receivables	EURO	3.42	369.52	2.28	210.71
Trade receivables	GBP	0.70	86.61	0.68	75.53
Trade receivables	JPY	-	-	-	-
Trade receivables	USD	5.52	518.31	6.70	573.80
Trade receivables	AUD	0.05	3.33	0.00	0.04
Trade receivables	AED	-	-	-	-
Advance to suppliers	EURO	0.63	68.35	0.73	67.22
Advance to suppliers	CNY	0.00	0.07	-	-
Advance to suppliers	GBP	0.07	8.36	0.05	5.51
Advance to suppliers	JPY	78.54	46.34	1.37	0.78
Advance to suppliers	USD	3.54	332.31	1.74	149.25
Total			**1,433.19**		**1,082.84**
Financial Liability					
Trade payables	EURO	1.65	177.97	0.97	89.26
Trade payables	GBP	0.17	21.67	0.09	9.48
Trade payables	JPY	121.79	71.86	181.71	103.23
Trade payables	CHF	0.00	0.25	-	0.04
Trade payables	USD	30.29	2,840.93	26.62	2,279.56
Trade payables	CNY	0.17	2.29	0.44	5.14
Total			**3,114.97**		**2,486.71**
Net Exposure in Financial Asset			**(1,681.78)**		**(1,403.87)**

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Impact of foreign currency sensitivity

Particulars	As at 31 March, 2026	As at 31 March, 2025
Increase in 100 basis points		
Effect on profit before tax, decrease by	(16.82)	(14.04)
Decrease in 100 basis points		
Effect on profit before tax, increase by	16.82	14.04

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, deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

A. Trade Receivables

Customer credit risk is managed by each business unit subject to the Company's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables are regularly monitored.

An impairment analysis is performed at each reporting date on an individual basis for major clients. In addition, a large number of minor receivables are grouped into homogeneous groups and assessed for impairment collectively. The calculation is based on exchange losses historical data.

The Company does not hold collateral as security. The Company evaluates the concentration of risk with respect to trade receivables as low, as its customers (which are in the nature of reputed banking and financial institutions) are located in several jurisdictions and industries and operate in largely independent markets.

The Company creates allowance for all unsecured receivables based on lifetime expected credit loss based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward-looking information. The management makes estimates of the expected losses on receivables taking into account past history and their assumptions. Expected credit loss allowance is calculated by comparing the management estimates with the provision matrix.

Details of allowances for expected credit losses are provided hereunder:

Particulars	As at 31 March, 2026	As at 31 March, 2025
At the beginning of the year	325.92	175.92
Provisions created	58.02	150.00
Closing at the end of the year	**383.94**	**325.92**

B. Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the treasury department in accordance with the Company's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the management on an annual basis, and may be updated throughout the year subject to approval of the Company's Finance Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through counterparty's potential failure to make payments.

Liquidity risk

Liquidity risk is the risk that the Company may not be able to meet its present and future cash and collateral obligations without incurring unacceptable losses. The Company's objective is to, at all times, maintain optimum levels of liquidity to meet it cash and collateral requirements. The Company closely monitors its liquidity position and deploys a robust cash management system. It maintains adequate sources of financing including loans, debt, and overdraft from both domestic and international banks at an optimised cost.

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

The table below provides details regarding the undiscounted contractual maturities of significant financial liabilities as of 31 March, 2026:

Particulars	Less than 1 year	More than 1 year	Total
Interest bearing borrowings	3,159.95	18.74	3,178.69
Trade Payables	5,138.38	-	5,138.38
Other financial liabilities	232.12	-	232.12
Lease liabilities	34.13	111.09	145.22
Total	**8,564.58**	**129.83**	**8,694.41**

The table below provides details regarding the undiscounted contractual maturities of significant financial liabilities as of 31 March, 2025:

Particulars	Less than 1 year	More than 1 year	Total
Interest bearing borrowings	6,055.03	84.33	6,139.36
Trade Payables	5,054.15	1.30	5,055.45
Other financial liabilities	452.28	-	452.28
Lease liabilities	46.66	128.33	174.99
Total	**11,608.12**	**213.96**	**11,822.08**

36 CAPITAL MANAGEMENT

For the purpose of the Company's capital management, capital includes issued equity capital, convertible preference shares, share premium and all other equity reserves attributable to the equity holders. The primary objective of the Company's capital management is to maximise the shareholders' value. The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Company monitors capital using a gearing ratio, which is net debt divided by total capital. The Company includes within net debt, interest bearing loans and borrowings, less cash and cash equivalents.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Gross debt	3,178.69	6,139.36
Less: Cash and cash equivalents	(354.21)	(143.63)
Net debt	**2,824.48**	**5,995.73**
Equity	44,997.08	26,425.89
Total capital	**44,997.08**	**26,425.89**
Gearing ratio	**6.28%**	**22.69%**

37 FINANCIAL INSTRUMENTS: FAIR VALUES

Particulars	As at 31 March, 2026				As at 31 March, 2025			
	FVTPL	FVOCI	Amortised Cost	Total	FVTPL	FVOCI	Amortised Cost	Total
Financial Assets								
At fair value								
Investments – Mutual Funds	2,009.44	-	-	2,009.44	1,048.19	-	-	1,048.19
At amortised cost:								
Trade receivables	-	-	3,624.13	3,624.13	-	-	4,969.96	4,969.96
Investments – Equity	-	-	3,276.01	3,276.01	-	-	1,888.42	1,888.42
Cash and Cash Equivalents	-	-	354.21	354.21	-	-	143.63	143.63

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	As at 31 March, 2026				As at 31 March, 2025			
	FVTPL	FVOCI	Amortised Cost	Total	FVTPL	FVOCI	Amortised Cost	Total
Bank balances other than cash equivalents	-	-	6,202.17	6,202.17	-	-	9,985.70	9,985.70
Loans and deposits	-	-	488.05	488.05	-	-	192.43	192.43
Other financial assets	-	-	1,270.58	1,270.58	-	-	523.94	523.94
Total Financial Assets	**2,009.44**	**-**	**15,215.15**	**17,224.59**	**1,048.19**	**-**	**17,704.08**	**18,752.27**
Financial Liabilities								
At amortised cost:								
Borrowings (Long term)	-	-	18.74	18.74	-	-	84.33	84.33
Borrowings (Short term)	-	-	3,159.95	3,159.95	-	-	6,055.03	6,055.03
Trade payables	-	-	5,138.38	5,138.38	-	-	5,055.45	5,055.45
Other financial liabilities	-	-	232.12	232.12	-	-	452.28	452.28
Lease liabilities	-	-	118.77	118.77	-	-	127.48	127.48
Total Financial Liabilities	**-**	**-**	**8,667.96**	**8,667.96**	**-**	**-**	**11,774.57**	**11,774.57**

The Company has assessed that trade receivables, cash and cash equivalents, bank balances, other assets, borrowings, trade payables and other liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

38 FAIR VALUE HIERARCHY

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

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

The following table provides the fair value measurement hierarchy of the Company's assets and liabilities.

i. Quantitative disclosures - fair value measurement hierarchy for assets and liabilities as at 31 March, 2026:

Particulars	Date of valuation	Fair value measurement			
		Fair Value as at 31 March, 2026	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Financial assets					
Investments	31-Mar-26	5,285.45	2,009.44	-	3276.01

There are no transfers between levels 1 and 2 during the year.

ii. Quantitative disclosures - fair value measurement hierarchy for assets and liabilities as at 31 March, 2025:

Particulars	Date of valuation	Fair value measurement			
		Fair Value as at 31 March, 2025	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Financial assets					
Investments	31-Mar-25	2,936.61	1,048.19	-	1888.42

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

iii. Reconciliation of Level 3 fair value measurement of financial assets

Particulars	As at 31 March, 2026	As at 31 March, 2025
Balance at the beginning of the year	1,888.42	707.61
Additions during the year	1,387.59	1,180.81
Change in fair value of investments	-	-
Impairment in value of investments	-	-
Disposal during the year	-	-
Balance at the end of the year	**3,276.01**	**1,888.42**

39 RATIOS AS PER SCHEDULE III REQUIREMENTS

Particulars	Numerator	Denominator	Current Year	Previous Year	% of Change	Reason if the variance is more than 25%
1. Current Ratio	Total Current Assets	Total Current Liabilities	4.71	2.59	82.10%	The improvement is primarily on account of increase in loans & advances given to related parties
2. Debt - Equity Ratio (in times)	Debt consists of Borrowings & Lease liabilities	Total Equity	0.07	0.24	(69.11%)	Ratio change is due to receipt of Share Premium on issue of equity shares and due to addition of profit for the year.
3. Debt Service Coverage Ratio	Earnings for debt service = Profit Before Tax + Non Cash Operating Expenses + Interest	Debt Service = Interest & lease payments and principal repayment	5.12	4.03	27.20%	The improvement in the ratio for the year is due to a significant increase in Profit Before Tax.
4. Return on Equity Ratio (%)	Profit for the year	Average Total Equity	7.12	8.28	(14.06%)	Not Applicable
5. Inventory Turnover Ratio (in times)	Cost of Goods Sold	Average Inventory	2.31	2.56	(10.03%)	Not Applicable
6. Trade Receivables Turnover Ratio (in times)	Revenue from Operations	Average Trade Receivables	4.95	6.15	(19.45%)	Not Applicable
7. Trade payables Turnover Ratio (in times)	Credit Purchases	Average Trade Payables	3.34	4.42	(24.39%)	Not Applicable
8. Net capital Turnover Ratio (in times)	Revenue from Operations	Average Working Capital	0.79	0.71	11.05%	Not Applicable
9. Net profit ratio (%)	Profit for the year	Revenue from Operations	11.94	10.96	8.98%	Not Applicable
10. Return on Capital employed (%)	Profit Before Tax and Interest	Capital employed = Net Worth + Lease liabilities + Deferred Tax Liabilities	9.02	11.41	(20.94%)	Not Applicable

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

40 SUPPLIER FINANCE ARRANGEMENTS

(a) Terms and conditions

The Company has entered into supplier finance arrangements under which one or more finance providers agree to pay amounts owed by the Company to its suppliers, with the Company settling with the finance provider on the same date as, or later than, the date on which the supplier is paid. These finance arrangements are primarily used for the payment of MSME vendors. These arrangements do not extend beyond the standard terms agreed with non-participating suppliers. These arrangements usually do not have any security or guarantees and do not contain dissimilar terms.

(b) Carrying amounts

Particulars	As at 31 March 2026 (₹ Mn)
Financial liabilities that are part of SFAs — presented under [line item, e.g. Other financial liabilities / Borrowings]	1,148.27
Of which: liabilities for which suppliers have already been paid by the finance providers	949.47

Range of payment due dates

Category	Range (days from invoice date)
Liabilities that are part of SFAs	15-45 days
Comparable trade payables NOT part of any SFA	30-120 days

(c) Non-cash changes

The change in the carrying amount of the financial liabilities disclosed in (b) during the year includes non-cash movements of ₹ Nil Mn arising from foreign exchange differences.

(d) Liquidity risk

The Company's supplier finance arrangements are taken into account in assessing its exposure to, and concentration of, liquidity risk. Refer Note No 35.

41 DISCLOSURE REQUIRED UNDER SECTION 186(4) OF THE COMPANIES ACT, 2013

(i) Included in loans, the particulars of which are disclosed below as required by Sec 186(4) of the Companies Act 2013:

(a) Given from Kaynes Technology India Limited :

Sl No	Name of the Borrower	Type	Rate of Interest	Secured/ Unsecured	Due date	Purpose	As at 31 March, 2026	As at 31 March, 2025
1	Kemsys Technologies Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	36.04	19.67
2	Kaynes International Design & Manufacturing Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	126.90	327.67
3	Kaynes Electronics Manufacturing Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	9,810.35	3,504.92
4	Kaynes Semicon Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	5,438.37	1,535.72
5	Kaynes Circuits India Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	3,449.19	899.84
6	Kaynes Mechatronics Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	674.28	604.47
7	Digicom Electronics Inc.	Loans	7.00%	Unsecured	On demand	General Business Purpose	38.71	41.50

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Sl No	Name of the Borrower	Type	Rate of Interest	Secured/ Unsecured	Due date	Purpose	As at 31 March, 2026	As at 31 March, 2025
8	Kaynes Holding Pte. Limited	Loans	6.50%	Unsecured	On demand	General Business Purpose	250.21	-
9	Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Loans	8.00%	Unsecured	On demand	General Business Purpose	3,834.36	-
10	Kaynes Space Technology Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	0.60	-
11	Cryo Precision Technologies Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	36.00	-
12	Aerocaliph Components Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	20.00	-
13	Sensonic IN India Private Limited	Loans	6.50%	Unsecured	On demand	General Business Purpose	116.00	-
14	Kaynes Electronics Manufacturing Private Limited	Corporate Guarantee		Unsecured		General Business Purpose	1,225.00	1,225.00
15	Kaynes International Design & Manufacturing Private Limited	Corporate Guarantee		Unsecured		General Business Purpose	180.80	180.80
16	Kaynes Circuits India Private Limited	Corporate Guarantee		Unsecured		General Business Purpose	755.00	-
17	Kaynes Semicon Private Limited	Corporate Guarantee		Unsecured		General Business Purpose	18,300.00	-
18	Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Corporate Guarantee		Unsecured		General Business Purpose	1,250.00	700.00
19	August Electronics Inc.	Corporate Guarantee		Unsecured		General Business Purpose	2,192.80	-
20	Kemsys Technologies Private Limited	Investment					229.00	229.00
21	Kaynes Technology Europe GmbH	Investment					9.24	9.24
22	Kaynes International Design & Manufacturing Private Limited	Investment					1.50	1.50
23	Kaynes Electronics Manufacturing Private Limited	Investment					0.10	0.10
24	Digicom Electronics Inc.	Investment					199.63	199.63
25	Essnkay Electronics LLC	Investment					100.18	100.18
26	Kaynes Semicon Private Limited	Investment					2.50	2.50
27	Kaynes Circuits India Private Limited	Investment					2.50	2.50
28	Kaynes Mechatronics Private Limited	Investment					0.10	0.10
29	Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Investment					429.86	429.86

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Sl No	Name of the Borrower	Type	Rate of Interest	Secured/ Unsecured	Due date	Purpose	As at 31 March, 2026	As at 31 March, 2025
30	Kaynes Holding Pte. Limited	Investment					2,032.25	650.77
31	Kaynes Space Technology Private Limited	Investment					1.00	-
32	Cryo Precision Technologies Private Limited	Investment					0.53	-
33	Aerocaliph Components Private Limited	Investment					4.58	-
34	Kaynes Embedded Systems Private Limited	Investment					3.00	3.00
35	Mysore ESDM Cluster	Investment					2.64	2.64

42 CORPORATE SOCIAL RESPONSIBILITY EXPENSES

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Amount required to be spent by the Company during the year	35.92	22.05
Amount of expenditure incurred	35.62	23.35
Shortfall/(excess) at the end of the year	0.30	(1.30)
Amount set-off from previous year	(0.30)	-
Excess amount that can be carried forward	1.00	-
Total of previous years shortfall	-	-

The Company's CSR activities primarily involve the promotion of education, healthcare, art and cultural promotion, animal welfare, rural development, natural calamities relief and skill development for underprivileged people.

43 DISCLOSURE AS REQUIRED UNDER MSME DEVELOPMENT ACT, 2006 (THE ACT)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Principal amount due to micro & small enterprises	198.40	22.37
Interest due on above	0.40	-
Interest paid during the period beyond the appointed day	-	-
Amount of interest due and payable for the period of delay in making payment without adding the interest specified under the Act	-	-
Amount of interest accrued and remaining unpaid at the end of the year	0.40	-
Amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to small enterprises for the purpose of disallowance as a deductible expenditure under Sec. 23 of the Act	-	-

Note: The above information and that given in Note 15(b) 'Trade Payables' regarding Micro and Small Enterprises has been determined on the basis of information available with the Company and has been relied upon by the auditors.

Notes to the Standalone Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

44 STATUTORY INFORMATION

(i) The Company does not have any benami property, where any proceeding has been initiated or pending against the Company for holding any benami property.

(ii) The Company does not have any transactions with companies struck off.

(iii) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

(iv) The Company has not traded or invested in crypto currency or virtual currency during the financial year.

(v) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies) other than those disclosed in (a) below, 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)

b. provide any guarantee, security or the like to or on behalf of the Ultimate beneficiaries

(vi) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(vii) The Company did not undertake any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the period/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 Willful Defaulter by any Bank or Financial Institutions or any other lender.

(ix) The Company has complied with the number of layers prescribed under clause (87) of Section 2 of the Act r.w Companies (Restriction on number of layers) Rules, 2017.

(x) The Company has neither declared nor paid any interim dividend or final dividend during the year.

(xi) The Company uses an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has been operated throughout the year for all relevant transactions recorded in the accounting software. No instance of audit trail feature being tampered with was noted in respect of the accounting software.

Presently, the log has been activated at the application and the access to the database continues to be restricted to limited set of users who necessarily require this access for maintenance and administration of the database.

For the financial year ended March 31, 2026, the Company's accounting software has an audit trail functionality. This feature remained operational throughout the year, capturing a chronological record of all relevant transactions processed within the software. The audit trail has not been tampered with during the year. The audit trail logs have been preserved as per the statutory requirements for record retention.

45 Previous year figures have been regrouped/re-classified wherever necessary.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of the Board of Directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Jairam P Sampath
Whole-Time Director & Chief Financial Officer
(DIN: 08064368)

Muthukumar N
Managing Director
(DIN: 06708535)

Sudha Sri Addepalli
Company Secretary & Compliance Officer
Membership No. A79832

Place: Mysuru
Date: 13 May, 2026

Independent Auditor's Report

To the Members of
Kaynes Technology India Limited

Report on the Audit of the Consolidated Financial Statements

OPINION

We have audited the accompanying Consolidated financial statements of **Kaynes Technology India Limited** (hereinafter referred to as "the Holding Company") and **its subsidiaries** (Holding Company and its subsidiaries together referred to as "the Group"), which comprise the Consolidated Balance Sheet as at March 31, 2026, the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows for the year then ended, and Notes to the Consolidated Financial Statements, including 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 Indian Accounting Standards prescribed under section 133 of the Act read with the companies (Indian Accounting Standards) Rules, 2015 as amended, ("Ind AS") and other accounting principles generally accepted in India, of the Consolidated state of affairs of the Group as at March 31, 2026, the Consolidated profit, the Consolidated total comprehensive income, Consolidated cash flows and the Consolidated changes in equity for the year ended.

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 Companies Act, 2013. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Consolidated Financial Statements' section of our report. We are independent of the Group in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Companies Act, 2013 and the Rules there-under, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the consolidated 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 Consolidated financial statements of the current period. These matters were addressed in the context of our audit of the Consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Key Audit Matter	Auditor's Response
1. Revenue Recognition	
Revenue from the sale of manufactured electronic assemblies is recognised at the point in time when control of the goods transfers to the customer, generally on delivery, in accordance with Ind AS 115 (refer Note 21 to the financial statements). We considered revenue recognition to be a key audit matter because of the following: (i) the high volume of dispatches, a significant proportion of which occur close to the reporting date, gives rise to a cut-off risk; (ii) the transaction price is net of variable consideration arising from volume discounts, rebates and customer schemes, the estimation of which involves management judgement; (iii) several contracts involve customer-supplied (free-issue) components and tooling, requiring judgement on whether the Company acts as principal or agent and on the appropriate gross-versus-net presentation; and	Our audit procedures included, among others: • Evaluating the design and testing the operating effectiveness of controls over revenue recognition, including controls over the capture of dispatch data, authorisation of pricing and discounts, and the recording of sales cut-off. • Assessing the appropriateness of the Company's revenue recognition policy against the requirements of Ind AS 115, including the identification of performance obligations and the conclusion that they are satisfied at a point in time. • Testing a sample of revenue transactions to underlying contracts and purchase orders, dispatch documentation, proof of delivery and customer acceptance, to verify that control had transferred and revenue was recorded in the correct period.

Key Audit Matter	Auditor's Response
the materiality of revenue to the financial statements as a whole and the presumed fraud risk in revenue recognition under SA 240.	• Performing cut-off testing on sales recorded for a period before and after the reporting date by agreeing them to shipping documents and delivery evidence. • Evaluating management's estimate of variable consideration (discounts, rebates and schemes) by examining scheme terms, recomputing accruals, and assessing the historical accuracy of estimates against actual settlements. • Assessing the principal-versus-agent conclusion for arrangements involving free-issue material and tooling, by evaluating which party controls the goods before transfer and corroborating the accounting treatment and presentation. • Examining credit notes and sales reversals recorded after the reporting date to identify whether revenue had been overstated. Evaluating the adequacy and accuracy of the related disclosures in the financial statements.
2. Information Technology controls in a customised ERP environment	
The Company's financial reporting process is significantly dependent on its Information Technology systems, in particular a customised Enterprise Resource Planning (ERP) package that processes a large volume of transactions and automatically generates accounting entries and reports relied upon in the preparation of the financial statements. We considered this a key audit matter because: (i) extensive customisation of the standard ERP increases the risk that automated controls and configured business rules do not operate as intended; (ii) the integrity of financial records depends on the effectiveness of general IT controls over access security, programme change management and segregation of duties; and (iii) we placed reliance on automated controls and on information produced by the entity — reports, exception listings and reconciliations generated by the system — the reliability of which depends on the underlying IT control environment.	Our audit procedures included, among others: • Obtaining an understanding of the IT environment relevant to financial reporting and identifying the ERP applications, databases and interfaces on which significant financial processes depend. • Testing the design and operating effectiveness of general IT controls over user access management, including the granting, removal and periodic review of access rights and the appropriateness of privileged and administrator access. • Testing change management controls over the customised modules to assess whether programme changes were appropriately requested, authorised, tested and migrated to the production environment. • Evaluating segregation of duties within the ERP, including incompatible access combinations, and the controls operating where segregation was not feasible. • Testing key automated controls and system-configured business rules (for example, three-way matching, pricing and approval limits) relevant to the financial statement assertions. • Assessing the reliability of information produced by the entity (IPE) used in our audit procedures, by testing the completeness and accuracy of the underlying data and the report logic of system-generated reports. • Where control deficiencies were identified, evaluating compensating manual controls and extending our substantive procedures as appropriate.

Independent Auditor's Report (Contd.)

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The Company's Board of Directors is responsible for the preparation of the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report and Shareholder's Information, but does not include the Consolidated Financial Statements and our auditor's report thereon.

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

In connection with our audit of the Consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the Consolidated financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

Based on the work we have performed, we conclude that if there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Holding Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Companies Act, 2013 with respect to the preparation of these consolidated financial statements that give a true and fair view of the financial position and financial performance of the group in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the Consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the Consolidated financial statements, the respective management and Board of Directors of the companies included in the group are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the group are responsible for overseeing the financial reporting process of each company.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the Consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgement and maintain professional scepticism 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 and Board of Directors use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 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 Consolidated financial statements, including the disclosures, and whether the Consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of entities within the Group to express an opinion on the Consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of financial information of such entities included in the consolidated financial statements. We remain solely responsible for our audit opinion.

We communicate with those charged with governance of the Holding Company and such other companies included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

OTHER MATTERS

The Statement includes unaudited financial statements of 3 subsidiaries (including one step-down subsidiary) which have been prepared by management and certified by Board of Directors, and whose financial statements reflect total assets (before consolidation adjustments) of Rs 313.87 million as at 31st March 2026, total revenue (before consolidation adjustments) of Rs.170.18 million and total net profit after tax (before consolidation adjustments) of Rs.29.10 million, total comprehensive income/ (loss) of Rs.29.10 million for the period ended 31st March 2026 respectively and net cash flows of Rs. (78.32) million for the year ended on that date as considered in the Statement, which have not been audited. These unaudited financial statements have been furnished to us by the Board of Directors. In our opinion and according to the information and explanations given to us by the Board of Directors, these Financial Statements are not material to the Group.

Eight of the subsidiaries of the Company are located outside India whose financial statements have been prepared by management and certified by Board of Directors in accordance with accounting principles generally accepted in that respective country. These financial statements have not been audited, as audit is not mandatory in that country. The Holding Company's management has converted the financial statements of the subsidiary located outside India from accounting principles generally accepted in that country to accounting principles generally accepted in India. We have reviewed the conversion adjustments made by the Holding Company's management. Our opinion in so far as it relates to the balances and affairs of this subsidiary is based on the conversion adjustments made by the management of the Holding Company and reviewed by us.

Our Opinion on the Consolidated Financial Statements and our report on Other Legal and Regulatory requirements below, are not modified in respect of the above matter with respect to our reliance on the financial information certified by the Board of Directors.

Independent Auditor's Report (Contd.)

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 Companies Act, 2013, we give in the "**Annexure 'A'**", a statement on the matters specified in paragraphs 3 and 4 of the said Order, to the extent applicable.
2. As required by Section 143(3) of the Act, we report that:
   a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid nsolidated financial statements.
   b. In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept by the Company so far as it appears from our examination of those books.
   c. The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss (including other comprehensive income), Consolidated Statement of cash flows and Consolidated Statement of Changes in Equity dealt with by this Report, are in agreement with the books of account maintained for the purpose of preparation of the Consolidated financial statements.
   d. In our opinion, the aforesaid Consolidated financial statements comply with the Indian Accounting Standards 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 of the Holding Company as on March 31, 2026 taken on record by the Board of Directors of the Holding company and on the basis of written representations received by the management from directors of its subsidiaries which are incorporated in India, as on March 31, 2026, none of the directors of the Group Companies incorporated in India are disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.
   f. With respect to the adequacy of the internal financial controls with reference to Consolidated financial statements of the Holding company and its subsidiary companies incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "**Annexure B'**" to this report.
   g. In our opinion and according to the information and explanations given to us, the remuneration paid by the Holding Company and its subsidiaries which are incorporated in India to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company and its subsidiaries which are incorporated in India, is not excess of the limit laid down under Section 197 of the Act.
   h. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
   i. The Consolidated financial statements disclose the impact of pending litigations as at March 31, 2026 on the consolidated financial position of the Group. Refer Note 29 to the consolidated financial statements.
   ii. The Group did not have any material foreseeable losses on long-term contracts including derivative contracts during the year ended 31 March 2026.
   iii. There were no amounts which were required to be transferred, to the Investor Education and Protection Fund.
   iv. a. The management has represented that, to the best of its knowledge and belief, as disclosed in Note 48 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 Holding Company or its subsidiary companies incorporated in India to or in any other person or entity, 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;

Independent Auditor's Report (Contd.)

b. The management has represented that, to the best of its knowledge and belief, as disclosed in Note 48 to the financial statements no funds have been received by the Holding Company or its subsidiary companies incorporated in India from any person or entity, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or its subsidiary companies incorporated in India 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;

v. 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 (iv) (a) and (iv) (b) contain any material mis-statement.

vi. The Group has neither declared nor paid interim dividend or final dividend during the year. Therefore, reporting under Rule 11(f) of Companies (Audit and Auditors) Rules, 2014 is not applicable

vii. Based on our examination which included test checks, the Holding company and its subsidiary companies located in India, which we have audited, have used an ERP accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has been operated throughout the year for all transactions recorded in the software. We did not come across any instance of audit trail feature being tampered with and the audit trail has been preserved as per the statutory requirements for record retention.

Eight of the subsidiaries are located outside India whose financial statements have been prepared in accordance with accounting principles generally accepted in that country. These financial statements have not been audited. As a result, we have not been able to verify the existence of audit trails in accounting package maintained by those subsidiaries.

The Consolidated financial statements include three of the subsidiaries whose financial statements are unaudited. As a result, we have not been able to verify the existence of audit trails in the accounting package maintained by the respective company. However, our opinion in so far is based on the group audit instructions received from the respective auditor.

For **K.P.Rao & Co**
Chartered Accountants
Firm Reg. No. 003135S

Mohan R Lavi
Partner
Membership Number: 029340
UDIN:26029340RYUKUW4298

Place: Mysuru
Date: May 13, 2026

Annexure 'A' to the Independent Auditor's Report

(Referred to in report on other legal and regulatory requirements Section of our report of even date)

In our opinion and according to the information and explanations given to us, the Companies (Auditor's Report) Order, 2020 of the Holding Company did not include any unfavourable answers or qualifications or adverse remarks. In respect of the following entities the CARO report relating to them has not been issued by its auditor till the date of principal auditor's report:

Name of the subsidiary	CIN
Cryo Precision Technologies Private Limited	U74999KL2016PTC045701
Aerocaliph Components Private Limited	U28999KL2009PTC024409
Sensonic IN India Private Limited	U29190KA2021FTC144927

For **K.P. Rao & Co**
Chartered Accountants
Firm Reg. No. 003135S

Mohan R Lavi
Partner
Membership Number: 029340
UDIN:26029340RYUKUW4298

Place: Mysuru
Date: May 13, 2026

Annexure 'B' to the Independent Auditor's Report on the Consolidated Financial Statements

REPORT ON THE INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO CONSOLIDATED FINANCIAL STATEMENTS UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE COMPANIES ACT, 2013

Opinion

In conjunction with our audit of the consolidated financial statements of Kaynes Technology India Limited (hereinafter referred to as "the Holding Company") as of and for the year ended March 31, 2026, we have audited the internal financial controls with reference to Consolidated financial statements of the Holding Company and such companies audited by us incorporated in India under the Companies Act, 2013.

In our opinion, the Holding Company and such Companies incorporated in India which are its subsidiary companies (audited by us), have, in all material respects, an adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at March 31, 2026, based on the internal control criteria established by such companies considering the essential components of internal control stated in the Guidance Note of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India. However, the existing policies, systems, procedures and internal controls followed by the Company have to be completely and appropriately documented and reconciled.

In respect of the following entities the Report on the internal financial controls with reference to financial statements has not been issued by its auditors till the date of principal auditor's report:

Name of the subsidiary	CIN
Cryo Precision Technologies Private Limited	U74999KL2016PTC045701
Aerocaliph Components Private Limited	U28999KL2009PTC024409
Sensonic IN India Private Limited	U29190KA2021FTC144927

Our Opinion on the Consolidated Financial Statements are not modified in respect of the above matter.

Management and Board of Directors' Responsibility for Internal Financial Controls

The respective Company's management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting ('the Guidance Note') issued by the Institute of Chartered Accountants of India ('the ICAI')". These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to respective Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required by the Companies Act, 2013 ('the Act').

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing ('the Standards'), issued by the ICAI and deemed to be prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements 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 system with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to 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 judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements.

Annexure 'B' to the Independent Auditor's Report on the Consolidated Financial Statements (Contd.)

Meaning of Internal Financial Controls with reference to Consolidated Financial Statements

A Company's internal financial control with reference to Consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting in the preparation of consolidated financial statements for external purposes in accordance with generally accepted accounting principles. This includes those policies and procedures that:

i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company;

ii) 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

iii) 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 Consolidated Financial Statements

Because of the inherent limitations of internal financial controls with reference to consolidated 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 consolidated financial statements to future periods are subject to the risk that the internal financial control with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **K.P. Rao & Co**
Chartered Accountants
Firm Reg. No. 003135S

Mohan R Lavi
Partner
Membership Number: 029340
UDIN:26029340RYUKUW4298

Place: Mysuru
Date: May 13, 2026

Consolidated Balance Sheet

As at 31 March, 2026

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	Notes	As at 31 March, 2026	As at 31 March, 2025
ASSETS			
NON CURRENT ASSETS			
Property, Plant and Equipment	3(a)	11,097.28	5,044.94
Capital work-in-progress	3(b)	3,724.11	3,002.24
Intangible assets	3(d)	3,819.54	1,328.56
Intangible assets under development	3(d)	1,383.21	911.15
Rights-of-Use Assets	3(c)	863.52	1,934.77
Goodwill	3(e)	160.79	141.38
Financial assets			
i) Investments	4	2,570.52	1,323.84
ii) Loans and Deposits	5(a)	162.42	131.68
iii) Other financial assets	5(b)	12.86	19.38
Other non-current assets	6	6,673.01	5,741.80
Total Non-Current Assets (A)		**30,467.26**	**19,579.74**
CURRENT ASSETS			
Inventories	7	11,032.27	8,144.23
Financial assets			
i) Trade receivables	8(a)	15,276.15	5,745.80
ii) Cash and cash equivalents	8(b)	1,094.29	474.22
iii) Bank balances other than cash and cash equivalents	8(c)	6,891.62	10,088.84
iv) Loans	8(d)	52.01	48.49
v) Other financial assets	8(e)	265.57	237.67
Current Tax Assets (Net)	9	11.35	-
Other current assets	10	3,849.63	2,093.18
Total Current Assets (B)		**38,472.89**	**26,832.43**
TOTAL ASSETS (A + B)		**68,940.15**	**46,412.17**
EQUITY AND LIABILITIES			
EQUITY			
Equity Share Capital	11	670.35	640.84
Other Equity	12	46,813.18	27,761.76
Non-controlling interest	13	141.35	39.72
Total Equity (A)		**47,624.88**	**28,442.32**
LIABILITIES			
NON-CURRENT LIABILITIES			
Financial Liabilities			
- Borrowings	14	3,369.98	674.80
- Lease liabilities	33	320.11	243.18
Deferred Tax Liabilities (Net)	15	185.14	129.95
Long-term provisions	16	127.00	100.81
Total Non-Current Liabilities (B)		**4,002.23**	**1,148.74**

Consolidated Balance Sheet as at 31 March, 2026 (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	Notes	As at 31 March, 2026	As at 31 March, 2025
CURRENT LIABILITIES			
Financial Liabilities			
- Short-term borrowings	17(a)	5,379.41	8,080.03
- Trade payables	17(b)		
- Total outstanding dues to micro enterprises and small enterprises		1,077.30	108.44
- Total outstanding dues to other than micro enterprises and small enterprises		7,430.28	6,720.75
- Other financial liabilities	17(c)	1,447.69	790.84
- Lease liabilities	33	59.23	31.76
Other current liabilities	19	1,868.56	1,025.76
Short-term provisions	20	50.57	25.19
Current Tax Liabilities (net)	18	-	38.34
Total Current Liabilities (C)		**17,313.04**	**16,821.11**
Total Liabilities (B+C)		**21,315.27**	**17,969.85**
TOTAL EQUITY AND LIABILITIES (A+B+C)		**68,940.15**	**46,412.17**

Material accounting policies and notes to financial statements 1 to 2

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of the board of directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Jairam P Sampath
Whole-Time Director & Chief Financial Officer
(DIN: 08064368)

Muthukumar N
Managing Director
(DIN: 06708535)

Sudha Sri Addepalli
Company Secretary & Compliance Officer
Membership No. A79832

Place: Mysuru
Date: 13 May, 2026

Consolidated Statement of Profit and Loss

For the year ended 31 March, 2026

(All amounts are in ₹ Mn, except per equity share data)

Particulars	Note	For the year ended 31 March, 2026	For the year ended 31 March, 2025
INCOME			
Revenue from operations	21	36,263.54	27,217.52
Other income	22	1,568.30	1,069.63
Total Income (A)		**37,831.84**	**28,287.15**
EXPENSES			
Cost of materials consumed	23	25,422.22	19,116.26
Changes in inventories of Finished Goods and Work-in-Progress	24	(1,703.36)	(119.16)
Employee benefit expenses	25	3,135.54	1,780.67
Finance cost	26	1,169.27	1,012.98
Depreciation and amortisation expense	27	1,070.68	447.40
Other expenses	28	3,668.59	2,332.76
Total expenses (B)		**32,762.94**	**24,570.91**
Profit before exceptional items and tax (A-B)=C		**5,068.90**	**3,716.24**
Exceptional Items **(D)**	35	(25.76)	-
Profit / (Loss) before tax (C+D)=E		**5,043.14**	**3,716.24**
Tax Expenses			
Income Taxes - Current tax	34	1,332.93	701.65
- Earlier year tax adjustments		83.18	39.46
Deferred tax Charge/ (Credit)		(11.87)	40.80
Total tax expense (F)		**1,404.24**	**781.91**
Profit / (Loss) for the year (E - F)=G		**3,638.90**	**2,934.33**
Other Comprehensive Income (Net)			
(i) Items that will not be reclassified subsequently to profit or loss			
- Re-measurement gains/ (losses) on defined benefit plans		14.37	6.47
- Exchange differences in translating financial statements of foreign operations		195.86	4.94
Income tax effect on above		(52.91)	(1.63)
(ii) Items that will be reclassified subsequently to profit or loss			
- Gain/(Losses) on forward contracts		6.36	-
Income tax effect		(1.61)	-
Total Other Comprehensive Income for the year, (net) (H)		**162.07**	**9.78**
Total Comprehensive Income for the year (G+H)=I		**3,800.97**	**2,944.11**
Less: Share of Profit /(Loss) of minority interest **(J)**		-	2.47
Total comprehensive income for the year (I-J)		**3,800.97**	**2,941.64**
Earnings per share (nominal value of ₹ 10 each)			
Basic	32	54.85	45.82
Diluted		54.45	45.40

Material accounting policies and notes to financial statements 1 to 2

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of the board of directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Muthukumar N
Managing Director
(DIN: 06708535)

Place: Mysuru
Date: 13 May, 2026

Jairam P Sampath
Whole-Time Director & Chief Financial Officer
(DIN: 08064368)

Sudha Sri Addepalli
Company Secretary & Compliance Officer
Membership No. A79832

Consolidated Statement of Cash Flows

For the year ended 31 March, 2026

(All amounts are in ₹ Mn, except per equity share data)

Particulars		For the year ended 31 March, 2026	For the year ended 31 March, 2025
A. CASH FLOW FROM OPERATING ACTIVITIES			
Net profit before tax		5,043.14	3,716.24
Adjustments for :			
Depreciation and amortisation expense		1,070.68	447.40
Provision for doubtful debts		782.08	193.51
Lease adjustment		26.74	29.44
Interest on security deposit		-	(5.36)
Gain on fair valuation of securities		(56.63)	(93.96)
Unrealised foreign exchange gain (net)		(73.77)	-
Interest expense		1,139.98	1,012.98
Interest income		(1,011.43)	(957.23)
Gain on sale of fixed assets		(26.36)	-
Gain on sale of investments		(212.23)	-
Employee stock option reserve		1.07	-
Actuarial gains / (losses) accounted in OCI		33.79	-
Operating profit before working capital changes		**6,717.06**	**4,343.02**
Adjustments for:			
(Increase)/ Decrease in inventories		(2,888.04)	(2,660.99)
(Increase)/Decrease in trade receivables		(10,238.66)	(2,190.08)
(Increase)/Decrease in loans and advances and other assets		(1,425.26)	(4,112.67)
Increase/(Decrease) in trade payable and other liabilities		3,178.04	4,390.31
Increase/(Decrease) in provisions		51.57	51.60
Cash Generated from/(used in) Operations		**(4,605.29)**	**(178.81)**
Income Tax received/(paid)		(1,398.75)	(644.35)
Net Cash from Operating Activities	**(A)**	**(6,004.04)**	**(823.16)**
B. CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of fixed assets		(12,403.01)	(9,487.47)
Interest received		1,011.43	957.23
Investment in fixed deposits		3,197.22	4,989.93
Investment in mutual fund		(687.16)	(14.62)
Investment in subsidiary and others		(290.66)	8.34
Net Cash from/(used in) Investing activities	**(B)**	**(9,172.18)**	**(3,546.59)**
C. NET CASH FROM/(USED) IN FINANCING ACTIVITIES			
Proceeds from issue of share capital		29.51	1.66
Share premium received on issue of equity		15,986.11	25.05
Share issue expenses		-	(58.03)
Proceeds from long-term borrowings		3,621.27	563.24
Repayment of short-term borrowings		(2,700.62)	5,130.92
Interest expense		(1,139.98)	(1,012.98)
Net Cash from/(used in) Financing Activities	**(C)**	**15,796.29**	**4,649.86**

Consolidated Statement of Cash Flows for the year ended 31 March, 2026 (Contd.)

(All amounts are in ₹ Mn, except per equity share data)

Particulars		For the year ended 31 March, 2026	For the year ended 31 March, 2025
Net Increase in Cash and Cash Equivalents	**(A)+(B)+(C)**	**620.07**	**280.11**
Cash and cash equivalents as at the beginning of the year		474.22	194.11
Cash and cash equivalents as at the year end		**1,094.29**	**474.22**
Components of cash and cash equivalents			
Balance with scheduled banks :			
- on Current Account		1,085.23	473.66
Cash on Hand		9.06	0.56
		1,094.29	**474.22**

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of the board of directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Muthukumar N
Managing Director
(DIN: 06708535)

Place: Mysuru
Date: 13 May, 2026

Jairam P Sampath
Whole-Time Director & Chief Financial Officer
(DIN: 08064368)

Sudha Sri Addepalli
Company Secretary and Compliance Officer
Membership No. A79832

Consolidated Statement of Changes in Equity

For the year ended 31 March, 2026

(All amounts are in ₹ Mn, except per equity share data)

A. EQUITY SHARE CAPITAL

Particulars	No. of Shares	Amount
As at 01 April, 2024		
Equity shares of ₹ 10 each issued, subscribed and fully paid up	**6,39,18,073**	**639.18**
Issue of share capital (refer note 11)	1,66,232	1.66
As at 31 March, 2025	**6,40,84,305**	**640.84**
Issue of share capital (refer note 11)	**29,50,349**	**29.50**
As at 31 March, 2026	**6,70,34,654**	**670.35**

B. OTHER EQUITY

For the year ended 31 March, 2026

Particulars	Reserves & Surplus				Other Comprehensive Income		Total Other Equity	Non Controlling Interest	Total
	Securities premium	General Reserve	Retained earnings	Employee stock options outstanding account (ESOP Reserve)	Foreign Currency Translation Reserve	Gain/(Losses) on forward contracts			
As at April 01, 2025	**19,994.46**	**669.81**	**7,069.12**	**15.31**	**13.06**	**-**	**27,761.76**	**39.72**	**27,801.48**
Previous year adjustments *	-	(539.81)	(196.92)	-	-	-	(736.73)	101.63	(635.10)
Additions during the year	-	-	3,638.90	3.57	-	-	3,642.47	-	3,642.47
On issue of equity shares including allotment	15,983.61	-	-	-	-	-	15,983.61	-	15,983.61
On allotment of ESOPs	-	-	-	-	-	-	-	-	-
On allotment of ESOPs	2.50	-	-	(2.50)	-	-	-	-	-
On acquisition of subsidiaries	-		-	-	-	-	-	-	-
Other adjustments	-	-	-	-	-	-	-	-	-
Re-measurement of the net defined benefit liability/ asset, net of tax effect	-	-	10.76	-	-	-	10.76	-	10.76
Exchange differences in translating financial statements of foreign operations, net of tax effect	-	-	-	-	146.56	-	146.56	-	146.56
Gain/(Losses) on forward contracts, net of tax effect	-	-	-	-	-	4.75	4.75	-	4.75
As at March 31, 2026	**35,980.57**	**130.00**	**10,521.86**	**16.38**	**159.62**	**4.75**	**46,813.18**	**141.35**	**46,954.53**

* Refer Note 41

Reimbursement gains/(losses) on defined benefit plans, disclosed under Other Comprehensive Income in the previous year, have been reclassified to Retained Earnings during the current year, being items not reclassifiable to profit or loss statement.

Consolidated Statement of Changes in Equity (Contd.)

(All amounts are in ₹ Mn, except per equity share data)

For the year ended 31 March, 2025

Particulars	Reserves & Surplus				Other Comprehensive Income		Total Other Equity	Non Controlling Interest	Total
	Securities premium	General Reserve	Retained earnings	Employee stock options outstanding account (ESOP Reserve)	Foreign Currency Translation Reserve	Gain/(Losses) on forward contracts			
As at 01 April, 2024	**19,969.41**	**130.00**	**4,109.44**	**12.74**	**8.12**	**-**	**24,229.71**	**15.79**	**24,245.50**
Additions during the year	-	-	2,941.64	-	4.94	-	2,946.58	2.47	2,949.05
On issue of equity shares including allotment	21.28	-	-	-	-	-	21.28	-	21.28
On allotment of ESOPs	3.77	-	-	(3.77)	-	-	-	-	-
Share based payment expenses	-	-	-	6.34	-	-	6.34	-	6.34
On acquisition of subsidiaries	-	539.81	-	-	-	-	539.81	21.46	561.27
Other adjustments	-	-	18.04	-	-	-	18.04	-	18.04
Ind AS adjustments	-	-	-	-	-	-	-	-	-
Re-measurement of the net defined benefit liability/ asset, net of tax effect	-	-	-	-	-	-	-	-	-
As at 31 March, 2025	**19,994.46**	**669.81**	**7,069.12**	**15.31**	**13.06**	**-**	**27,761.76**	**39.72**	**27,801.48**

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of the board of directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Muthukumar N
Managing Director
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Place: Mysuru
Date: 13 May, 2026

Jairam P Sampath
Whole-Time Director & Chief Financial Officer
(DIN: 08064368)

Sudha Sri Addepalli
Company Secretary & Compliance Officer
Membership No. A79832

Notes to the Consolidated Financial Statements

Basis of Preparation and Summary of Material Accounting Policies

1 GENERAL INFORMATION

Kaynes Technology India Limited (the "Company" / "Parent Company"/ "Holding Company") is a company domiciled in India and incorporated under the provisions of the Companies Act, 1956. The Company and its subsidiaries (Collectively, the 'Group') are primarily engaged in Design and Manufacturing of advanced electronic modules and solutions catering to a wide range of industries.

The Holding company has converted itself from Private Limited to Public Limited, pursuant to a special resolution passed in the extraordinary general meeting of the shareholders of the Company held on 24 March, 2022 and consequently the name of the Company has changed to Kaynes Technology India Limited pursuant to a fresh certificate of incorporation by the Registrar of Companies on 31 March, 2022.

2 BASIS OF PREPARATION

A. Statement of compliance

These Consolidated financial statements have been prepared in accordance with Indian Accounting Standards ('Ind AS') notified under Section 133 of the Companies Act, 2013 ('the Act') read with the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time, to the extent applicable. Accounting Policies have been consistently applied across the period, except where a new Ind AS or an amendment thereto requires a change in policy.

These financial statements are approved for issue by Board of Directors on 13 May, 2026.

Functional and presentation currency

Items included in the Consolidated Financial Information of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The Consolidated Financial Information are presented in Indian rupee (₹), which is also the Group's functional currency. All amounts have been rounded-off to the nearest million, up to two places of decimal, unless otherwise indicated. Amounts having absolute value of less than ₹ 10,000 have been rounded and are presented as ₹ 0.00 Mn in the Consolidated Financial Information.

Basis of measurement

The Consolidated financial information has been prepared on the historical cost basis except for the following items:

Items	Measurement Basis
Certain financial assets (except trade receivables and contract assets which are measured at transaction cost) and liabilities	Fair Value
Defined benefits liability	Fair value of plan assets less present value of defined benefit obligations and other long-term employee benefits obligations, which are measured at the present value of the estimated future cash outflows

2.1 Current versus non-current classification

The Group presents assets and liabilities in the standalone balance sheet based on current/ non-current classification. An asset is treated as current when it is:

(a) Expected to be realised or intended to be sold or consumed in normal operating cycle,

(b) Held primarily for the purpose of trading,

(c) Expected to be realised within twelve months after the reporting period, or

(d) Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

(a) It is expected to be settled in normal operating cycle,

(b) It is held primarily for the purpose of trading,

(c) It is due to be settled within twelve months after the reporting period, or

(d) There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

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

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents.

2.2 Fair value measurement

The Group measures financial instruments 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:

(a) In the principal market for the asset or liability, or

(b) In the absence of a principal market, in the most advantageous market for the asset or liability.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

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

Level 2 — inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices);

Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs).

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

2.3 Use of estimates and judgements

The preparation of the consolidated financial statements in conformity with Ind AS requires the management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities. Estimates include provision for employee benefits, allowances for uncollectible trade receivables / advances / contingencies, useful life of fixed assets, provision for taxation, etc., during and at the end of the reporting period. Although these estimates are based on the management's best knowledge of current events and actions, uncertainty about these assumptions and estimates could result in the outcomes requiring a material adjustment to the carrying amounts of assets or liabilities in future periods.

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Financial instruments- classification, fair value measurement and impairment
- Useful lives of property, plant and equipment, intangible assets and wherever applicable, investment property;
- Provision for income taxes and related tax contingencies
- Measurement of Defined Benefit Obligation- key actuarial assumption
- Net Realisable Value of Inventories
- Measurement of expected credit losses on financial assets
- Measurement of share-based payment arrangements

Notes to the Consolidated Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

2.4 Foreign currency translation

The Group's financial statements are presented in ₹, which is also the parent company's functional currency. For each foreign operation, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

Initial recognition

Transactions in foreign currencies entered into by the Group are accounted at the exchange rates prevailing on the date of the transaction or at the average rates that closely approximate the rate at the date of the transaction.

Conversion

Monetary assets and liabilities denominated in foreign currencies are translated at the foreign currency exchange rates at the reporting date. Non-monetary assets and liabilities that are carried at historical cost are translated using the exchange rates at the dates of initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

Treatment of Exchange Differences

Exchange differences are recognised in profit or loss, except exchange differences arising from the translation of the qualifying cash flow hedges, to the extent the hedges are effective, which are recognised in other comprehensive income (OCI).

2.5 Principles of consolidation

a. Subsidiaries

Subsidiaries are entities controlled by the Group. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

(i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);

(ii) Exposure, or rights, to variable returns from its involvement with the investee; and

(iii) The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(i) The contractual arrangement with the other vote holders of the investee;

(ii) Rights arising from other contractual arrangements;

(iii) The Group's voting rights and potential voting rights;

(iv) The size of the group's holding of voting rights relative to the size and dispersion of the holdings of the other voting rights holders.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the Consolidated Financial Statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Consolidated Financial Statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. If a member of the Group uses accounting policies other than those adopted in the Consolidated Financial Statements for like transactions and events in similar circumstances, appropriate adjustments are made to that Group member's financial statements in preparing the consolidated financial statements to ensure conformity with the Group's accounting policies.

The financial statements of all entities used for the purpose of consolidation are drawn up to same reporting date as that of the Parent Company, i.e. year ended on 31 March.

b. Consolidation Procedures:

a. Combine like items of assets, liabilities, equity, income, expenses and cash flows of the parent with those of its subsidiaries. For this purpose, income and expenses of the subsidiary are based on the amounts of the assets and liabilities recognised in the

Consolidated Financial Statements at the acquisition date.

b. Offset (eliminate) the carrying amount of the parent's investment in each subsidiary and the parent's portion of equity of each subsidiary. Business combinations policy explains how to account for any related goodwill.

c. Eliminate in full intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between entities of the Group (profits or losses resulting from intragroup transactions that are recognised in assets, such as inventory and property, plant and equipment and intangible assets, are eliminated in full). Intragroup losses may indicate an impairment that requires recognition in the Consolidated Financial Statements. Ind AS 12 Income Taxes applies to temporary differences that arise from the elimination of profit and losses resulting from intragroup transactions.

c. Non-controlling interests (NCI)

NCI are measured at their proportionate share of the acquiree's net identifiable assets at the date of acquisition.

Changes in the Group's equity interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

d. Loss of control

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it:

(i) Derecognises the assets (including goodwill) and liabilities of the subsidiary.

(ii) Derecognises the carrying amount of any non-controlling interests.

(iii) Derecognises the cumulative translation differences recorded in equity.

(iv) Recognises the fair value of the consideration received.

(v) Recognises the fair value of any investment retained.

(vi) Recognises any surplus or deficit in profit or loss.

(vii) Reclassifies the parent's share of components previously recognised in OCI to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

e. Subsidiaries considered in the Consolidated Financial Statements:

Name of Entity	Relationship	Country of Incorporation	Ownership Interest in %	
			As at 31 March, 2026	As at 31 March, 2025
Kaynes Technology India Limited	Holding	India	100.00	100.00
Kaynes International Design & Manufacturing Private Limited	Subsidiary	India	95.21	95.21
Kemsys Technologies Private Limited	Subsidiary	India	100.00	100.00
Kaynes Embedded Systems Private Limited	Subsidiary	India	60.00	60.00
Kaynes Electronics Manufacturing Private Limited	Subsidiary	India	100.00	100.00
Kaynes Technology Europe GmbH	Subsidiary	Switzerland	60.00	60.00
Kaynes Mechatronics Private Limited	Subsidiary	India	100.00	100.00
Digicom Electronics Inc	Subsidiary	USA	100.00	100.00
Kaynes Semicon Private Limited	Subsidiary	India	100.00	100.00
Kaynes Circuits India Private Limited	Subsidiary	India	100.00	100.00
Essnkay Electronics LLC	Subsidiary	USA	100.00	100.00
Kaynes Holding Pte. Limited	Subsidiary	Singapore	100.00	100.00
Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Subsidiary	India	100.00	100.00
Sensonic GmbH (Subsidiary of Kaynes Holding Pte. Limited)	Subsidiary	Austria	61.00	54.00

Notes to the Consolidated Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

Name of Entity	Relationship	Country of Incorporation	Ownership Interest in %	
			As at 31 March, 2026	As at 31 March, 2025
Sensonic-UK Limited (Step-down of Kaynes Holding Pte. Limited)	Subsidiary	UK	61.00	54.00
Sensonic IN India Private Limited (Step-down of Kaynes Holding Pte. Limited)	Subsidiary	India	61.00	54.00
Sensonic US Inc. (Step-down of Kaynes Holding Pte. Limited)	Subsidiary	USA	61.00	54.00
August Electronics Inc (Subsidiary of Kaynes Holding Pte. Limited)	Subsidiary	Canada	100.00	NA
Kaynes Space Technology Private Limited	Subsidiary	India	100.00	NA
Aerocaliph Components Private Limited	Subsidiary	India	76.00	NA
Cryo Precision Technologies Private Limited	Subsidiary	India	76.00	NA

2.6 Revenue recognition

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services, applying the five-step model prescribed under Ind AS 115, "Revenue from Contracts with Customers":

(i) identification of the contract with the customer;

(ii) identification of the distinct performance obligations in the contract;

(iii) determination of the transaction price;

(iv) allocation of the transaction price to each performance obligation on the basis of relative standalone selling prices; and

(v) recognition of revenue as and when (or as) each performance obligation is satisfied, either at a point in time or over a period of time.

Sale of products and services:

Revenue from sale of products is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the products. Revenue from sale of services is recognised as the service is performed and there are no unfulfilled obligations.

The Group 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, if any. In determining the transaction price for the sale of goods, the Group considers the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any).

The Group's contracts with government and public sector utility customers for supply, installation and maintenance of smart metering solutions typically comprise multiple deliverables – supply of smart meters and ancillary equipment, installation and commissioning services, operation and maintenance services, training and other allied software components – which are evaluated to determine whether they represent separate performance obligations, or are combined where they are not distinct in the context of the contract. Revenue is measured based on the transaction price, which is the consideration specified in the letter of award / contract with the customer, net of goods and services tax, trade discounts, volume rebates and estimated variable consideration such as liquidated damages / price reduction clauses common in long-term public utility contracts.

Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of goods sold and services rendered is net of variable consideration on account of various discounts and schemes offered by the Group as part of the contract. This variable consideration is estimated based on the expected value of outflow. Revenue (net of variable consideration) is recognised only to the extent that it is highly probable that the amount will not be subject to significant reversal.

The Group has ascertained that all performance obligations are performed at a point in time.

Contract modifications

Amendments to the letter of award / contract, including revisions to scope, quantities or contract value (such as a revised letter of award), are evaluated

to determine whether they represent a separate contract or a modification of the existing contract. Where the modification does not add distinct goods or services at their standalone selling price, the effect of the modification is recognised as an adjustment to revenue, either through a cumulative catch-up adjustment (where the remaining goods or services are not distinct from those already transferred) or prospectively (where the remaining goods or services are distinct), as appropriate.

Significant financing component

Where the interval between the transfer of goods or services to the customer and the receipt of payment (as per the milestone / periodic billing plan) exceeds one year, the Group assesses whether the contract contains a significant financing component. Where such a timing difference exists for reasons other than the provision of finance – such as milestone-linked retention amounts intended to protect the customer against incomplete performance – the transaction price is not adjusted for the effects of a significant financing component, applying the practical expedients available under Ind AS 115.

Contract balances

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group 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. Contract assets are transferred to receivables when the rights become unconditional and contract liabilities are recognised as and when the performance obligation is satisfied. Contract assets are subject to impairment assessment. Refer to accounting policies on impairment of financial assets in section (2.13) Financial instruments below.

A receivable is recognised if 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 sec (2.11) Financial instruments below.

Contract Liability

A contract liability is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

2.7 Other Income

Rental income:

Rental income arising from operating leases is recognised in the statement of profit and loss on a straight-line basis over the term of the lease, except where the rentals are structured to increase in line with expected general inflation or where another systematic basis is more representative of the time pattern in which the benefit is derived. Lease incentives granted are recognised as an integral part of the total rental income over the term of the lease.

Dividend & interest income :

Dividend income is recorded when the right to receive payment is established, which is generally when the shareholders approve the dividend. Interest income is recognised on time proportion basis taking into account the amount outstanding and rate applicable. For all financial assets measured at amortised cost, interest income is recognised using the effective interest rate (EIR) method.

Government Grant:

Grants from the government are recognised when there is reasonable assurance that:

(i) the Group will comply with the conditions attached to them; and

(ii) the grant will be received.

Government grants related to revenue are recognised on a systematic basis in the statement of profit and loss over the periods necessary to match them with the related costs which they are intended to compensate. Such grants are deducted in reporting the related expense. When loan or similar assistance is provided by government or related institutions, with an interest rate below the current applicable market rate, the effect of this favorable interest is recognised as government grant. The loan or assistance is initially recognised and measured at fair value and the government grant is measured as the difference between the initial carrying value of the loan and the proceeds received. Government grants received in relation to assets are recognised by deducting the grant from the carrying amount of the asset.

Notes to the Consolidated Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

2.8 Employee Benefits

a) Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are recorded as expense as the related service is provided. A liability is recognised for the amount expected to be paid, if the Group has a present obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

b) Provident Fund

Retirement benefit in the form of Provident Fund is a defined contribution scheme and the contributions are charged to the statement of profit and loss for the year when the employee renders the related service. Both the eligible employees and the Group make monthly contributions to the Government administered provident fund scheme equal to a specified percentage of the eligible employee's salary. Amounts collected under the provident fund plan are deposited in a government administered provident fund. The Group has no obligation other than the contribution payable to provident fund authorities.

c) Gratuity

The Group provides for gratuity covering the eligible employees of the Group. The Group provides for a lump sum payment to eligible employees, at retirement or termination of employment based on the last drawn salary and years of employment with the Group. Group's obligation in respect of the gratuity plan, which is a defined benefit plan, is provided for based on actuarial valuation, performed by an independent actuary, at each balance sheet date using the Projected Unit Credit Method.

Actuarial gains or losses are recognised in Other Comprehensive Income. Further, the profit or loss does not include an expected return on plan assets. Instead, net interest recognised in profit or loss is calculated by applying the discount rate used to measure the defined benefit obligation to the net defined benefit liability or asset. The actual return on the plan assets above or below the discount rate is recognised as part of re-measurement of net defined liability or asset through Other Comprehensive Income.

Re-measurements comprising actuarial gains or losses and return on plan assets (excluding amounts included in net interest on the net defined benefit liability) are not reclassified to profit or loss in subsequent periods.

d) Leave Encashment

The Group treats accumulated leave expected to be carried forward beyond twelve months, as long-term employee benefit for measurement purposes. Such long term compensated absences are provided for based on the actuarial valuation using the Projected Unit Credit Method at the reporting date. Actuarial gains/losses are immediately taken to the statement of profit and loss and are not deferred. The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer the settlement for at least twelve months after the reporting date.

The Group's liability for Gratuity and Leave encashment are actuarially determined using the Projected Unit Credit Method at the end of each year.

Actuarial gains and losses are recognised immediately in the retained earnings through Other Comprehensive Income (OCI) in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods. The defined benefit obligation recognised in the balance sheet represents the present value of the defined benefit obligation less the fair value of plan assets out of which the obligations are expected to be settled.

e) Social Security 2020

On 21 November, 2025, the Government of India notified the four Labour Codes - 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 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Group has assessed and disclosed the incremental impact of these changes on the basis of information available, consistent with the guidance provided by the Institute of Chartered Accountants of India.

2.9 Employees' Stock Option Plans (ESOP)

The Group measures compensation cost relating to employee stock options plans using the fair valuation method in accordance with Ind AS 102, Share-Based Payment. Compensation expense is amortised over the vesting period as per graded vesting method. The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. That cost is recognised, together with a corresponding increase in Share based payment reserve in other equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. When an award is cancelled by the Group or by the counterparty, any remaining element of the fair value of the award is expensed immediately through the Statement of Profit and Loss. At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision is recognised in the Statement of Profit and Loss with a corresponding adjustment to the share-based payment reserve, such that the cumulative expense reflects the revised estimate.

2.10 Borrowing cost

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset until such time as the assets are substantially ready for the intended use or sale. 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. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

2.11 Financial instruments

Financial assets

Initial recognition and measurement

A financial asset (except trade receivable and contract asset) is recognised initially at fair value plus or minus transaction cost that are directly attributable to the acquisition or issue of financial assets (other than financial assets at fair value through profit and loss). Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss ('FVTPL') are recognised immediately in the Consolidated Statement of Profit and Loss.

Subsequent measurement

For purposes of subsequent measurement financial assets are classified in two broad categories:

Amortised cost;

Fair Value through Other Comprehensive Income (FVOCI) – equity investment; or

Fair Value through Profit or Loss (FVTPL)

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Group changes its business model for managing financial assets.

Where assets are measured at fair value, gains and losses are either recognised entirely in the statement of profit and loss (i.e. fair value through profit or loss), or recognised in other comprehensive income (i.e. fair value through other comprehensive income).

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and

b) 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 FVTPL: These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

Financial assets at FVOCI: These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in Other Comprehensive Income.

Financial assets at amortised cost: These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Notes to the Consolidated Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

Derivative financial instruments

The Group uses derivative financial instruments, such as foreign exchange forward contracts, to manage its exposure to foreign exchange rate risk arising from firm commitments and forecast transactions. Derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value at each reporting date. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Derivative assets and derivative liabilities are presented as current or non-current based on the remaining maturity of the underlying contracts.

The portion of the gain or loss on such contract where transaction has not yet occurred are recognised in Other Comprehensive Income and are subsequently reclassified to the Statement of Profit and Loss as and when it is executed.

2.12 Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a Group of similar financial assets) is primarily derecognised (i.e. removed from the Group's statement of financial position) when:

The rights to receive cash flows from the asset have expired, or the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement and either;

a. the group has transferred substantially all the risks and rewards of the asset, or

b. the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group 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 Group has retained.

2.13 Impairment of financial assets

The Group assesses impairment based on expected credit losses (ECL) model to the following:

(i) Financial assets measured at amortised cost;

(ii) Financial assets measured at fair value through other comprehensive income (FVTOCI);

Expected credit losses are measured through a loss allowance at an amount equal to:

The 12-months expected credit losses (expected credit losses that result from those default events on the financial instrument that are possible within 12 months after the reporting date); or

Full lifetime expected credit losses (expected credit losses that result from all possible default events over the life of the financial instrument).

The Group follows 'simplified approach' for recognition of impairment loss allowance on trade receivables or contract revenue receivables.

Under the simplified approach, the Group does not track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

The Group uses a provision matrix to determine impairment loss allowance on the portfolio of trade receivables. The provision matrix is based on its historically observed default rates over the expected life of the trade receivable and is adjusted for forward looking estimates. At every reporting date, the historically observed default rates are updated and changes in the forward-looking estimates are analysed.

For recognition of impairment loss on other financial assets and risk exposure, the Group determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-months ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the Group reverts to recognising impairment loss allowance based on 12-months ECL.

For assessing increase in credit risk and impairment loss, the Group combines financial instruments on the basis of shared credit risk characteristics with the

objective of facilitating an analysis that is designed to enable significant increases in credit risk to be identified on a timely basis.

For investments in subsidiary companies, the Group does not provide for impairment losses till indicators of impairment are confirmed.

2.14 Financial liabilities:

Initial recognition and measurement

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 Group's financial liabilities include trade and other payables, loans and borrowings.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss:

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term.

Gains or losses on liabilities held for trading are recognised in the statement of profit and loss. Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in Ind AS 109 are satisfied.

2.15 Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest rate (EIR) method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

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 as finance costs in the statement of profit and loss.

Derecognition

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 derecognition 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.

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.

2.16 Property, plant and equipment and intangible assets

Capital work in progress includes cost of property, plant and equipment under installation / under development, net of accumulated impairment loss, if any, as at the balance sheet date. Plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes 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 Group depreciates them separately based on their specific useful lives. All other repair and maintenance costs are recognised in profit or loss as incurred.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate assets are derecognised when replaced. All other repairs and maintenance are charged to profit and loss during the reporting period in which they are incurred.

The Group identifies and determines cost of each component/ part of the asset separately, if the component / part has a cost which is significant to the total cost of the asset having useful life that is materially different from that of the remaining asset. These components are depreciated over their useful lives; the remaining asset is depreciated over the life of the principal asset.

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial

Notes to the Consolidated Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses, if any.

Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period with the effect of any change in the estimate being accounted for on a prospective basis. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit and loss unless such expenditure forms part of carrying value of another asset.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition 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.

2.17 Depreciation and amortisation

Depreciation is provided using the straight-line method as per the useful lives of the assets estimated by the management in line with schedule II of the Companies Act, 2013, except in the case of moulds in respect of which the estimated useful life is ascertained as 6 years based on the independent technical evaluation carried out by the internal technical team which is different from the estimated useful life prescribed under Part C of Schedule II of the Companies Act 2013. Building in leasehold land will be depreciated over the remaining useful life of the building as ascertained by an independent valuer over the remaining lease period or life specified in the Companies Act for such building whichever is lower.

Asset Category	Management estimate of useful life	Useful life as per Schedule II
Moulds	6 Years	8 Years
Contractual Rights	Contract Period	NA

The amortisation of software development and intellectual property costs is allocated on a straight-line basis over the best estimate of its useful life of the product. The factors considered for identifying the basis include obsolescence, product life cycle and actions of competitors. The amortisation period and the amortisation method are reviewed at each year end.

2.18 Impairment of tangible and intangible assets

The carrying amounts of assets are reviewed at each balance sheet date if there is any indication of impairment based on internal / external factors. An impairment loss is recognised wherever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the greater of the asset's net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and risks specific to the asset. After impairment, depreciation is provided on the revised carrying amount of the assets over its remaining useful life.

2.19 Inventories

Inventories are valued at lower of cost and net realisable value. However, materials and other items held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

a) 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.

b) Finished goods and work in progress: cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity, but excluding borrowing costs.

Cost of raw materials, stores and spares,work-in-progress and finished goods is determined on a 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.

2.20 Business Combination

Business combinations have been accounted for using the acquisition method under the provisions of Ind AS 103- (Revised), Business Combinations.

The purchase price in an acquisition is measured at the fair value of the assets transferred, equity instruments issued and liabilities incurred or assumed at the date of acquisition, which is the date on which control is transferred to the Group. The purchase price also includes the fair value of any contingent consideration. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair value on the date of acquisition. Contingent consideration is remeasured at fair value at each reporting date and changes in the fair value of the contingent consideration are recognised in the Consolidated Statement of Comprehensive Income.

The interest of non-controlling shareholders if any is initially measured either at fair value or at the non-controlling interests' proportionate share of the acquiree's identifiable net assets. The choice of measurement basis is made on an acquisition-by-acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity of subsidiaries.

2.21 Leases

The Group has lease contracts for office spaces. The Group 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 Group applies a single recognition and measurement approach for all leases, except for shortterm leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

As lessee

i) Right-of-use assets

The Group 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. If ownership of the leased asset transfers to the Group 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. Refer to the accounting policies in section (2.13) Impairment of non-financial assets.

ii) Lease liabilities

At the commencement date of the lease, the Group 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 Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the

Notes to the Consolidated Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

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 remeasured 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.

2.22 Cash and cash equivalents

Cash and cash equivalents in the standalone balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, as they are considered an integral part of the Group's cash management.

2.23 Taxes on Income

Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the Parent Company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying values of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of the taxable profit and is accounted for using the balance sheet liability model. Deferred tax liabilities are generally recognised for all the taxable temporary differences. In contrast, deferred tax assets are only recognised to the extent that is probable that future taxable profits will be available against which the temporary differences can be utilised.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, 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.

The carrying amount of deferred tax assets is reviewed at each balance sheet 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.

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 balance sheet 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). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

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.

Minimum Alternate Tax

Minimum Alternative Tax ('MAT') under the provisions of the Income-tax Act, 1961 (the IT Act) is recognised as current tax in the statement of Profit and Loss. The credit availed under the IT Act in respect of MAT paid is recognised as an asset only when and to the extent there is convincing evidence that the Group will pay normal income tax during the period for which the MAT credit can be carried forward for set-off against normal tax liability. MAT credit recognised as an asset is reviewed at each balance sheet date and written down to the extent the aforesaid convincing evidence no longer exists.

2.24 Foreign currencies

Foreign currency transactions are recorded in the functional currency, by applying the exchange rate between the functional currency and the foreign currency at the date of the transaction.

Foreign currency monetary items outstanding at the reporting date are converted to functional currency using the closing rate prevailing on the balancesheet date. Non-monetary items denominated in a foreign currency which are carried at historical cost are reported using the exchange rate at the date of the transactions.

Exchange differences arising on settlement of monetary items, as at reporting date, at rates different from those at which they were initially recorded, are recognised in the Statement of Profit and Loss in the year in which they arise. These exchange differences are presented in the Statement of Profit and Loss on net basis. Foreign currency gains and losses are reported on a net basis. This includes changes in the fair value of foreign exchange derivative instruments, which are accounted at fair value through profit or loss/OCI.

2.25 Provisions

General

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a 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. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement.

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.

2.26 Contingent liabilities and contingent assets:

A contingent liability exists when there is a possible but not probable obligation, or a present obligation that may, but probably will not, require an outflow of resources, or a present obligation whose amount cannot be estimated reliably. Contingent liabilities do not warrant provisions, but are disclosed unless the possibility of outflow of resources is remote.

Contingent Asset

Contingent assets has to be recognised in the financial statements in the period in which it is virtually certain that an inflow of economic benefits will arise. Contingent assets are assessed continually and no such benefits were found for the current financial year.

2.27 Earnings per share (EPS)

Basic earnings per share is calculated by dividing the net profit or loss attributable to equity holder of the Group 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 the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders of the parent company and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares. The conversion rate considered for computing dilutive potential equity shares is based on the terms and basis of the instrument as agreed under the shareholders agreement signed between the parties.

2.28 Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM). The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Board of Directors of the Company.

The CODM reviews the operations of the Group as a single operating segment, namely Electronics Manufacturing Services (EMS). Accordingly, in accordance with Ind AS 108 Operating Segments, the Group has a single operating and reportable segment, and no separate business segment disclosures are presented.

2.29 Exceptional Item:

Exceptional items refer to items of income or expense within the statement of profit and loss from ordinary activities which are non-recurring and are of such size, nature or incidence that their separate disclosure is considered necessary to explain the performance of the Group.

2.30 Cash flow statement

Cash flows are reported using the indirect method, whereby net profit/ (loss) before tax is adjusted for the effects of transactions of a non-cash nature and any deferrals or accruals of past or future cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from regular revenue generating (operating activities), investing and financing activities of the Group are segregated.

2.31 Events after reporting date

Where events occurring after the balance sheet date provide evidence of conditions that existed at the end of the reporting period, the impact of such events is adjusted within the financial statements. Otherwise, events after the balance sheet date of material size or nature are only disclosed.

Notes to the Consolidated Financial Statements (Contd.)

Basis of Preparation and Summary of Material Accounting Policies

2.32 Recent pronouncements

Ministry of Corporate Affairs (MCA) notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

In May 2025, MCA notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, applicable w.e.f. 01 April, 2025. The Group has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

In August 2025, MCA notified the following amendments to:

1. Ind AS 1, Presentation of Financial Statements, applicable w.e.f. 01 April, 2025 – The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Group has no impact of these amendments in its classification criteria of current and non-current liabilities.
2. Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. 01 April, 2025 – The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Group has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.
3. Ind AS 12, International Tax Reform – Pillar Two Model Rules applicable immediately - The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and disclose that they have applied the relief. The Group has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

Notes to the Consolidated Financial Statements

(All amounts are in ₹ Mn, unless otherwise stated)

3 (a) Property, plant and equipment

Particulars			Tangible Assets										Total
			Land*	Buildings	Plant & Equipment	Furniture & Fittings	Office Equipments	Electrical Fittings	Computers	Vehicles	Air conditioners	Leasehold Improvement	
Gross Block		As at 01 April, 2024	87.56	719.92	2,013.56	120.10	30.70	55.32	57.05	111.03	53.14	27.74	3,276.13
	FY 2024-25	Acquisition through business combination	-	-	280.47	47.19	4.38	-	32.62	2.92	0.05	0.38	368.01
		Additions during the year	446.44	10.72	1,978.17	52.20	22.40	12.48	30.45	40.73	23.27	13.13	2,629.99
		Deletions during the year	-	-	(2.71)	-	-	-	-	(1.27)	(7.62)	-	(11.60)
		As at 31 March, 2025	534.00	730.64	4,269.49	219.49	57.48	67.80	120.12	153.41	68.84	41.25	6,262.53
	FY 2025-26	Acquisition through business combination	-	-	545.75	-	39.70	-	29.41	-	-	204.57	819.43
		Additions during the year	664.28	1,873.94	2,113.29	38.64	81.72	91.59	36.66	41.16	124.97	60.54	5,126.78
		Deletions during the year	-	-	-	-	-	-	-	-	-	-	-
		Adjustments	1,110.31	159.75	-	-	-	-	-	-	-	-	1,270.06
		As at 31 March, 2026	2,308.59	2,764.33	6,928.53	258.13	178.90	159.39	186.19	194.57	193.81	306.36	13,478.80

Particulars			Tangible Assets										Total
			Land	Buildings	Plant & Equipment	Furniture & Fittings	Office Equipments	Electrical Fittings	Computers	Vehicles	Air conditioners	Leasehold Improvement	
Accumulated Depreciation		As at 01 April, 2024	-	48.31	432.30	40.74	18.15	16.29	39.09	54.56	13.37	19.52	682.33
	FY 2024-25	Acquisition through business combination	-	-	189.93	16.62	5.65	-	21.09	0.06	4.89	(0.78)	237.46
		Charge for the year	-	24.01	216.44	12.22	3.44	4.94	17.22	11.70	10.40	5.30	305.67
		Deletions during the year / written off	-	-	(2.71)	-	-	-	-	-	(5.16)	-	(7.87)
		As at 31 March, 2025	-	72.32	835.96	69.58	27.24	21.23	77.40	66.32	23.50	24.04	1,217.59
	FY 2025-26	Acquisition through business combination	-	-	463.73	-	34.05	-	23.37	-	-	102.41	623.56
		Charge for the year	-	55.92	402.01	16.07	6.29	6.90	19.02	11.08	16.85	6.23	540.37
		Deletions during the year / written off	-	-	-	-	-	-	-	-	-	-	-
		As at 31 March, 2026	-	128.24	1,701.70	85.65	67.58	28.13	119.79	77.40	40.35	132.68	2,381.52
Net Block		As at 31 March, 2026	2,308.59	2,636.09	5,226.83	172.48	111.32	131.26	66.40	117.17	153.46	173.68	11,097.28
		As at 31 March, 2025	534.00	658.32	3,433.53	149.91	30.24	46.57	42.72	87.09	45.34	17.21	5,044.94

*Land includes leasehold land of ₹1,110.31 which was previously classified under Right of Use Assets. There are no remaining lease liabilities corresponding to these assets.

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Relevant line item in the Balance Sheet	Description of item of Property	Gross Carrying Value	Title deeds held in the name of	Whether title deed holder is a promoter, director or a relative of promoter / director or employee of promoter/ director	Period held (since)	Reason for not being in the name of the Company
Property, Plant and Equipment	House No.41, Sector 5, Parwanoo PO, Himachal Pradesh - 173220	1.18	P K Bansal	NA	April 12, 2012	There is delay from the seller's side in registering the property for transfer of title deeds. The Company is actively engaging with the seller to get the registration done in its name.
Property, Plant and Equipment	Plot No : D-2, Measuring 30 Acres, SIPCOT Industrial Park, Vallam Vadagal Phase - II	737.20	State Industries Promotion Corporation of Tamil Nadu Limited (SIPCOT)	NA	February 14, 2025	Land has been allotted to the Company (by the Government) for setting up the industrial unit
Property, Plant and Equipment	Plot No : 992 to 1000 and Road Area between Plot No 995 and 996 at Sanand - II Industrial Estate	980.77	Gujarat Industrial Development Corporation (GIDC)	NA	May 10, 2024	Land has been allotted to the Company (by the Government) for setting up the industrial unit

(b) Capital Work in Progress

Particulars	Tangible Assets under Construction or Installation	Total
As at 01 April, 2024	**765.56**	**765.56**
Additions/Adjustment	2,974.53	2,974.53
Capitalisation of interest	92.87	92.87
Capitalised in FY 2024-25	(830.72)	(830.72)
As at 31 March, 2025	**3,002.24**	**3,002.24**
Additions/Adjustment	2,420.47	2,420.47
Capitalisation of interest	461.02	461.02
Capitalised in FY 2025-26	(2,159.62)	(2,159.62)
As at Mar 31, 2026	**3,724.11**	**3,724.11**

Capital work-in-progress (CWIP) Ageing Schedule as at 31 March, 2026

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress	2,964.63	666.60	92.88	-	3,724.11
Total	**2,964.63**	**666.60**	**92.88**	**-**	**3,724.11**

Capital work-in-progress (CWIP) Ageing Schedule as at 31 March, 2025

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress	2,423.85	578.39	-	-	3,002.24
Total	**2,423.85**	**578.39**	**-**	**-**	**3,002.24**

Notes:

(i) There are no projects where project cost has exceeded or projects are overdue in current year.

(ii) There are no projects which are temporarily suspended.

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

(c) Right of Use Assets

Particulars	As at 31 March, 2026	As at 31 March, 2025
Balance at the beginning	1,934.77	263.13
Additions during the year	271.56	2,201.06
Deletions/ adjustments during the year	(1,278.97)	(34.54)
Depreciation during the year	(63.84)	(66.00)
Less: Subsidy received	-	(428.88)
Closing Balance	**863.52**	**1,934.77**

(d) Intangible Assets

Particulars			Intangible Assets				Intangible Assets under development		Total
			Software	Customer contracts	Technical know-how	Total	Software	Technical Knowhow	
Gross Block		**As at 01 April, 2024**	**41.96**	**-**	**361.86**	**403.82**	**30.00**	**255.24**	**285.24**
	2024-25	Additions during the year	132.80	1,150.00	5.87	1,288.67	45.10	641.01	**686.11**
		Deletions during the year / Written off	-	-	(59.97)	(59.97)	-	-	**-**
		Capitalised	-	-	-	-	(30.00)	(30.20)	**(60.20)**
		As at 31 March, 2025	**174.76**	**1,150.00**	**307.76**	**1,632.52**	**45.10**	**866.05**	**911.15**
	2025-26	Additions during the year	27.45	2,869.76	60.24	2,957.45	14.93	457.13	**472.06**
		Deletions during the year / Written off	-	-	-	-	-	-	-
		Capitalised	-	-	-	-	-	-	-
		As at 31 March, 2026	**202.21**	**4,019.76**	**368.00**	**4,589.97**	**60.03**	**1,323.18**	**1,383.21**

Note for Intangible assets :

Customer Contracts was included as a part of Technical Knowhow in the financial statements for the year ended 31 March, 2025. During the current year, Customer Contracts has been shown as a separate class of Intangible Assets.

Particulars			Intangible Assets				Intangible Assets under development		
			Software	Customer contracts	Technical know-how	Total	Software	Technical know-how	Total
Accumulated Depreciation		**As at 01 April, 2024**	**26.35**	**-**	**194.01**	**220.36**	**-**	**-**	**-**
	FY 2024-25	Charge for the year	11.16	-	72.44	83.60	-	-	**-**
		Deletions during the year / written off	-	-	-	-	-	-	**-**
		As at 31 March, 2025	**37.51**	**-**	**266.45**	**303.96**	**-**	**-**	**-**
	FY 2025-26	Charge for the year	58.46	324.83	83.18	466.47	-	-	**-**
		Deletions / Adjustments during the year	-	-	-	-	-	-	**-**
		As at 31 March, 2026	**95.97**	**324.83**	**349.63**	**770.43**	**-**	**-**	**-**
Net Block		**As at 31 March, 2026**	**106.24**	**3,694.92**	**18.38**	**3,819.54**	**60.03**	**1,323.18**	**1,383.21**
		As at 31 March, 2025	**137.25**	**1,150.00**	**41.31**	**1,328.56**	**45.10**	**866.05**	**911.15**

Intangible assets under development (IAUD) Ageing Schedule as at 31 March, 2026

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress	472.06	768.44	142.71	-	1,383.21
Total	**472.06**	**768.44**	**142.71**	**-**	**1,383.21**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Intangible assets under development (IAUD) Ageing Schedule as at 31 March, 2025

Particulars	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Project in Progress	768.44	142.71	-	-	911.15
Total	**768.44**	**142.71**	**-**	**-**	**911.15**

Note:

(i) No projects are temporarily suspended as at 31 March, 2026 and 31 March, 2025.

(e) Goodwill

Particulars	Total
As at 01 April, 2024	**151.69**
Additions during the year (net of Capital Reserve)	(10.31)
Write off during the year	-
Balance as at 31 March, 2025	**141.38**
Additions during the year (net of Capital Reserve)	19.41
Write off during the year	-
Balance as at 31 March, 2026	**160.79**

NON-CURRENT ASSETS

FINANCIAL ASSET

4 NON-CURRENT FINANCIAL ASSETS - INVESTMENTS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unquoted		
Investments - Non-Trade		
(a) Investments in equity	547.80	263.04
Quoted		
(a) Investments at fair value through profit and loss	2,022.72	1,060.80
Total	**2,570.52**	**1,323.84**

4.1 Detail of Non-Current Investments

Particulars	As at 31 March, 2026	As at 31 March, 2025
(i) Investment in equity instruments - Equity Shares		
(a) Other than Subsidiary Company		
Winfoware Technologies Limited (Equity Shares (Nos) 14,87,120; FY 2024-25: 14,87,120 : Face value of ₹ 5 each)	10.80	10.80
Mysore ESDM Cluster (Equity Shares (Nos) 26,37,500; FY 2024-25: 26,37,500 : Face value of ₹ 1 each)	2.64	2.64
Mixx Technologies Inc. (Preference Shares (Nos) 44,44,444 ; FY 2024-25: 44,44,444 : Face value of US$ 1 each)	249.60	249.60
K V Inito Holdings Pte. Ltd. (Preference Shares (Nos) 10,81,687; FY 2024-25: Nil ; Face value of US$ 1 each through Kaynes Holding Pte Ltd.)	95.77	-
Promaxo Holdings Inc. (Preference Shares (Nos) 2,44,310; FY 2024-25: Nil ; Face value of US$ 0.00001 each through Kaynes Holding Pte Ltd.)	188.99	-
Total (i)	**547.80**	**263.04**
(ii) Financial assets measured at FVTPL		
Investments in Mutual Funds, at fair value	2,022.72	1,060.80
Total (ii)	**2,022.72**	**1,060.80**

Notes to the Consolidated Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

5 FINANCIAL ASSET

NON-CURRENT

(a) Loans and deposits (At Amortised Cost)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good		
Security Deposits	132.42	101.68
NSE Deposits	30.00	30.00
	162.42	**131.68**

(b) Other non current financial assets (At Amortised Cost)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good (unless otherwise stated)		
Advances recoverable in cash, kind or value to be received	12.86	19.38
	12.86	**19.38**

6 OTHER NON-CURRENT ASSETS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good		
Capital advances	4,284.64	2,459.79
Contract assets	2,373.50	3,263.65
Prepaid rent	8.75	9.70
Prepaid expenses	6.12	8.66
	6,673.01	**5,741.80**

CURRENT ASSETS

7 INVENTORIES (AT COST OR NET REALISABLE VALUE WHICHEVER IS LOWER)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Raw materials	7,097.87	6,068.87
Work-in-progress	2,500.02	1,075.82
Finished Goods	803.78	524.62
Goods-in-transit	359.33	273.21
Consumables, stores and spares	271.27	201.71
	11,032.27	**8,144.23**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

8 CURRENT FINANCIAL ASSETS

(a) Trade receivables

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good (Unless otherwise stated)	15,276.15	5,745.80
Unsecured, considered doubtful	1,096.76	420.40
Less - Expected Credit Loss allowance	(1,096.76)	(420.40)
	15,276.15	**5,745.80**
Movement in the Expected Credit Loss allowance of trade receivables are as follows:		
Balance at the beginning of the year / period	420.40	226.89
Add: provided during the year / period	782.08	193.51
Less: Amount written off	(105.72)	-
Balance at the end of the year / period	**1,096.76**	**420.40**

Trade Receivables Ageing Schedule as at 31 March, 2026:

Particulars	Outstanding for following periods from due date of payment					
	Less than 6 months	6 months - 1 year	1 -2 years	2 -3 years	More than 3 years	Total
(i) Undisputed Trade receivables — considered good	14,271.24	395.84	362.38	246.68	-	**15,276.15**
(ii) Undisputed Trade receivables — considered doubtful	-	-	183.39	301.50	611.87	**1,096.76**
Total	**14,271.24**	**395.84**	**545.78**	**548.18**	**611.87**	**16,372.91**

Trade Receivables Ageing Schedule as at 31 March, 2025:

Particulars	Outstanding for following periods from due date of payment					
	Less than 6 months	6 months - 1 year	1 -2 years	2 -3 years	More than 3 years	Total
(i) Undisputed Trade receivables — considered good	5,132.88	241.43	273.59	22.73	75.17	**5,745.80**
(ii) Undisputed Trade receivables — considered doubtful	-	-	-	72.00	348.40	**420.40**
Total	**5,132.88**	**241.43**	**273.59**	**94.73**	**423.57**	**6,166.20**

Note:

a. No trade or other receivables are due from directors or other officers of the Company either severally or jointly with any other person, nor any trade or other receivable due from firms or private companies respectively in which any director is a partner, a director or a member. Trade receivables are non-interest bearing.

b. The trade receivables of the Company have been pledged with banks for availing working capital and other facilities.

(b) Cash and cash equivalents

Particulars	As at 31 March, 2026	As at 31 March, 2025
Balance with banks		
- In Current accounts	1,085.23	473.66
Cash on hand	9.06	0.56
	1,094.29	**474.22**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

(c) Other Bank Balances

Particulars	As at 31 March, 2026	As at 31 March, 2025
Deposits with original maturity of less than 12 months	6,862.24	9,992.55
Margin Money and Other Deposits	29.38	96.29
	6,891.62	**10,088.84**

(d) Loans

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good		
Loans to employees	52.01	48.49
Total	**52.01**	**48.49**

(e) Other current financial assets

Particulars	As at 31 March, 2026	As at 31 March, 2025
Interest accrued	265.57	237.67
	265.57	**237.67**

9 INCOME TAX ASSETS (NET)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Advance income tax	2060.57	-
Less: Provision for income taxes	(2,049.22)	
	11.35	**-**

10 OTHER CURRENT ASSETS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Unsecured, considered good		
Advances for supply of goods	666.64	608.97
MAT Credit entitlement	0.97	0.96
Prepaid expenses	986.11	362.61
Balance with Government authorities	2,156.10	1,041.75
Contract Asset- unbilled revenue	9.51	9.15
Other advances	30.30	69.74
	3,849.63	**2,093.18**

11 SHARE CAPITAL

(A) Equity Share Capital

i) Authorised

Particulars	Equity Share Capital	
	No. of Shares	Amount
Balance as at April 01, 2024	**7,00,00,000**	**700.00**
Increase during the year	-	-
Balance as at 31 March, 2025	**7,00,00,000**	**700.00**
Increase during the year	-	-
Balance as at 31 March, 2026	**7,00,00,000**	**700.00**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

ii) Shares issued, subscribed and fully paid-up

Particulars	Equity Share Capital	
	No. of Shares	Amount
Balance as at 01 April, 2024	**6,39,18,073**	**639.18**
Add: Shares issued during the year	1,66,232	1.66
Balance as at 31 March, 2025	**6,40,84,305**	**640.84**
Add: Shares allotted pursuant to exercise of QIP	28,72,788	28.73
Add: Shares allotted pursuant to exercise of ESOP	77,561	0.78
Balance as at March 31, 2026	**6,70,34,654**	**670.35**

iii) Terms/rights attached to equity shares

The Company has only one class of equity shares having a par value of ₹10 per share. Each holder of equity shares is entitled to one vote per share. 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.

iv) Shareholders holding more than 5 percent of Equity Shares

Name of Share holder	As at 31 March, 2026	As at 31 March, 2025
Mr. Ramesh Kunhikannan	3,58,18,633	3,69,43,633
% of Share holding	53.43%	57.65%

Note: For the period of five years immediately preceding 31 March, 2026

(a) No shares were allotted as fully paid-up pursuant to contract(s) without payment being received in cash.

(b) Aggregate number and class of shares allotted as fully paid-up by way of bonus issues during the five years immediately preceding the balance sheet date.

Particulars	No. of shares	Amount (₹)
i) The Company has issued 3,84,65,005 fully paid up equity shares of ₹10 each during the financial year as bonus shares on approval accorded by the shareholders at the EGM held on 25 February, 2022. Five shares of ₹ 10 each were allotted for every one equity share held in the Company.	3,84,65,005	38,46,50,050
ii) The Company has issued 55,605 fully paid up equity shares of ₹10 each during the financial year as bonus shares on approval accorded by the shareholders at the EGM held on 24 December, 2021. 11,121 bonus shares of ₹ 10 each were allotted for every 95,998 Compulsorily Convertible Preference Shares held in the Company.	55,605	5,56,050
iii) The Company has issued 69,508 fully paid up equity shares of ₹10 each during the financial year as bonus shares on approval accorded by the shareholders at the EGM held on 24 December, 2021. 17,377 Bonus shares of ₹10 each were allotted for every 150,000 Compulsorily Convertible Preference Shares held in the Company.	69,508	6,95,080

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

(c) **Financial Year Ended 31 March, 2026**

Particulars	No. of shares	Amount (₹)
i) The Company has issued 28,72,788 fully paid up equity shares of ₹10 each during the financial year by way of Qualified Institutional Placement ("QIP") on approval accorded by the Fund-raising Committee of the Board of Directors of the Company held on on 24 June, 2025.	28,72,788	2,87,27,880
ii) During the year, the Company has allotted 77,561 fully paid up equity shares of ₹10 each under "ESOP Scheme 2022" on approval accorded by the Board of Directors of the Company at their meeting held on 30 July, 2025.	77,561	7,75,610

(d) **Financial Year Ended 31 March, 2025**

Particulars	No. of shares	Amount (₹)
i) During the year, the Company has allotted 92,697 and 73,535 fully paid up equity shares of ₹10 each under "ESOP Scheme 2022" on approval accorded by the Board of Directors of the Company at their meetings held on 26 July, 2024 and 29 March, 2025 respectively.	1,66,232	16,62,320

(e) **Financial Year Ended 31 March, 2024**

Particulars	No. of shares	Amount (₹)
i) The Company has issued 57,75,577 fully paid up equity shares of ₹10 each during the financial year by way of Qualified Institutional placement ("QIP") on approval accorded by the Fund-raising Committee of the Board of Directors of the Company held on 21 December, 2023.	57,75,577	5,77,55,770

(f) **Financial Year Ended 31 March, 2023**

Particulars	No. of shares	Amount (₹)
i) The Company has issued 14,39,237 and 8,99,523 fully paid up equity shares of ₹10 each during the financial year by way of Pre-IPO placement on approval accorded by the EGM held on 10 October, 2022 and 14 October, 2022 respectively.	23,38,760	2,33,87,600
ii) The Company has issued 90,28,960 fully paid up equity shares of ₹10 each during the financial year through Initial Public Offer (IPO) on approval accorded by the EGM held on 01 April, 2022.	90,28,960	9,02,89,600
iii) The Company has issued 6,16,770 fully paid up equity shares of ₹10 each during the financial year on conversion of Compulsorily Convertible Preference Shares on approval accorded by the EGM held on 22 October, 2021.	6,16,770	61,67,700

(g) No shares were bought back in any of the years.

(h) No calls are unpaid by any director or officer of the Company during the year.

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

v) **Shareholding of Promoters**

Promoter Name	As at 31 March, 2026	As at 31 March, 2025
Mr. Ramesh Kunhikannan		
- No. of shares held	3,58,18,633	3,69,43,633
- Percentage of holding	53.43%	57.65%
- Changes during the year	(4.22%)	
Mrs. Savitha Ramesh		
- No. of shares held	19,800	19,800
- Percentage of holding	0.03%	0.03%
- Changes during the year	0.00%	
RK Family Trust (Ramesh Kunhikannan)		
- No. of shares held	100	100
- Percentage of holding	0.00%	0.00%
- Changes during the year	0.00%	

(B) Instruments entirely equity in nature

Compulsorily Convertible Preference Share Capital

i) **Authorised**

Particulars	No. of Shares	Amount
Balance as at 01 April, 2024	**20,00,000**	**20.00**
Increase during the year	-	-
Balance as at 31 March, 2025	**20,00,000**	**20.00**
Increase during the year	-	
As at 31 March, 2026	**20,00,000**	**20.00**

ii) **Terms/rights attached to Preference shares:**

The Preference Shareholders shall carry such voting rights as are exercisable by persons holding equity shares in the Company and shall be treated pari passu with the equity shares on all voting matters. In the event of liquidation, the Preference Shareholders will carry a preferential right over the holder of equity shares for payment of dividend and for payment of capital, in proportion to their shareholding and are also eligible to participate in surplus funds.

Note: For the period of five years immediately preceding 31 March, 2026

During the financial year ended 31 March, 2023;

The Company has issued 6,16,770 fully paid up equity shares of ₹10 each during the financial year on conversion of Compulsorily Convertible Preference Shares on approval accorded by the EGM held on 22 October, 2021.

During the financial year ended 31 March, 2022, the Company has issued:

(a) 83,323 0.01% Compulsorily Convertible Cumulative Participating Preference Shares (CCPS) of ₹ 10 each at a premium of ₹ 590 per share to a Resident Indian Mr. Ganesh Cherapuram Balasubramanian which carries cumulative dividend of 0.01% per annum on 22 October, 2021.

(b) 2,50,000 0.01% Compulsorily Convertible Cumulative Participating Preference Shares (CCPS) of ₹ 10 each at a premium of ₹ 590 per share to a Non-Resident Indian Mrs. Freny Firoze Irani which carries cumulative dividend of 0.01% per annum on 01 November, 2021.

(c) 45,823 0.01% Compulsorily Convertible Cumulative Participating Preference Shares (CCPS) of ₹ 10 each at a premium of ₹ 590 per share to a Resident Indian Mr. Bharadwaj Turlapati which carries cumulative dividend of 0.01% per annum on 25 December, 2021.

Notes to the Consolidated Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

12 OTHER EQUITY

Particulars	As at 31 March, 2026	As at 31 March, 2025
Securities Premium (refer note i)	35,980.57	19,994.46
General Reserve (refer note ii)	130.00	669.81
Retained Earnings (refer note iii)	10,521.86	7,069.12
Foreign Currency Translation Reserve (refer note iv)	159.62	13.06
Other Comprehensive Income (refer note v)	4.75	-
Employee stock options outstanding account (ESOP Reserve) (refer note vi)	16.38	15.31
	46,813.18	**27,761.76**

i) Securities Premium	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	19,994.46	19,969.41
Add: Premium on issue of equity share capital	15,986.11	25.05
As at end of the year	**35,980.57**	**19,994.46**

ii) General Reserve	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	**669.81**	**130.00**
On acquisition of subsidiaries	(539.81)	539.81
As at end of the year	**130.00**	**669.81**

iii) Retained Earnings	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	**7,069.12**	**4,109.44**
Add: Profit for the year	3,800.97	2,941.64
Add/(Less): Other adjustments	(196.92)	18.04
Gain/(Losses) on forward contracts, net of tax effect	(4.75)	
Less: Other Comprehensive Income (FCTR)	(146.56)	-
As at end of the year	**10,521.86**	**7,069.12**

iv) Foreign Currency Translation Reserve	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	**13.06**	**8.12**
Translation difference of foreign subsidiaries	146.56	4.94
As at end of the year	**159.62**	**13.06**

v) Other Comprehensive Income	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	**-**	**-**
Add: Changes during the year	4.75	-
As at end of the year	**4.75**	**-**

vi) Employee stock options outstanding account (ESOP Reserve)	As at 31 March, 2026	As at 31 March, 2025
At beginning of the year	**15.31**	**12.74**
Add: Share based payment expenses	4.77	8.33
Less: Adjustment on allotment of ESOP	(2.50)	(3.77)
Less: Adjustment on forfeiture of ESOP	(1.20)	(1.99)
As at end of the year	**16.38**	**15.31**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

13 NON CONTROLLING INTEREST

Particulars	As at 31 March, 2026	As at 31 March, 2025
Non Controlling Interest	141.35	39.72
	141.35	**39.72**

NON-CURRENT LIABILITIES

14 FINANCIAL LIABILITIES

Particulars	As at 31 March, 2026	As at 31 March, 2025
Borrowings		
(a) Term loans from banks & financial institutions		
(i) Secured	3,677.42	434.28
(b) Term loans from others		
(i) Unsecured	-	250.00
(c) Vehicle loan - Secured	34.89	37.43
Less: Current maturities of Long term borrowings		
- Term loans from banks & financial institutions		
- Secured	(331.67)	(36.36)
- Vehicle loan - Secured	(10.66)	(10.55)
	3,369.98	**674.80**

A break-up of the above loans is tabulated below:

Loan Type	Repayment Terms	Amount outstanding	
		As at 31 March, 2026	As at 31 March, 2025
Term loans - From Banks and Financial Institutions - Secured	Repayable in 58 months monthly instalments from date of disbursement.	368.54	340.47
	Repayable in 20 quarterly instalments from the date of loan.	3,261.82	-
	Repayable in 60 monthly instalments from the date of loan.	47.06	19.14
	Repayable in 72 months in 48 equal monthly instalments after a moratorium of 24 months from date of disbursement.	-	74.67
	SUB TOTAL	**3,677.42**	**434.28**
Term loans - from others Unsecured		-	250.00
	SUB TOTAL	**-**	**250.00**
Vehicle loans - From Banks and Financial Institutions - Secured	Repayable in 60 to 72 monthly instalments along with the interest.	34.89	37.43
	SUB TOTAL	**34.89**	**37.43**

Term loans from banks & financial institutions (secured)

Term loans from various banks and financial institutions are secured against mortgage of land, charge on respective machineries and land, and corporate guarantee given by the parent company, as applicable. The loans are repayable in 20 to 72 monthly instalments and carry interest rates ranging from 4.80% to 13.50%.

Vehicle loans from Banks (secured)

Vehicle loan from banks are secured against the hypothecation of the respective vehicles financed thereunder. The loan is repayable in 60 to 72 monthly instalments and carries an interest rate ranging from 7.25% to 8.62%.

Notes to the Consolidated Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

15 DEFERRED TAX LIABILITIES (NET)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Deferred Tax Liability		
Property Plant and Equipment: timing differences on account of depreciation allowance	353.20	190.65
Lease Asset	21.26	56.12
ROU Assets	97.54	-
Prepaid rent	0.79	1.10
Fair valuation of Mutual Funds	16.23	9.37
Gross deferred tax liability	**489.02**	**257.24**
Deferred Tax Asset		
Property Plant and Equipment: timing differences on account of depreciation allowance	(26.76)	-
Security Deposits	-	1.16
Provision for ECL	(188.06)	(82.03)
Provision for Gratuity	(24.73)	-
Provision for Leave Encashment	(6.52)	-
Lease Liability	(29.93)	(32.08)
Expenses: Timing differences on expenses allowable on payment basis.	(27.88)	(14.34)
Gross deferred tax asset	**(303.87)**	**(127.29)**
Net deferred tax liability	**185.14**	**129.95**

16 LONG TERM PROVISIONS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Provision for Gratuity	87.77	65.70
Provision for compensated absences	39.23	35.11
	127.00	**100.81**

CURRENT LIABILITIES

17 FINANCIAL LIABILITIES

(a) Current borrowings	As at 31 March, 2026	As at 31 March, 2025
Loans repayable on demand		
Credit Balance - Cash credit from banks (Secured)	4,566.43	7,576.65
Rupee Packing Credit (Secured)	454.20	455.86
Loans from Others (Unsecured)	16.45	0.61
Current maturities of Long term borrowings		
- Term loans from banks & financial institutions		
- Secured	331.67	36.36
- Vehicle loan	10.66	10.55
Total	**5,379.41**	**8,080.03**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

A break-up of the above loans is tabulated below:

Loan Type	Repayment Terms	Amount outstanding	
		As at 31 March, 2026	As at 31 March, 2025
Cash credit from banks (Secured)	Repayable on Demand	4,566.43	7,576.65
	SUB TOTAL	**4,566.43**	**7,576.65**
Rupee Packing Credit (Secured)	Repayable on Demand	454.20	455.86
	SUB TOTAL	**454.20**	**455.86**
Loans from others - Unsecured	Repayable on Demand	16.45	0.61
	SUB TOTAL	**16.45**	**0.61**

Cash credit from banks (Secured)

Secured Cash credit and Packing credit from banks are secured against the hypothecation of stock of raw materials, work-in-progress, finished goods, book debts outstanding and common collateral security of factory land and building, canteen building and plant and machinery. The loans are repayable on demand and carries an interest rate ranging from 7.21% to 10.10%.

Rupee packing credit from banks (Secured)

Secured Rupee packing credit from banks are secured against the hypothecation of stock of raw materials, work-in-progress, finished goods, book debts outstanding and common collateral security of factory land and building, canteen building and plant and machinery. The loans are repayable on demand and carry an interest rate of 8.55%.

Loans from Others (Unsecured)

Short term loans from shareholders are repayable on demand, carrying interest rate of 8%.

(b) Trade payables	As at 31 March, 2026	As at 31 March, 2025
Dues to micro enterprises and small enterprises (refer note 47)	1,077.30	108.44
Dues to other than micro enterprises and small enterprises	7,430.28	6,720.75
Total trade payables	**8,507.58**	**6,829.19**

Ageing Schedule

As at 31 March, 2026

Particulars	Outstanding for following periods from due date of payment				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
MSME	1,075.87	1.43	-	-	**1,077.30**
Others	7,218.40	145.01	66.87	-	**7,430.28**

As at 31 March, 2025

Particulars	Outstanding for following periods from due date of payment				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
MSME	108.09	0.35	-	-	**108.44**
Others	6,638.18	73.78	8.79	-	**6,720.75**

* No trade payables are disputed as at 31 March, 2026 and 31 March, 2025.

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

(c) Other current financial liabilities	As at 31 March, 2026	As at 31 March, 2025
Trade payables for capital goods	232.04	461.44
Employee benefits payable	249.02	164.83
Derivative Liability	5.39	-
Deferred consideration payable	919.15	157.94
Interest accrued on borrowings	42.19	6.63
	1,447.69	**790.84**

18 CURRENT TAX LIABILITIES (NET)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Provision for income taxes	-	1,025.13
Advance Tax	-	(986.79)
	-	**38.34**

19 OTHER CURRENT LIABILITIES

Particulars	As at 31 March, 2026	As at 31 March, 2025
Contract liabilities	88.34	88.68
Statutory dues and related liabilities	104.80	164.41
Other payables	1,675.42	772.67
	1,868.56	**1,025.76**

20 SHORT-TERM PROVISIONS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Provision for employee benefits		
Provision for Gratuity	29.94	11.20
Provision for compensated absences	10.54	4.28
Others	10.09	9.71
	50.57	**25.19**

21 REVENUE FROM OPERATIONS

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Sale of goods	35,195.20	26,224.04
Sale of services	1,068.34	993.48
	36,263.54	**27,217.52**
The Group derives revenue from the transfer of goods & services in the following geographical regions		
India	32,752.70	25,202.12
Outside India	3,510.84	2,015.40
	36,263.54	**27,217.52**
Timing of revenue recognition		
Revenue recognised at a point in time	35,195.20	26,224.04
Revenue recognised over a period of time	1,068.34	993.48
	36,263.54	**27,217.52**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Reconciliation of Revenue from Operations with Contract price		
Contract price	36,771.35	27,453.43
Less: Sales return	(507.81)	(235.91)
Total	**36,263.54**	**27,217.52**

22 OTHER INCOME

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Interest income from deposit with banks	996.97	957.23
Interest on Security Deposit	14.46	2.55
Interest income on staff loan	3.31	2.81
Net gain/(loss) on fair value changes in financial instruments	56.63	93.96
Net gain/(loss) on sale of investments	212.23	7.29
Profit on sale of Property, Plant and Equipment (net)	26.36	-
Government grants & incentives	52.46	0.14
Other non-operating income	46.64	0.69
Exchange differences (net)	159.24	4.96
	1,568.30	**1,069.63**

23 COST OF MATERIALS CONSUMED

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Inventory at the beginning of the year	6,068.87	3,710.36
Add: Purchases	26,509.47	21,569.56
Less: Inventory at the end of the year	(7,097.87)	(6,068.87)
Less: R&D expense considered separately	(58.25)	(94.79)
Cost of materials consumed	**25,422.22**	**19,116.26**

24 CHANGES IN INVENTORIES OF FINISHED GOODS AND WORK-IN-PROGRESS

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Finished goods		
Closing stock	803.78	524.62
Opening stock	524.62	261.26
Sub total (A)	**(279.16)**	**(263.36)**
Work-in-progress		
Closing stock	2,500.02	1,075.82
Opening stock	1,075.82	1,220.02
Sub total (B)	(1,424.20)	144.20
Changes in inventories of finished goods and work-in-in progress	**(1,703.36)**	**(119.16)**

Notes to the Consolidated Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

25 EMPLOYEE BENEFIT EXPENSES

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Salaries, Wages and Bonus	2,839.53	1,583.08
Contribution to provident fund and other funds	132.41	59.83
Share based payment expenses	3.57	6.34
Gratuity contribution scheme (Refer note 35)	33.08	30.86
Staff welfare expenses	204.66	153.15
Employee benefit expense on loan	2.64	1.77
Less: R&D exp - considered separately	(80.35)	(54.36)
	3,135.54	**1,780.67**

26 FINANCE COSTS

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Interest on borrowings	1,548.85	1,046.86
Interest to Vendors	2.55	-
Interest on others	16.74	0.39
Unwinding of interest	10.97	5.23
Interest on lease liabilities (Refer Note 33)	26.74	29.44
Other borrowing costs	24.44	23.93
Less: Capitalised	(461.02)	(92.87)
	1,169.27	**1,012.98**

27 DEPRECIATION AND AMORTISATION EXPENSE

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Depreciation of property, plant & equipment (Refer Note 3)	540.37	297.80
Amortisation of Intangible Assets (Refer Note 3)	466.47	83.60
Depreciation of Right To Use Assets (Refer Note 3)	63.84	66.00
	1,070.68	**447.40**

28 OTHER EXPENSES

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Rent	101.92	30.46
Rates and taxes	52.13	44.14
Printing and stationery	17.75	9.62
Insurance	74.97	54.28
Discount Allowed	3.03	0.18
Donation	2.91	110.08
Power and fuel	197.94	151.07
Labour and processing Charges	403.00	499.93
Consumption of stores and spares	551.69	400.32
Repairs and maintenance - Plant & Machinery	45.80	29.62
Repairs and maintenance - Buildings	22.00	11.31

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Repairs and maintenance - Others	242.24	66.86
Security maintenance expenses	35.14	28.83
Research and Development expenses	9.36	8.63
Legal and professional fees	340.28	166.12
Audit Fee	10.38	5.65
Commission Expenses	12.13	7.03
Late delivery charges/claims settled	38.93	2.61
Bank charges	36.86	44.82
Communication expenses	20.81	30.68
Travelling and conveyance	217.10	142.31
Business promotion	63.44	43.37
Freight and forwarding charges	277.45	180.41
CSR expenditure (refer note 46)	44.62	30.88
Provision for ECL	782.08	193.51
Software expense	32.58	9.49
Hire charges	6.02	6.11
Director sitting fees	6.24	3.64
Miscellaneous expenses	19.79	9.96
Loss on sale of tangible expense	-	10.84
	3,668.59	**2,332.76**

Research and Development Expenditure	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Raw Materials, Components and Consumables	58.25	94.79
Salaries and Wages	80.35	54.36
Communication expenses	-	0.29
	138.60	**149.44**
Less: Capitalised	(129.24)	(140.81)
	9.36	**8.63**

Payment to Auditors (After Other expenses)	For the year ended 31 March, 2026	For the year ended 31 March, 2025
As statutory auditors		
Audit fees	5.70	4.15
Tax audit fee	1.53	0.90
Limited review fees	0.60	0.60
In other capacity		
Other services (includes certification fees)	2.55	-
	10.38	**5.65**

Notes to the Consolidated Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

29 CONTINGENT LIABILITIES AND COMMITMENTS

	Particulars	As at 31 March, 2026	As at 31 March, 2025
	Contingent Liabilities:		
	Claims against the Company not acknowledged as debt		
a)	In respect of Income Tax matters (refer 29.1)	130.19	89.01
b)	In respect of GST and other indirect tax matters (refer 29.2)	124.82	99.51
c)	Bank Guarantees for contractual performance	1,905.95	1,039.78
d)	Bond Executed for Customs/Central Excise (covered by bank guarantee to the extent of ₹ 19.38 Mn)	1,026.50	725.87
e)	On account of bills discounted with banks	4,551.11	1,146.68
f)	Letter of Credit issued by bank	685.51	0.22
h)	Corporate Guarantee to Subsidiary Company	23,903.60	2,105.80
i)	National Company Law Tribunal (NCLT) Notice: (Refer 29.3)	60.21	-
	Commitments:		
(i)	Estimated amount of contracts remaining to be executed on capital account and not provided for, net of advances.	8,100.62	288.79
(ii)	Approval for land conversion from lease to sale of Plot No. 20 & Plot No. 119 from Karnataka Industrial Area Development Board (KIADB) is in progress. Estimated conversion cost is considered as a capital commitment remaining unexecuted.	12.14	12.14

1 There are 11 cases relating to Income Tax amounting to ₹ 130.19 Mn covering a period commencing from FY 2017-18 to 2021-22 pertaining to units located in different states. Provided required information for all the cases to the concerned authorities and are in progress.

2 There are 13 cases relating to excise, VAT, Customs CST and GST amounting to ₹ 124.82 Mn covering a period commencing from FY 2018-19 to 2023-24 pertaining to units located in various states in Karnataka, Tamil Nadu and Haryana. Many of the cases required information to be provided to the concerned authorities and are in progress.

3 There is a case against Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited) relating to NCLT (one of the suppliers) amounting to ₹ 60.21 Mn pertaining to FY 2025-26, relating to the Insolvency & Bankruptcy Code, 2016. All the relevant Information has been provided to the concerned authorities and the matter is in progress.

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

30 RELATED PARTY DISCLOSURES

[A] Related Parties and their relationship with the Company

Description of relationship	Names of Related parties
Subsidiary Companies:	Kaynes International Design & Manufacturing Private Limited
	Kemsys Technologies Private Limited
	Kaynes Electronics Manufacturing Private Limited
	Kaynes Technology Europe GmbH
	Kaynes Embedded Systems Private Limited
	Kaynes Semicon Private Limited
	Kaynes Circuits India Private Limited
	Kaynes Mechatronics Private Limited
	Digicom Electronics Inc.
	Essnkay Electronics LLC
	Kaynes Holding Pte. Limited
	Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)
	Sensonic GmbH (Subsidiary of Kaynes Holding Pte. Limited)
	Sensonic-UK Limited (Step-down Subsidiary of Kaynes Holding Pte. Limited)
	Sensonic IN India Private Limited (Step-down Subsidiary of Kaynes Holding Pte. Limited)
	Sensonic US Inc. (Step-down Subsidiary of Kaynes Holding Pte. Limited)
	August Electronics Inc. (Subsidiary of Kaynes Holding Pte. Limited)
	Kaynes Space Technology Private Limited
	Aerocaliph Components Private Limited
	Cryo Precision Technologies Private Limited
Entity Controlled by Directors:	Kaynes Technology Inc.
	Kemsys Technologies Inc.
	Kaynes Circuits Private Limited
	Mysore ESDM Cluster
	Cheyyur Real Estates Private Limited
	Cheyyur Properties Private Limited
	Nambi Reality Private Limited
	Tushti Semiconductors Private Limited
	Zari Aura Hospitality Services Private Limited
Entity where relative of Directors have substantial interest	A ID Systems (India) Private Limited Negentropy Solutions Private Limited
Key Management Personnel:	
Mrs. Savitha Ramesh	Executive Chairperson
Mr. Ramesh Kunhikannan	Executive Vice-Chairman
Mr. Muthukumar Narayanaswamy	Managing Director (W.e.f 24 September, 2025)
Mr. Jairam Paravastu Sampath	Whole-Time Director and Chief Financial Officer
Mr. Rajesh Sharma	Chief Executive Officer (Till 08 November, 2025)
Mr. Anup Kumar Bhat	Independent Director (Till 10 November, 2025)
Mr. Seeplaputhur Ganapathiramaswamy Murali	Independent Director
Mr. Alexander Koshy	Independent Director
Mrs. Poornima Ranganath	Independent Director

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Description of relationship	Names of Related parties
Mr. Heinz Franz Moitzi	Independent Director
Mr. Anuj Mehtha	Company Secretary & Compliance Officer (Till 10 March, 2026)
Mrs. Sudha Sri Addepalli	Company Secretary & Compliance Officer (W.e.f 11 March, 2026)
Mrs. Premita Ramesh	Director in subsidiary company
Mr. Sajan Anandaraman	Director in subsidiary company
Mr. Kumar Subramaniam	Chief Executive Officer in subsidiary company (w.e.f 03 November, 2025)
Mr. Kizhepat Raghunathan Panicker	Chief Executive Officer & Additional Director in subsidiary company (w.e.f 03 November, 2025)
Mr. Madan Mohan Chakraborty	Managing Director in subsidiary company
Mr. Subir Majumder	Director in subsidiary company
Mr. Jinumon Kizhakkeveettil Govindan	Director in subsidiary company
Mr. Kripesh Kumar Balakrishnan	Director in subsidiary company
Mr. Deepu Sugathan	Director in subsidiary company
Mr. Vinayachandran Kanakkil Madiyan	Director in subsidiary company
Mr. Mohammed Aneef Sajeer	Director in subsidiary company
Mr. Randeep Raveendran	Director in subsidiary company
Mr. Harish Harohalli Viswamurthy	Director in subsidiary company
Relatives of KMPs:	Mr. Govind Shasiprasad Menokee

[B] Transactions with KMPs

Transactions / Balances	For the year ended 31 March, 2026	For the year ended 31 March, 2025
[i.] Remuneration and Commission:	148.41	101.24
[ii.] Share Based Payments Exercised:	45.12	114.62
[iii.] Reimbursement of expenses	7.14	7.19

[C] Transactions with Related Parties other than subsidiaries & associates

Name of the related party	Nature of the transaction	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Kaynes Technology Inc.	Services rendered	29.28	34.72
Kemsys Technologies Inc.(From Kemsys Technology Private ltd)	Services provided	23.45	24.29
	Services received	-	4.36

[D] Balances with Related Parties other than subsidiaries & associates

Name of the related party	Nature of the transaction	As at 31 March, 2026	As at 31 March, 2025
Mysore ESDM Cluster	Investments	2.64	2.64
	Other receivables	0.68	0.68
Kemsys Technologies Inc. (From Kemsys Technologies Private Limited)	Trade receivable	18.51	21.73
Kaynes Technology Inc.	Other receivables	17.35	13.91

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

31 SEGMENT INFORMATION

Based on the management approach as defined in IND AS 108 – Operating Segments, the Chief Operating Decision Maker (CODM) evaluates the Group's performance and allocates resources based on an analysis of various performance indicators by geographical segments. Accordingly, the Group has identified India and Outside India as its reportable segments.

As expenses, assets and liabilities are not separately identified for the individual segments, these are considered as common cost and are not allocated. Hence, information with respect to revenue alone is provided by the Group for the geographical segments identified.

The Group operates predominantly in one business segment of Electronics Manufacturing Services and accordingly primary reporting disclosures for business segment are not applicable.

Revenue from Operations	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Sale of goods	35,195.20	26,224.04
Sale of services	1,068.34	993.48
Total	**36,263.54**	**27,217.52**

A) Revenue from Customers

Geographic Segment	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Outside India	3,510.84	2,015.40
In India	32,752.70	25,202.12
Total	**36,263.54**	**27,217.52**

All material assets are located in India as export proceeds are also realisable in India. Hence no disclosure of segment assets/cost to acquire tangible and intangible asset is given.

Customers constituting more than 10% of revenue are as below:

Particulars	For the year ended 31 March, 2026		For the year ended 31 March, 2025	
	Revenue Contribution more than 10% (in Mn)	Percentage of Revenue Contribution (in %)	Revenue Contribution more than 10% (in Mn)	Percentage of Revenue Contribution (in %)
Sale of Goods :				
Customer A	8,442.20	23.99%	3,427.49	13.07%
Sale of Services :				
Customer A	132.47	12.40%	487.32	49.05%
Customer B	126.54	11.84%	-	-

Note: Customer identities have been excluded to safeguard confidentiality. The entities represented in each period are not necessarily identical.

Notes to the Consolidated Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

32 EARNINGS PER SHARE (EPS)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Earnings		
Profit after tax for the year	3,638.90	2,934.33
Less: Profit attributable to the minority shareholders	-	(2.47)
Profit after tax for the year attributable to equity shareholders	**3,638.90**	**2,931.86**
Weighted average number of equity shares used as the denominator in calculating basic and diluted earnings per share (number) :		
Basic :		
Number of Shares outstanding at the beginning of the year	6,40,84,305	6,39,18,073
Add : Shares Issued during the year	29,50,349	1,66,232
Number of Shares outstanding at the end of the year	**6,70,34,654**	**6,40,84,305**
Weighted average number of equity shares for calculating Basic EPS	6,63,48,019	6,39,81,914
Profit after tax for the year attributable to equity shareholders	3,638.90	2,931.86
Basic EPS (₹ per share)	**54.85**	**45.82**
Diluted :		
Number of shares considered as basic weighted average shares outstanding	6,63,48,019	6,39,81,914
Add: Effect of diluted equity shares relating to CCPS/ESOP issued during the year	4,82,021	5,92,146
Number of shares considered as diluted weighted average shares outstanding	6,68,30,040	6,45,74,060
Diluted EPS (₹ per share)	54.45	45.40
Restated Earnings per equity share (Face Value ₹10/- per share)		
- Basic	**54.85**	**45.82**
- Diluted	**54.45**	**45.40**

33 DISCLOSURE WITH RESPECT TO LEASES

Information about Lease Assets for which the Company is a lessee is presented below

Particulars	As at 31 March, 2026	As at 31 March, 2025
Balance as at beginning of the year	1,934.77	263.13
Additions	271.56	2,201.06
Subsidy	-	(428.88)
Deletions	(1,278.97)	(34.54)
Depreciation*	(63.84)	(66.00)
Balance as at end of the year	**863.52**	**1,934.77**

*The aggregate depreciation expense on Right-of-Use assets is included under depreciation expense in the Consolidated Statement of Profit and Loss.

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

The changes / movement in Lease Liabilities of the Company are as follows:

Particulars	As at 31 March, 2026	As at 31 March, 2025
Balance as at beginning of the year	274.94	164.79
Opening balance of new acquisitions	84.91	7.37
Additions	104.03	181.42
Deletions	(4.33)	(0.75)
Payment of lease liabilities	(106.93)	(107.33)
Accretion of interest	26.74	29.44
Balance as at end of the year	**379.36**	**274.94**
Current Liabilities	59.23	31.76
Non-Current Liabilities	320.11	243.18
Total cash outflow for leases	**106.93**	**107.33**

The table below provides details regarding amounts recognised in the Consolidated Statement of Profit and Loss:

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Expenses relating to short-term leases and/or leases of low-value items	101.92	30.46
Interest on lease liabilities	26.74	29.44
Depreciation expense	63.84	66.00
Total	**192.50**	**125.90**

Contractual maturities of lease liabilities on undiscounted basis

Particulars	As at 31 March, 2026	As at 31 March, 2025
Less than one year	85.32	92.06
More than one year	290.96	264.60
Total	**376.28**	**356.66**

34 TAXES

Income tax expense:

Components of Income Tax Expense

(i) Income Tax recognised in Profit or Loss

	Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
	Tax Expense in Statement of Profit and Loss		
A.	Net tax expense	1,416.11	741.11
	Net current tax	**1,416.11**	**741.11**
B.	Deferred tax (credit) / charge	(11.87)	40.80
	Net deferred tax	**(11.87)**	**40.80**
	Total income tax expense in Statement of Profit & Loss	**1,404.24**	**781.91**

C. Tax Recognised in Other Comprehensive Income

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Origination and reversal of temporary differences – OCI	-	-
Gain/(Losses) on forward contracts	(1.61)	-
Exchange differences in translating financial statements of foreign operations	(49.30)	-
Remeasurement of defined benefit obligation	(3.62)	(1.63)
Total	**(54.52)**	**(1.63)**

	Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
D.	Advance tax (net of provision for tax)	2060.57	-
E.	Provision for tax (net of advance payment of taxes)	-	38.34
	Current tax assets (net)	**2060.57**	**38.34**
F.	Deferred tax asset	489.02	(127.29)
G.	Deferred tax liability	(303.87)	(257.24)
	Deferred tax liability (net)	**185.14**	**(384.53)**

35 EMPLOYEE BENEFIT PLANS

[a.] Defined Contribution Plans

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Employers' contribution to Provident Fund	18.06	11.45
Employers' contribution to Employee State Insurance	11.89	6.81
Employers' contribution to Employee's Pension Scheme 1995	40.98	22.52

[b.] Defined Benefit Plan

Gratuity -Funded obligation

The liability towards gratuity is provided for on the basis of independent actuarial valuation using Projected Unit Credit Method. The liability for gratuity is administered through Life Insurance Corporation of India (LIC).

Compensated Absences- Unfunded obligation

Company provided for unavailed accumulated leave of employees on the basis of actuarial valuation using Projected Unit Credit Method.

Gratuity -Funded obligation

i. Actuarial Assumptions

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Discount Rate (per annum)	7.00%	7.00%
Expected return on plan assets	7.50%	7.67%
Salary escalation rate*	5.00%	5.00%
Mortality rate	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate

*The assumption of future salary escalation in actuarial valuation takes into account inflation, seniority, promotions and other relevant factors such as supply and demand in the employment market.

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

ii. Reconciliation of Obligation

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Present value of obligation at the beginning of the year	**88.88**	**63.43**
Current Service Cost	26.62	23.74
Past Service cost	25.73	-
Interest Cost	6.37	4.98
Actuarial (gain)/ loss	(7.24)	0.90
Benefits Paid	(2.74)	(4.17)
Present value of obligation at the end of the year	**137.63**	**88.88**

iii. Reconciliation of fair value of plan assets

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Fair value of plan assets at the beginning of the year	**11.97**	**11.24**
Expected return of plan assets	0.90	0.79
Actuarial gain/ (loss)	0.29	0.78
Contributions	10.00	3.36
Benefits paid	(2.26)	(4.20)
Fair value of plan assets at the end of the year	**20.91**	**11.97**

iv. Description of Plan Assets

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Insured Managed Funds(LIC India)	20.91	11.97

v. Net (Asset)/ Liability recognised in Consolidated statement of assets and liabilities

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Present value of obligation at the end of the year	137.63	88.88
Less: Fair value of plan assets at the end of the year	20.91	11.97
Net (asset)/ liability recognised in consolidated statement of assets and liabilities	**116.72**	**76.91**

vi. (Income)/ Expense recognised in consolidated Statement of Profit and Loss

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Current Service Cost	26.62	23.74
Past Service Cost	25.65	-
Interest Cost	6.37	4.98
Actuarial (gain)/ loss recognised for the period	(7.53)	(1.65)
Expected return on plan assets	(0.90)	(0.79)
(Income)/ Expenses recognised in consolidated statement of profit and loss	**50.21**	**26.28**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

vii) Sensitivity analysis of the defined benefit obligation:

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Impact of change in Discount Rate		
Present Value of Obligation at the end of the period	137.53	88.86
Impact due to increase of 1%	128.04	77.26
Impact due to decrease of 1%	148.71	91.59
Impact of change in salary increase		
Present Value of Obligation at the end of the period	137.53	88.86
Impact due to increase of 1%	148.83	91.62
Impact due to decrease of 1%	127.78	78.12
Impact of change in Withdrawal Rate		
Present Value of Obligation at the end of the period	137.53	88.86
Impact due to increase of 1%	138.94	80.10
Impact due to decrease of 1%	135.78	78.42

Sensitivities due to mortality are insignificant & hence ignored.

viii) Maturity profile of defined benefit obligation:

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Year 1	29.94	14.11
Year 2	5.74	4.92
Year 3	4.11	3.04
Year 4	7.97	2.35
Year 5	4.01	4.40
Years 6 to 10	85.55	59.73

The above disclosures are based on information certified by the independent actuary and relied upon by auditors.

ix) Other comprehensive (income) / expenses (Remeasurement)

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Cumulative unrecognised actuarial (gain)/loss opening b/f	(8.53)	(8.47)
Actuarial (gain)/loss - obligation	(7.24)	0.90
Actuarial (gain)/loss - plan assets	0.90	0.79
Total Actuarial (gain)/loss	(7.53)	1.69
Cumulative total actuarial (gain)/loss c/f	(16.06)	(6.78)

Compensated Absences- Unfunded obligation

i. Actuarial Assumptions

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Discount Rate (per annum)	7.00%	7.00%
Expected return on plan assets	NA	NA
Salary escalation rate*	5.00%	5.00%

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

ii. Reconciliation of Obligation

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Present value of obligation at the beginning of the year	**37.68**	**21.47**
Current Service Cost	17.42	20.99
Past Service cost	0.03	-
Interest Cost	2.68	1.99
Actuarial (gain)/ loss	(8.29)	(5.72)
Benefits Paid	(1.54)	(1.05)
Present value of obligation at the end of the year	**47.99**	**37.68**

v. Net (Asset)/ Liability recognised in consolidated statement of assets and liabilities

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Present value of obligation at the end of the year	47.99	37.68
Fair value of plan assets at the end of the year	-	-
Net (asset)/ liability recognised in consolidated statement of assets and liabilities	47.99	37.68

vi) (Income)/ Expense recognised in consolidated Statement of Profit and Loss

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Current Service Cost	17.42	20.99
Past Service Cost	(0.26)	-
Interest Cost	2.68	1.87
Actuarial (gain)/ loss recognised for the period	(8.29)	(5.40)
Expected return on plan assets	-	(0.19)
(Income)/ Expenses recognised in consolidated statement of profit and loss	11.55	17.27

vii) Sensitivity analysis of the defined benefit obligation:

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Impact of change in Discount Rate		
Present Value of Obligation at the end of the period	47.99	37.70
Impact due to increase of 1%	45.08	29.24
Impact due to decrease of 1%	51.37	34.91
Impact of change in salary increase		
Present Value of Obligation at the end of the period	47.99	37.70
Impact due to increase of 1%	51.42	34.93
Impact due to decrease of 1%	45.00	30.19
Impact of change in Withdrawal Rate		
Present Value of Obligation at the end of the period	47.99	37.70
Impact due to increase of 1%	48.63	27.80
Impact due to decrease of 1%	47.25	26.90

Sensitivities due to mortality are insignificant & hence ignored.

Exceptional Items

On 21 November, 2025, the Government of India notified the four Labour Codes - 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 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Company has assessed and disclosed the incremental impact of these changes on the basis of information available, consistent with the guidance provided by the Institute of Chartered Accountants of India. Considering the materiality and regulatory-driven, non-recurring nature of this impact, the Company has presented such incremental impacts as impact of new Labour Codes under Exceptional Items in the financial statements for the quarter and the year ended 31 March, 2026.

Pursuant to the implementation, defined benefit obligations have increased by ₹ 25.76 Mn in the consolidated financial statements and have been recognised as exceptional item for the current reporting period. The Company continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments as needed.

36 EMPLOYEES' STOCK OPTION PLANS (ESOP)

(i) Kaynes Employees Stock Option Scheme 2022

The members of the Company, at its Extraordinary General Meeting held on 12 January, 2022, had approved the issue of Stock Options to eligible employees/directors of the Company and its subsidiaries. Accordingly, the Board at their meeting held on 12 January, 2022, approved the "Kaynes ESOP Scheme 2022". A Compensation Committee was formed to govern the "Kaynes ESOP Scheme 2022" which has approved details are as follows:

Particulars	Year 1	Year 2	Year 3	Year 4
Grant Date	04-Jul-22	04-Jul-22	04-Jul-22	04-Jul-22
Vesting date	04-Jul-23	04-Jul-24	04-Jul-25	04-Jul-26
Option Granted (Nos)	1,085	1,86,612	1,03,833	6,31,630
Exercise price (Amount in ₹ per share)	138.00	138.00	138.00	138.00

(ii) Fair value of share options granted during the year

The fair value of options granted is estimated using the Black Scholes Option Pricing Model after applying the key assumptions, which are tabulated below. Expected volatility has been calculated using daily stock returns on the NSE over the expected life of each option vest. The expected life of share option is based on historical data and current expectation and not necessarily indicative of exercise pattern that may occur.

(iii) Inputs in the pricing model

Particulars	Year 1	Year 2	Year 3	Year 4
Weighted average fair value of options	18.07	22.66	32.26	35.32
Exercise price (Amount in ₹ per share)	138.00	138.00	138.00	138.00
Expected Volatility	16.96%	17.28%	25.02%	23.42%
Options Life (Number of Years)	1.50	2.00	2.50	3.00
Dividend Yield	0.00%	0.00%	0.00%	0.00%
Risk-free Rate	6.13%	6.41%	6.62%	6.77%

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

(iv) Movement in stock options

For the year ended 31 March, 2026

Particulars	No. of Options
Options outstanding as at 01 April, 2024	**8,04,844**
Options exercisable as at 01 April, 2024	**-**
New options issued during the year	-
Options exercised during the year	(1,66,232)
Lapsed/ forfeited during the year	(24,143)
Expired during the year	-
Options outstanding as at 31 March, 2025	**6,14,469**
Options exercisable as at 31 March, 2025	**-**
New options issued during the year	-
Options exercised during the year	(77,561)
Lapsed/ forfeited during the year	(42,283)
Expired during the year	-
Options outstanding as at 31 March, 2026	**4,94,625**
Options exercisable as at 31 March, 2026	**-**

During the year ended 31 March, 2026, the Company recorded an employee share based payment expense of ₹ 3.57 Mn (31 March, 2025 : ₹ 6.34 Mn) in the Statement of Profit and Loss.

37 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Company's principal financial liabilities comprise of short tenured borrowings, trade and other payables. Most of these liabilities relate to financing for working capital requirements. The Company has trade and other receivables, loans and advances that arise directly from its operations.

The Company is accordingly exposed to market risk, credit risk and liquidity risk.The Company's senior management oversees management of these risks. The senior professionals working to manage the financial risks and the appropriate financial risk governance framework for the Company are accountable to the Board of Directors and the Audit Committee. This process provides assurance that the Company's financial risk-taking activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with Group's policies and overall risk appetite.

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 two types of risks: interest rate risk and currency rate risk. Financial instruments affected by market risk include loans and borrowings, deposits and advances.

i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's debt obligations with floating interest rates.

The interest rate profile of the Company's interest-bearing financial liabilities is as follows:

Particulars	Rate Type	Benchmark	As at 31 March 2026	As at 31 March 2025
Term loans from banks	Fixed	—	3,677.42	434.28
Term loans from financial institutions	Fixed	—	34.89	37.43
Term loans from others	Fixed	—	-	250.00
Working capital facilities	Floating	MCLR / RLLR	5,037.08	8,033.12
Total			**8,749.39**	**8,754.83**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Impact of Interest rate risk

Particulars	As at 31 March, 2026	As at 31 March, 2025
Increase in 100 basis points		
Effect on profit before tax, decrease by	50.37	80.33
Decrease in 100 basis points		
Effect on profit before tax, increase by	(50.37)	(80.33)

ii) 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) and the Company's net investments in foreign subsidiaries.

Foreign currency sensitivity

The sensitivity analysis has been based on the composition of the Company's financial assets and liabilities at the end of the respective reporting periods. The period end balances are not necessarily representative of the average debt outstanding during the period.

Particulars	Currency	As at 31 March, 2026		As at 31 March, 2025	
		Foreign Currency	₹ In Mn	Foreign Currency	₹ In Mn
Financial Assets					
Trade receivables	EURO	5.32	574.60	4.81	443.71
Trade receivables	GBP	0.70	86.61	0.68	75.53
Trade receivables	JPY	2.59	1.52	2.56	1.46
Trade receivables	USD	9.19	862.00	7.10	607.36
Trade receivables	AUD	0.05	3.33	0.00	0.04
Trade receivables	AED	-	-	0.14	3.13
Advance to suppliers	EURO	7.00	756.27	1.03	94.98
Advance to suppliers	CNY	0.86	11.67	-	0.06
Advance to suppliers	GBP	0.07	8.36	0.05	5.51
Advance to suppliers	JPY	78.54	46.34	1.37	0.78
Advance to suppliers	USD	7.52	705.22	2.66	228.12
Financial Liabilities					
Trade payables	EURO	3.71	400.17	1.09	100.32
Trade payables	GBP	0.18	22.17	0.09	9.53
Trade payables	JPY	226.74	133.77	181.71	103.23
Trade payables	CHF	0.00	0.25	-	0.04
Trade payables	USD	44.68	4,190.54	27.33	3,223.43
Trade payables	CNY	0.20	2.65	0.44	5.14
Net Exposure in Financial Asset			**(1,693.64)**		**(1,981.01)**

Impact of foreign currency sensitivity

Particulars	As at 31 March, 2026	As at 31 March, 2025
Increase in 100 basis points		
Effect on profit before tax, decrease by	(16.94)	(19.81)
Decrease in 100 basis points		
Effect on profit before tax, increase by	16.94	19.81

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

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, deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

A. Trade Receivables

Customer credit risk is managed by each business unit subject to the Company's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables are regularly monitored.

An impairment analysis is performed at each reporting date on an individual basis for major clients. In addition, a large number of minor receivables are grouped into homogeneous groups and assessed for impairment collectively. The calculation is based on exchange losses historical data.

The Company does not hold collateral as security. The Company evaluates the concentration of risk with respect to trade receivables as low, as its customers (which are in the nature of reputed banking and financial institutions) are located in several jurisdictions and industries and operate in largely independent markets.

The Company creates allowance for all unsecured receivables based on lifetime expected credit loss based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward-looking information. The management makes estimates of the expected losses on receivables taking into account past history and their assumptions. Expected credit loss allowance is calculated by comparing the management estimates with the provision matrix.

Details of allowances for expected credit losses are provided hereunder:

Particulars	As at 31 March, 2026	As at 31 March, 2025
At the beginning of the year	420.40	226.89
Add: Provisions created	782.08	193.51
Less: Amount written off	(105.72)	-
Closing at the end of the year	**1,096.76**	**420.40**

B. Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the treasury department in accordance with the Company's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the management on an annual basis, and may be updated throughout the year subject to approval of the Company's Finance Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through counterparty's potential failure to make payments.

Liquidity risk

Liquidity risk is the risk that the Company may not be able to meet its present and future cash and collateral obligations without incurring unacceptable losses. The Company's objective is to, at all times maintain optimum levels of liquidity to meet it cash and collateral requirements. The Company closely monitors its liquidity position and deploys a robust cash management system. It maintains adequate sources of financing including loans, debt, and overdraft from both domestic and international banks at an optimised cost.

The table below provides details regarding the undiscounted contractual maturities of significant financial liabilities as of 31 March, 2026:

Particulars	Less than 1 year	More than 1 year	Total
Interest bearing borrowings	5,379.41	3,369.98	8,749.39
Trade payables	8,507.58	-	8,507.58
Other financial liabilities	1,447.69	-	1,447.69
Lease liabilities	85.32	290.96	376.28
Total	**15,420.00**	**3,660.94**	**19,080.94**

The table below provides details regarding the undiscounted contractual maturities of significant financial liabilities as of 31 March, 2025:

Particulars	Less than 1 year	More than 1 year	Total
Interest bearing borrowings	8,080.03	674.80	8,754.83
Trade payables	6,829.19	-	6,829.19
Other financial liabilities	790.84	-	790.84
Lease liabilities	92.06	264.60	356.66
Total	**15,792.12**	**939.40**	**16,731.52**

38 CAPITAL MANAGEMENT

For the purpose of the Company's capital management, capital includes issued equity capital, convertible preference shares, share premium and all other equity reserves attributable to the equity holders. The primary objective of the Company's capital management is to maximise the shareholders' value. The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Company monitors capital using a gearing ratio, which is net debt divided by total capital. The Company includes within net debt, interest bearing loans and borrowings, less cash and cash equivalents.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Gross debt	8,749.39	8,754.83
Less: Cash and Cash equivalents	(1,094.29)	(474.22)
Net debt	**7,655.10**	**8,280.61**
Equity	47,483.53	28,402.60
Total capital	**47,483.53**	**28,402.60**
Gearing ratio	**16.12%**	**29.15%**

39 FINANCIAL INSTRUMENTS: FAIR VALUES

Particulars	As at 31 March, 2026				As at 31 March, 2025			
	FVTPL	FVOCI	Amortised Cost	Total	FVTPL	FVOCI	Amortised Cost	Total
Financial Assets								
At fair value								
Investments – Mutual Funds	2,022.72	-	-	2,022.72	1,060.80	-	-	1,060.80
At amortised cost:								
Trade receivables	-	-	15,276.15	15,276.15	-	-	5,745.80	5,745.80
Investments – Equity	-	-	547.80	547.80	-		263.04	263.04
Cash and cash equivalents	-	-	1,094.29	1,094.29	-	-	474.22	474.22
Bank balances other than cash equivalents	-	-	6,891.62	6,891.62	-	-	10,088.84	10,088.84
Loans and deposits	-	-	214.43	214.43	-	-	180.17	180.17
Other financial assets	-	-	278.43	278.43	-	-	257.05	257.05
Total Financial Assets	**2,022.72**	**-**	**24,302.72**	**26,325.44**	**1,060.80**	**-**	**17,009.12**	**18,069.92**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	As at 31 March, 2026				As at 31 March, 2025			
	FVTPL	FVOCI	Amortised Cost	Total	FVTPL	FVOCI	Amortised Cost	Total
Financial Liabilities								
At amortised cost:								
Borrowings (Long term)	-	-	3,369.98	3,369.98	-	-	674.80	674.80
Borrowings (Short term)	-	-	5,379.41	5,379.41	-	-	8,080.03	8,080.03
Trade payables	-	-	8,507.58	8,507.58	-	-	6,829.19	6,829.19
Other financial liabilities	-	-	1,447.69	1,447.69	-	-	790.84	790.84
Lease liabilities	-	-	379.34	379.34	-	-	274.94	274.94
Total Financial Liabilities	**-**	**-**	**19,084.00**	**19,084.00**	**-**	**-**	**16,649.80**	**16,649.80**

The Company has assessed that trade receivables, cash and cash equivalents, bank balances, other assets, borrowings, trade payables and other liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

40 FAIR VALUE HIERARCHY

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

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

The following table provides the fair value measurement hierarchy of the Company's assets and liabilities.

i. Quantitative disclosures - fair value measurement hierarchy for assets and liabilities as at 31 March, 2026:

Particulars	Date of valuation	Fair value measurement			
		Fair Value as at 31 March, 2026	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Financial assets					
Investments	31-Mar-26	2,570.52	2,022.72	-	547.8

There are no transfers between levels 1 and 2 during the year.

ii. Quantitative disclosures - fair value measurement hierarchy for assets and liabilities as at 31 March, 2025:

Particulars	Date of valuation	Fair value measurement			
		Fair Value as at 31 March, 2025	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Financial assets					
Investments	31-Mar-25	1,323.84	1,060.80	-	263.04

iii. Reconciliation of Level 3 fair value measurement of financial assets

Particulars	As at 31 March, 2026	As at 31 March, 2025
Balance at the beginning of the year	263.04	271.38
Additions during the year	284.76	-
Change in fair value of investments	-	-
Impairment in value of investments	-	-
Disposal during the year	-	8.34
Balance at the end of the year	**547.80**	**263.04**

41 BUSINESS COMBINATION

Business combinations have been accounted for using the acquisition method under the provisions of Ind AS 103- (Revised), Business Combinations.

The purchase price in an acquisition is measured at the fair value of the assets transferred, equity instruments issued and liabilities incurred or assumed at the date of acquisition, which is the date on which control is transferred to the Group. The purchase price also includes the fair value of any contingent consideration. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair value on the date of acquisition. Contingent consideration is remeasured at fair value at each reporting date and changes in the fair value of the contingent consideration are recognised in the Consolidated Statement of Comprehensive Income.

The interest of non-controlling shareholders, if any, is initially measured either at fair value or at the non-controlling interests' proportionate share of the acquiree's identifiable net assets. The choice of measurement basis is made on an acquisition-by-acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity of subsidiaries.

Acquisitions during the year ended 31 March, 2026

The Company, through its subsidiary company Kaynes Holding Pte Ltd, incorporated Kaynes Canada Limited. Kaynes Canada Limited acquired August Electronics Inc. Subsequently Kaynes Canada Limited merged itself with August Electronics Inc. by way of subscription of shares on 03 July, 2025.

Subsequent to the merger, the assets & liabilities of the merged company have been added to the financial statements of the Ultimate Holding Company on a line-by-line basis.

The Purchase consideration includes a deferred consideration of CAD 14.25 Mn, payable upon the expiration of 24 months from the closing date, subject to compliance by the seller with the terms of the Share Purchase Agreement.

During the year ended 31 March, 2025, the Company acquired a 54% stake in Sensonic GmbH for a consideration of ₹ 452.95 Mn. The Goodwill on acquisition of ₹ 511.18 Mn was set off against Capital Reserve of other acquisitions.

The post-acquisition reserve which was presented as part of the General Reserve in the previous year was split and shown as part of the Retained earnings and Foreign Currency Translation Reserve, as appropriate in the financial year ended March 31st, 2026.

In February 2026, the Company acquired an additional 7% stake in Sensonic GmbH for a nominal amount. After this, the Company holds a 61% stake in Sensonic GmbH.

The Company acquired 76% stake in Cryo Precision Technologies Private Limited and Aerocaliph Components Private Limited. Both the companies primarily operate in the Electronics System Design and Manufacturing (ESDM) Segment.

Component	August Electronics Inc.	Cryo Precision Technologies Private Limited	Aerocaliph Components Private Limited
Net Assets	1,278.25	(14.16)	(10.18)
Identified Contractual Rights	2,869.76	-	-
Total	**4,148.01**	**(14.16)**	**(10.18)**
Consideration Paid	4,143.81	0.53	4.58
Goodwill / (Capital Reserve)	**(4.20)**	**11.29**	**12.32**

Acquisitions during the year ended 31 March, 2025

On 30 September, 2024, the Company acquired Iskraemeco India Private Limited, a private limited company incorporated under the provisions of the Companies Act, 2013. The acquisition was made by entering into a definitive Share Purchase Agreement with Iskraemeco Holding Switzerland AG and Iskraemeco Merjenje In Upravjanje Engerije. Iskraemeco India Private Limited is in the business of manufacturing end-to-end, customer-specific smart metering solutions.

The Company acquired 54% stake by its wholly owned subsidiary Kaynes Holding Pte. Ltd in Sensonic GmbH ("Sensonic Austria") by way of subscription of shares on 03 December, 2024. This strategic acquisition will enable the Company to strengthen its presence in the railways segment.

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Component	Iskraemeco India Private Limited (now renamed to "Gridcrest Technologies Private Limited")	Sensonic Group
Net Assets	(198.65)	(107.82)
Identified Contractual Rights	1,150.00	-
Total	**951.35**	**(107.82)**
Consideration Paid	429.86	452.95
Goodwill / (Capital Reserve)	**(521.49)**	**511.18**

The Purchase consideration includes a deferred consideration of ₹ 107.47 Mn payable upon the expiration of 18 months from the closing date subject to compliance by the seller with the terms of the Share Purchase Agreement.

42 ADDITIONAL INFORMATION AS REQUIRED UNDER SCHEDULE III OF COMPANIES ACT, 2013 OF ENTITIES CONSOLIDATED AS SUBSIDIARIES

Basis of consolidation

The Company consolidates all entities which are controlled by it. The Company establishes control when: it has power over the entity, is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect the entity's returns by using its power over relevant activities of the entity. Entities controlled by the Company are consolidated from the date control commences until the date control ceases. The results of subsidiaries acquired, or sold, during the year are consolidated from the effective date of acquisition and up to the effective date of disposal, as appropriate. The financial statements of the Group companies are consolidated on a line-by-line basis and all inter-company transactions, balances, incomes and expenses are eliminated in full on consolidation.

Changes in the Company's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions. The carrying amount of the Company's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to shareholders of the Company.

Assets and liabilities of entities with functional currency other than the functional currency of the Company have been translated using exchange rates prevailing on the balance sheet date. Statement of Profit and Loss of such entities has been translated using weighted average exchange rates. Translation adjustments have been reported as Foreign Currency Translation Reserve in the Statement of Changes in Equity. When a foreign operation is disposed off in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount of exchange differences related to that foreign operation recognised in OCI is reclassified to Statement of Profit and Loss as part of the gain or loss on disposal.

[A] Net Assets :

Name of the entity	As at 31 March, 2026		As at 31 March, 2025	
	As % of consolidated net assets	Amount in Mn	As % of consolidated net assets	Amount in Mn
A. Parent Company				
Kaynes Technology India Limited	94.48%	44,997.08	92.91%	26,425.89
B. Indian Subsidiaries				
Kaynes International Design and Manufacturing Private Limited	0.28%	133.87	0.68%	194.43
Kemsys Technologies Private Limited	0.20%	97.11	0.44%	126.42
Kaynes Electronics Manufacturing Private Limited	4.49%	2,137.09	3.60%	1,023.99
Kaynes Semicon Private Limited	(0.24%)	(113.41)	(0.42%)	(118.43)
Kaynes Circuits India Private Limited	(0.06%)	(29.00)	(0.08%)	(23.05)
Kaynes Mechatronics Private Limited	(0.21%)	(97.67)	(0.03%)	(8.90)
Gridcrest Technologies Private Limited (formerly known as Iskraemeco India Private Limited)	1.76%	837.65	1.21%	344.76

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Name of the entity	As at 31 March, 2026		As at 31 March, 2025	
	As % of consolidated net assets	Amount in Mn	As % of consolidated net assets	Amount in Mn
Aerocaliph Components Pvt. Ltd	(0.05%)	(23.45)	0.00%	-
Cryo Precision Technologies Private Limited	(0.04%)	(17.07)	0.00%	-
C. Foreign Subsidiaries				
Kaynes Technology Europe GmbH	0.06%	28.01	(0.03%)	(8.62)
Digicom Electronics Inc.	0.41%	194.99	(0.27%)	(76.51)
Sensonic Group	(0.51%)	(243.86)	(1.49%)	(423.63)
Essnkay Electronics LLC	0.22%	105.02	0.36%	101.86
Kaynes Holding Pte. Limited	4.27%	2,032.88	0.00%	-
Kaynes Space Technology Private Limited	0.00%	0.40	0.00%	-
August Electronics Inc.	2.88%	1,372.58	0.00%	-
D. Consolidated Adjustments	(7.95%)	(3,787.34)	3.11%	884.11
Total	**100.00%**	**47,624.88**	**100.00%**	**28,442.32**

[B] Share in Profit/(Loss) :

Name of the entity	As at 31 March, 2026		As at 31 March, 2025	
	As % of consolidated net profit	Amount in Mn	As % of consolidated net assets	Amount in Mn
A. Parent Company				
Kaynes Technology India Limited	69.83%	2,541.06	71.53%	2,099.05
B. Indian Subsidiaries				
Kaynes International Design and Manufacturing Private Limited	(1.67%)	(60.77)	1.76%	51.71
Kemsys Technologies Private Limited	(0.81%)	(29.48)	(0.41%)	(12.00)
Kaynes Embedded Systems Private Limited	-	-	-	-
Kaynes Electronics Manufacturing Private Limited	30.56%	1,112.01	17.28%	507.13
Kaynes Semicon Private Limited	0.14%	5.02	(4.02%)	(117.98)
Kaynes Circuits India Private Limited	(0.16%)	(5.95)	(0.87%)	(25.64)
Kaynes Mechatronics Private Limited	(2.44%)	(88.77)	(0.22%)	(6.45)
Gridcrest Technologies Private Limited (formerly known as Iskraemeco India Private Limited)	13.53%	492.20	16.65%	488.70
Aerocaliph Components Pvt. Ltd	(0.12%)	(4.52)	-	-
Cryo Precision Technologies Private Limited	0.03%	1.15	-	-
C. Foreign Subsidiaries				
Kaynes Technology Europe GmbH	(0.01%)	(0.37)	-	-
Digicom Electronics Inc.	0.25%	9.03	0.95%	28.00
Sensonic Group	(9.38%)	(341.30)	(5.76%)	(169.00)
Essnkay Electronics LLC	(0.20%)	(7.13)	0.06%	1.68
Kaynes Holding Pte. Limited	(0.16%)	(5.88)	-	-
Kaynes Space Technology Private Limited	(0.02%)	(0.60)	-	-
August Electronics Inc.	6.14%	223.41	-	-
D. Consolidated Adjustments	(5.50%)	(200.20)	3.04%	89.13
Total	**100.00%**	**3,638.91**	**100.00%**	**2,934.33**

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

[C] Share in OCI :

Name of the entity	As at 31 March, 2026		As at 31 March, 2025	
	As % of consolidated OCI	Amount in Mn	As % of consolidated OCI	Amount in Mn
A. Parent Company				
Kaynes Technology India Limited	9.78%	15.85	69.33%	6.78
B. Indian Subsidiaries				
Kaynes International Design and Manufacturing Private Limited	0.13%	0.21	(0.10%)	(0.01)
Kemsys Technologies Private Limited	0.02%	0.55	0.00%	0.06
Kaynes Embedded Systems Private Limited	-	-	-	-
Kaynes Electronics Manufacturing Private Limited	0.67%	1.09	(0.92%)	(0.09)
Kaynes Semicon Private Limited	-	-	-	-
Kaynes Circuits India Private Limited	-	-	-	-
Kaynes Mechatronics Private Limited	-	-	-	-
Gridcrest Technologies Private Limited (formerly known as Iskraemeco India Private Limited)	(0.06%)	(2.04)	(36.81%)	(3.60)
Aerocaliph Components Pvt. Ltd	-	-	-	-
Cryo Precision Technologies Private Limited	-	-	-	-
C. Foreign Subsidiaries		-		-
Kaynes Technology Europe GmbH	16.89%	27.37	2.45%	0.24
Digicom Electronics Inc.	3.42%	5.54	35.38%	3.46
Sensonic Group	149.86%	242.88	45.60%	4.46
Essnkay Electronics LLC	7.96%	12.90	-	-
Kaynes Holding Pte. Limited	(4.29%)	(6.96)	(6.65%)	(0.65)
Kaynes Space Technology Private Limited	-	-	-	-
August Electronics Inc.	(62.94%)	(102.00)	-	-
D. Consolidated Adjustments	(20.56%)	(33.32)	(8.90%)	(0.87)
Total	**100.00%**	**162.07**	**100.00%**	**9.78**

[D] Share of Total Comprehensive Income :

Name of the entity	As at 31 March, 2026		As at 31 March, 2025	
	As % of consolidated Total OCI	Amount in Mn	As % of consolidated Total OCI	Amount in Mn
A. Parent Company				
Kaynes Technology India Limited	67.27%	2,556.91	71.53%	2,105.83
B. Indian Subsidiaries				
Kaynes International Design and Manufacturing Private Limited	(1.59%)	(60.56)	1.76%	51.70
Kemsys Technologies Private Limited	(0.76%)	(28.93)	(0.41%)	(11.94)
Kaynes Embedded Systems Private Limited	-	-	-	-
Kaynes Electronics Manufacturing Private Limited	29.28%	1,113.10	17.22%	507.04
Kaynes Semicon Private Limited	0.13%	5.02	(4.01%)	(117.98)
Kaynes Circuits India Private Limited	(0.16%)	(5.95)	(0.87%)	(25.64)

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Name of the entity	As at 31 March, 2026		As at 31 March, 2025	
	As % of consolidated Total OCI	Amount in Mn	As % of consolidated Total OCI	Amount in Mn
Kaynes Mechatronics Private Limited	(2.34%)	(88.77)	(0.22%)	(6.45)
Gridcrest Technologies Private Limited (formerly known as Iskraemeco India Private Limited)	12.90%	490.16	16.48%	485.10
Aerocaliph Components Pvt. Ltd	(0.12%)	(4.52)	-	-
Cryo Precision Technologies Private Limited	0.03%	1.15	-	-
C. Foreign Subsidiaries				
Kaynes Technology Europe GmbH	0.71%	27.00	0.01%	0.24
Digicom Electronics Inc.	0.38%	14.57	1.07%	31.46
Sensonic Group	(2.59%)	(98.42)	(5.59%)	(164.54)
Essnkay Electronics LLC	0.15%	5.77	0.06%	1.68
Kaynes Holding Pte. Limited	(0.34%)	(12.84)	(0.02%)	(0.65)
Kaynes Space Technology Private Limited	(0.02%)	(0.60)	-	-
August Electronics Inc.	3.19%	121.41	-	-
D. Consolidated Adjustments	(6.14%)	(233.52)	3.00%	88.26
Total	**100.00%**	**3,800.98**	**100.00%**	**2,944.11**

43 RATIOS AS PER SCHEDULE III REQUIREMENTS

Particulars	Numerator	Denominator	Current Year	Previous Year	% of Change	Reason if the variance is more than 25%
1. Current Ratio	Total Current Assets	Total Current Liabilities	2.22	1.60	39.31%	The improvement is primarily on account of trade receivables increasing following increase in revenue during the year.
2. Debt - Equity Ratio (in times)	Debt consists of Borrowings & Lease liabilities	Total Equity	0.18	0.31	(40.06%)	Ratio change is due to receipt of Share Premium on issue of Equity share and due to addition of profit for the year.
3. Debt Service Coverage Ratio	Earnings for debt service = Profit Before Tax + Non Cash Operating Expenses + Interest	Debt Service = Interest & lease payments and principal repayment	5.72	5.11	11.90%	Not Applicable
4. Return on Equity Ratio (%)	Profit for the year	Average Total Equity	9.62	11.02	(12.72%)	Not Applicable
5. Inventory Turnover Ratio (in times)	Cost of Good Sold	Average Inventory	2.47	2.79	(11.27%)	Not Applicable

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Particulars	Numerator	Denominator	Current Year	Previous Year	% of Change	Reason if the variance is more than 25%
6. Trade Receivables Turnover Ratio (in times)	Revenue from Operations	Average Trade Receivables	3.45	5.85	(41.05%)	The decrease in the ratio is due to increase in receivables cycle.
7. Trade Payables Turnover Ratio (in times)	Credit Purchases	Average Trade Payables	3.46	4.13	(16.34%)	Not Applicable
8. Net Capital Turnover Ratio (in times)	Revenue from Operations	Average Working Capital	1.52	1.33	14.22%	Not Applicable
9. Net Profit Ratio (%)	Profit for the year	Revenue from Operations	15.34	15.45	(0.68%)	Not Applicable
10. Return on Capital Employed (%)	Profit Before Tax and Interest	Capital employed = Net Worth + Lease liabilities + Deferred Tax Liabilities	12.25	14.21	(13.78%)	Not Applicable

44 SUPPLIER FINANCE ARRANGEMENTS

(a) Terms and conditions

The Group has entered into supplier finance arrangements under which one or more finance providers agree to pay amounts owed by the Group to its suppliers, with the Group settling with the finance provider on the same date as, or later than, the date on which the supplier is paid. These finance arrangements are primarily used for the payment of MSME vendors. These arrangements do not extend beyond the standard terms agreed with non-participating suppliers. These arrangements usually do not have any security or guarantees and do not contain dissimilar terms.

(b) Carrying amounts

Particulars	As at 31 March, 2026
Financial liabilities that are part of SFAs — presented under [line item, e.g. Other financial liabilities / Borrowings]	2,467.71
Of which: liabilities for which suppliers have already been paid by the finance providers	1,391.22

Range of payment due dates

Category	Range (days from invoice date)
Liabilities that are part of SFAs	15-45 days
Comparable trade payables NOT part of any SFA	30-120 days

(c) Non-cash changes

The change in the carrying amount of the financial liabilities disclosed in (b) during the year includes non-cash movements of ₹ Nil Mn arising from foreign exchange differences.

(d) Liquidity risk

The Group's supplier finance arrangements are taken into account in assessing its exposure to, and concentration of, liquidity risk. Refer Note No. 37.

Notes to the Consolidated Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

45 DISCLOSURE REQUIRED UNDER SECTION 186(4) OF THE COMPANIES ACT, 2013

(i) Included in loans, the particulars of which are disclosed below as required by Sec 186(4) of the Companies Act, 2013

(a) Given from Kaynes Technology India Limited :

Sl No	Name of the Borrower	Type	Rate of Interest	Secured/ Unsecured	Due date	Purpose	As at 31 March, 2026	As at 31 March, 2025
1	Kemsys Technologies Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	36.04	19.67
2	Kaynes International Design & Manufacturing Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	126.90	327.67
3	Kaynes Electronics Manufacturing Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	9,810.35	3,504.92
4	Kaynes Semicon Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	5,438.37	1,535.72
5	Kaynes Circuits India Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	3,449.19	899.84
6	Kaynes Mechatronics Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	674.28	604.47
7	Digicom Electronics Inc.	Loans	7.00%	Unsecured	On demand	General Business Purpose	38.71	41.50
8	Kaynes Holding Pte. Limited	Loans	6.50%	Unsecured	On demand	General Business Purpose	250.21	-
9	Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Loans	8.00%	Unsecured	On demand	General Business Purpose	3,834.36	-
10	Kaynes Space Technology Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	0.60	-
11	Cryo Precision Technologies Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	36.00	-
12	Aerocaliph Components Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	20.00	-
13	Sensonic IN India Private Limited	Loans	6.50%	Unsecured	On demand	General Business Purpose	116.00	-
14	Kaynes Electronics Manufacturing Private Limited	Corporate Guarantee		Unsecured		General Business Purpose	1,225.00	1,225.00
15	Kaynes International Design & Manufacturing Private Limited	Corporate Guarantee		Unsecured		General Business Purpose	180.80	180.80
16	Kaynes Circuits India Private Limited	Corporate Guarantee		Unsecured		General Business Purpose	755.00	-
17	Kaynes Semicon Private Limited	Corporate Guarantee		Unsecured		General Business Purpose	18,300.00	-
18	Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Corporate Guarantee		Unsecured		General Business Purpose	1,250.00	700.00
19	August Electronics Inc. (Subsidiary of Kaynes Holding Pte. Limited)	Corporate Guarantee		Unsecured		General Business Purpose	2,192.80	-

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

Sl No	Name of the Borrower	Type	Rate of Interest	Secured/ Unsecured	Due date	Purpose	As at 31 March, 2026	As at 31 March, 2025
20	Kemsys Technologies Private Limited	Investment					229.00	229.00
21	Kaynes Technology Europe GmbH	Investment					9.24	9.24
22	Kaynes International Design & Manufacturing Private Limited	Investment					1.50	1.50
23	Kaynes Electronics Manufacturing Private Limited	Investment					0.10	0.10
24	Digicom Electronics Inc.	Investment					199.63	199.63
25	Essnkay Electronics LLC	Investment					100.18	100.18
26	Kaynes Semicon Private Limited	Investment					2.50	2.50
27	Kaynes Circuits India Private Limited	Investment					2.50	2.50
28	Kaynes Mechatronics Private Limited	Investment					0.10	0.10
29	Gridcrest Technologies Private Limited (Formerly known as Iskraemeco India Private Limited)	Investment					429.86	429.86
30	Kaynes Holding Pte. Limited	Investment					2,032.25	650.77
31	Kaynes Space Technology Private Limited	Investment					1.00	-
32	Cryo Precision Technologies Private Limited	Investment					0.53	-
33	Aerocaliph Components Private Limited	Investment					4.58	-
34	Kaynes Embedded Systems Private Limited	Investment					3.00	3.00
35	Mysore ESDM Cluster	Investment					2.64	2.64

(b) Given from Kaynes Electronics Manufacturing Private Limited :

Sl No	Name of the Borrower	Type	Rate of Interest	Secured/ Unsecured	Due date	Purpose	As at 31 March, 2026	As at 31 March, 2025
1	Kaynes Semicon Private Limited	Loans	8.00%	Unsecured	On demand	General Business Purpose	-	567.92

Notes to the Consolidated Financial Statements (Contd.)
(All amounts are in ₹ Mn, unless otherwise stated)

46 CORPORATE SOCIAL RESPONSIBILITY EXPENSES

Particulars	For the year ended 31 March, 2026	For the year ended 31 March, 2025
Amount required to be spent by the Company during the year	44.92	29.08
Amount of expenditure incurred	44.62	30.88
Shortfall/(excess) at the end of the year	0.30	(1.80)
Amount set-off from previous year	(0.30)	-
Excess amount that can be carried forward	1.50	-
Total of previous years shortfall	-	-

The Group's CSR activities primarily involve the promotion of education, healthcare, art and cultural promotion, animal welfare, rural development, natural calamities relief and skill development for underprivileged people.

47 DISCLOSURE AS REQUIRED UNDER MSME DEVELOPMENT ACT, 2006 (THE ACT)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Principal amount due to micro & small enterprises	1074.75	108.44
Interest due on above	2.55	-
Interest paid during the period beyond the appointed day	-	-
Amount of interest due and payable for the period of delay in making payment without adding the interest specified under the Act	-	-
Amount of interest accrued and remaining unpaid at the end of the year	2.55	-
Amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to small enterprises for the purpose of disallowance as a deductible expenditure under Sec. 23 of the Act	-	-

Note: The above information and that given in Note 17(b) 'Trade Payables' regarding Micro and Small Enterprises has been determined on the basis of information available with the Company and has been relied upon by the auditors.

48 STATUTORY INFORMATION

(i) The Group does not have any benami property, where any proceeding has been initiated or pending against the Group for holding any benami property.

(ii) The Group does not have any transactions with companies struck off.

(iii) The Group does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

(iv) The Group has not traded or invested in crypto currency or virtual currency during the financial year.

(v) The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies) other than those disclosed in (a) below, including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate beneficiaries)

b. provide any guarantee, security or the like to or on behalf of the Ultimate beneficiaries

(vi) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(vii) The Group did not undertake any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the period/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).

Notes to the Consolidated Financial Statements (Contd.)

(All amounts are in ₹ Mn, unless otherwise stated)

(viii) The Company has not been declared as Willful Defaulter by any Bank or Financial Institutions or any other lender.

(ix) The Company has complied with the number of layers prescribed under clause (87) of Section 2 of the Act r.w Companies (Restriction on number of layers) Rules, 2017.

(x) The Group uses an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has been operated throughout the year for all relevant transactions recorded in the accounting software. No instance of audit trail feature being tampered with was noted in respect of the accounting software.

Presently, the log has been activated at the application and the access to the database continues to be restricted to limited set of users who necessarily require this access for maintenance and administration of the database.

For the financial year ended March 31, 2026, the Group's accounting software has an audit trail functionality. This feature remained operational throughout the year, capturing a chronological record of all relevant transactions processed within the software. The audit trail has not been tampered with during the year. The audit trail logs have been preserved as per the statutory requirements for record retention.

49 Previous year figures have been regrouped/re-classified wherever necessary.

As per our report of even date

For K.P. Rao & Co
Chartered Accountants
Firm Registration Number: 003135S

Mohan R Lavi
Partner
Membership No.029340

Place: Mysuru
Date: 13 May, 2026

For and on behalf of the board of directors of
Kaynes Technology India Limited

Ramesh Kunhikannan
Executive Vice-Chairman
(DIN: 02063167)

Jairam P Sampath
Whole-Time Director & Chief Financial Officer
(DIN: 08064368)

Muthukumar N
Managing Director
(DIN: 06708535)

Sudha Sri Addepalli
Company Secretary & Compliance Officer
Membership No. A79832

Place: Mysuru
Date: 13 May, 2026

Notice

KAYNES

KAYNES TECHNOLOGY INDIA LIMITED

CIN: L29128KA2008PLC045825

Registered Office: 23-25, Belagola Food Industrial Estate, Metagalli PO, Mysuru 570016, Karnataka, India.

Website: www.kaynestechnology.co.in **email ID:** kaynestechcs@kaynestechnology.net

Telephone No: +91 8212582595

NOTICE is hereby given that the Eighteenth (18th) Annual General Meeting ("AGM") of Kaynes Technology India Limited will be held on Thursday, 17th September 2026 at 4.00 P.M. (IST) through Video Conferencing (VC) or other Audio Visual means, to transact the following business. The venue of the meeting shall be deemed to be the Registered Office of the Company at 23-25, Belagola Food Industrial Estate, Metagalli PO, Mysuru 570016, Karnataka, India.

ORDINARY BUSINESS:

1. To receive, consider and adopt the Audited Financial Statements (including the Consolidated Financial Statements) of the Company for the year ended 31 March, 2026, together with the Reports of the Board of Directors and the Auditors thereon.

2. To appoint a director in place of Mrs. Savitha Ramesh (DIN: 01756684), who retires by rotation at this Annual General Meeting and being eligible, offers herself for re-appointment.

3. To appoint Messrs. Walker Chandiok & Co LLP (Firm Registration No. 001076N/ N500013) as statutory auditors of the Company.

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

   "RESOLVED THAT pursuant to the provisions of Sections 139, 141, 142 and other applicable provisions, if any, of the Companies Act, 2013 read with the Rules framed thereunder as amended from time to time (including any statutory modification(s) or re-enactment thereof for the time being in force) and based on the recommendation of Audit Committee and approval of the Board of Directors of the Company, consent of the Company be and is hereby accorded for Messrs. Walker Chandiok & Co. LLP, Chartered Accountants (Firm Registration No. 001076N/ N500013), who have offered themselves for appointment and have confirmed their eligibility to be appointed as Statutory Auditors be and are hereby appointed as the Statutory Auditors of the Company, to hold office with effect from conclusion of the 18th Annual General Meeting of the Company till conclusion of 23rd Annual General Meeting, to conduct audit of accounts of the Company, subject to their continuing eligibility under the applicable provisions of the Companies Act, 2013 and other applicable laws, rules and regulations, at such remuneration as may be mutually agreed between the Board of Directors or any Committee of the Board and the Statutory Auditors from time-to-time."

   RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committee thereof) be and is hereby authorized to do all such acts, deeds, matters and things as may be considered necessary, expedient in order to give effect to this Resolution."

SPECIAL BUSINESS:

4. **To ratify the Remuneration of Cost Auditors for FY 2026-27.**

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

   "RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 [including any statutory modification(s) or re-enactment(s) thereof], M/s. GA and Associates, Cost Accountants, (Firm Registration Number: 000409), appointed as Cost Auditors of the Company to conduct the Cost Audit of the Cost Records maintained by the Company for the Financial Year ending 31 March, 2027 with remuneration of ₹ 1,00,000/- (Rupees One Lakh only) plus applicable taxes and reimbursement of out-of-pocket expenses, at actuals, as approved by the Board of Directors, be and is hereby ratified.

   RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committee thereof) be and is hereby authorised to do all such acts, deeds, matters and things as may be considered necessary, expedient in order to give effect to this Resolution."

5. **To re-appoint Mr. Jairam Paravastu Sampath (DIN: 08064368) as Whole-Time Director of the Company**

   To consider and if thought fit, to pass the following resolution as a **Special Resolution**:

   "RESOLVED THAT in accordance with the provisions of Sections 196, 197 and 203 read with Schedule V and other applicable provisions if any of the Companies Act, 2013 and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 (including any statutory modification(s) or reenactment(s) thereof, for the time being in force), on expiry of his present term of office, based on the

recommendations of Nomination and Remuneration Committee and the Board of Directors, approval of the Members be and is hereby accorded to re-appoint Mr. Jairam Paravastu Sampath (DIN: 08064368) as Whole-Time Director of the Company, for a period of 5 (five) years with effect from 1 April, 2027, on the terms and conditions as set out in the Statement annexed to the Notice convening this Meeting, with liberty to the Board of Directors (hereinafter referred to as "the Board" which term shall be deemed to include the Nomination and Remuneration Committee of the Board) to alter and vary the terms and conditions of the said re-appointment as it may deem fit;

RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committee thereof) be and is hereby authorised to do all such acts, deeds, matters and things as may be considered necessary, expedient in order to give effect to this resolution."

6. **To re- appoint Mr. Alexander Koshy (DIN: 07896084) as an Independent Director**

To consider and if thought fit, to pass the following resolution as a **Special Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 149 and 152 read with Schedule IV and other relevant provisions of the Companies Act, 2013 and Rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force) and the provisions of Articles of Association of the Company, based on the recommendations of Nomination and Remuneration Committee and the Board of Directors, Mr. Alexander Koshy (DIN: 07896084), who holds office as an Independent Director up to 20 February, 2027 be and is hereby reappointed as an Independent Director, for a second term of five years with effect from 21 February, 2027 till 20 February, 2032 and whose office shall not be liable to retire by rotation.

RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committee thereof) be and is hereby authorised to do all such acts, deeds, matters and things as may be considered necessary, expedient in order to give effect to this resolution."

7. **To re-appoint Mrs. Poornima Ranganath (DIN: 00349450) as an Independent Director**

To consider and if thought fit, to pass the following resolution as a **Special Resolution**:

RESOLVED THAT pursuant to the provisions of Sections 149, 152 and other relevant provisions of the Companies Act, 2013 and Rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force) and the provisions of Articles of Association of the Company, based on the recommendations of Nomination and Remuneration Committee and the Board of Directors, Mrs. Poornima Ranganath (DIN: 00349450), who holds office as an Independent Director up to 30 March, 2027 be and is hereby reappointed as an Independent Director, for a second term of five years with effect from 31 March, 2027 till 30 March, 2032 and whose office shall not be liable to retire by rotation.

RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committee thereof) be and is hereby authorised to do all such acts, deeds, matters and things as may be considered necessary, expedient in order to give effect to this resolution."

8. **To grant loans and guarantees to any bodies corporate and persons and investments in any body corporate pursuant to section 186 of the Companies Act 2013**

To consider, and if thought fit, to pass, the following Resolution as a **Special Resolution:**

"RESOLVED THAT in supersession of the resolution(s) passed earlier and pursuant to the provisions of Section 186 of Companies Act, 2013 and such other applicable provisions of the Companies Act, 2013, read with the Companies (Meetings of Board and its Power) Rules, 2014 and other applicable Rules, Regulations, Guidelines framed thereunder (including any statutory modifications or re-enactment thereof for the time being in force), the consent of the members be and is hereby accorded to the Board of Directors to

(a) give any loan to any body corporate(s) / person (s);

(b) give any guarantee or provide security in connection with a loan to anybody corporate(s)/ person (s); and

(c) acquire by way of subscription, purchase or otherwise, securities of any body corporate;

from time to time in one or more tranches as the Board of Directors as in their absolute discretion deem beneficial and in the interest of the Company upto an amount of ₹ 7,000 (Rupees Seven Thousand Crores only) over and above the limits mentioned under Section 186 (2) of the Companies Act, 2013.

RESOLVED FURTHER THAT in terms of the provisions of Rule 11 of the Companies (Meetings of Board and its powers) Rules, 2014 and Section 186 and other applicable provisions of the Companies Act, 2013 the aforesaid mentioned limits do not apply and is in addition to:

A. any loan given to its wholly owned subsidiary company or any guarantee or security provided in respect of any loan availed by its wholly owned subsidiary company.

B. any guarantee given or security provided by a holding company in respect of loan made by any bank or financial institution to its subsidiary company.

C. acquisition made by a holding company, by way of subscription, purchase or otherwise of, the securities of its wholly owned subsidiary company.

RESOLVED FURTHER THAT for the purpose of giving effect to the above resolution, the Board be and is hereby authorised to agree, make, accept and finalise all such terms, condition(s), modification(s) and alteration(s) as it may deem fit including the terms and conditions within the above limits upto which such investments in securities/loans/ guarantees, that may be given or made, as may be determined by the Board or including with the power to transfer/ dispose of the investments so made, from time to time, and the Board is also hereby authorised to resolve and settle all questions, difficulties or doubts that may arise in regard to such investments, loans, guarantees and security and to finalise and execute all agreements, documents and writings and to do all acts, deeds and things in this connection and incidental as the Board in its absolute discretion may deem fit without being required to seek any further consent or approval of the members or otherwise to the end and intent that they shall be deemed to have been given approval thereto expressly by the authority of this resolution.

RESOLVED FURTHER THAT this resolution shall remain in full force and effect until amended or rescinded by the Board and a new resolution is passed by the members in this connection."

By Order of the Board of Directors
For Kaynes Technology India Limited

Savitha Ramesh
Executive Chairperson &
Whole-Time Director
DIN: 01756684

Place: Mysuru, Karnataka
Date: 07 August, 2026

NOTES:

1. Pursuant to the Ministry of Corporate Affairs (MCA) General Circular No 03/2025 dated 22 September 2025 (It has been decided to allow companies to conduct their AGMs through VC or OAVM, till further orders issued by the Ministry of Affairs (MCA) and the circulars issued time to time by Securities and Exchange Board of India ("SEBI") (collectively referred to as "the Circulars"), the Companies are allowed to hold AGM through VC, without the physical presence of members at a common venue. Accordingly, the 18th AGM of your Company is being convened and conducted through VC.
2. For exercising the votes by the Members by electronic means, the Company has provided the facility of remote e-voting as well as e-voting during the AGM. The procedure for using the remote e-voting facility as well as e-voting during the AGM is given in the subsequent paragraphs.
3. Members joining the AGM through VC shall be permitted to exercise their right to vote using the e-voting facility at the AGM, provided they have not cast their votes using remote e-voting facility. The members who have already cast their votes prior to AGM using the remote e-voting facility may also join the AGM though VC; but shall not be entitled to cast their votes again at the AGM.
4. As per the Companies Act, 2013, a member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/her behalf and such proxy need not be a Member of the Company. Since 18th AGM is being held through VC as per the Circulars, physical attendance of the Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for the 18th AGM and hence the Proxy Form and Attendance Slip are not annexed to this notice. Similarly, as this AGM is being held through VC, the route map is not annexed to this notice.
5. Corporate members may authorise their representatives for casting the votes using remote e- voting facility or for participation and voting in the AGM using VC. Institutional Investors are encouraged to attend and vote at the AGM through VC. Institutional Investors, who are members of the Company and corporate members intending to attend the AGM through VC or OAVM and to vote thereat through remote e-voting are requested to send a certified copy of the Board Resolution/ Letter of Authorisation/Power of Attorney to the Scrutiniser by e-mail at kalaivani@vjkt.in with a copy marked to kaynestechcs@kaynestechnology.net.
6. In case of joint holders, the Member whose name appears as the first holder in the order of names as per the Register of Members of the Company will be entitled to vote at the AGM.
7. In line with the Circulars, the Annual Report for the Financial Year 2025-26 along with Notice of 18th AGM of the Company *inter-alia* indicating the process and manner of e-voting are being sent only to those shareholders who have registered their e-mail address with their Depository Participant(s) or Registrar and Share Transfer Agents of the Company for communication, as applicable, upto the cut-off date i.e. Friday, 14 August, 2026 by electronic mode. Physical copies of the Annual Report will be sent by permitted mode to those Members who request for the same.

   Members may note that the aforesaid documents may also be downloaded from the Company's website under the Investor Relations Section at https://www.kaynestechnology.co.in/investors.html or from the website of National Stock Exchange of India Limited at www.nseindia.com and from the website of BSE Limited at www.bseindia.com. Notice is also available on the website of Central Depository Services Limited (CDSL) (agency for providing the remote e-Voting facility).

   In line with MCA Circulars, the Company has enabled a process for the limited purpose of receiving the AGM Notice and Annual Report (including remote e-voting instructions) electronically. Shareholders are advised to update their mobile no. and email IDs in their demat accounts in order to access e-voting facility.
8. The Register of Directors and Key Managerial Personnel and their shareholding, and the Register of Contracts or Arrangements in which the directors are interested, maintained as per the Companies Act, 2013 will be available for electronic inspection by the members during the AGM.

   All the documents referred to in the Notice will also be available for electronic inspection by the members without any fee from the date of circulation of this notice up to the date of AGM i.e., Thursday, 17 September, 2026. Members seeking to inspect such documents may send an email to kaynestechcs@kaynestechnology.net.
9. Mrs. Kalaivani S, Practising Company Secretary (M. No. 57112 and CP No. 22158) has been appointed as the Scrutiniser to scrutinise the remote e-voting and e-voting during the meeting in a fair and transparent manner.
10. Members seeking clarifications on the Annual Report are requested to send an email to kaynestechcs@kaynestechnology.net on or before 31 August, 2026.

This would enable the Company to compile the information and provide replies at the meeting.

11. Persons holding the shares on 14 August, 2026 (Cut-off date) would be entitled to attend the AGM.
12. The Shares of the Company are compulsorily traded in dematerialised form as per the directions of the SEBI/ Stock Exchanges. Accordingly, members who have not opted for dematerialisation of shares are once again reminded to take steps to dematerialise their holdings. Further, the members may note that as per Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) (Fourth Amendment) Regulations, 2018, except in case of transmission or transposition of securities, no transfer of securities shall be processed unless the securities are held in the dematerialised.
13. Members who are yet to register their e-mail address/ Mobile Number are requested to register the same with the Depository through their Depository Participants in respect of shares held in dematerialised form. Members holding the shares in physical form may register their e-mail address/Mobile No. by writing to the Company's Registrar and Share Transfer Agent.
14. Non-resident Indian shareholders are requested to immediately inform the Company or its Registrar and Share Transfer Agent or the concerned Depository Participant, as the case may be, about the following matters:
    a. the change in residential status on return to India for permanent settlement, and
    b. the particulars of the NRE account with a bank in India, if not furnished earlier.
15. Members holding shares in single name in physical form are advised to make nomination in respect of their shareholding in the Company. The Nomination Form SH-13, as prescribed by the Government may be obtained from the Registrar and Share Transfer Agent or the Secretarial Department of the Company at its Registered Office.
16. Members holding physical shares may kindly note that if they have any dispute against the Company or the Registrar and Share Transfer Agent (RTA) on delay or default in processing the request, they may file for arbitration with the stock exchanges in accordance with SEBI circular.
17. Explanatory Statement pursuant to Section 102 of the Companies Act, 2013, which sets out details relating to Special Business at the Meeting, is annexed hereto.
18. In compliance with the provisions of Section 108 and other applicable provisions, if any, of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Amendment Rules, 2015 and Regulation 44 of SEBI (LODR) Regulations, 2015, the Company is providing the facility of remote e-voting to its Members in respect of the business to be transacted at the 18th AGM. For this purpose, the Company has entered into an agreement with CDSL Intime India Private Limited for facilitating voting through electronic means, as the authorised e-voting agency. The facility to cast the votes by the members using remote e-voting as well as the e-voting system on the date of the AGM will be provided by CDSL.
19. The remote e-voting period begins on Monday, 14 September, 2026 (09:00 A.M. IST) and ends on Wednesday, 16 September, 2026 (05:00 P.M. IST). During this period, Members of the Company holding shares either in physical form or in dematerialised form, as on the cut-off date i.e. Friday, 11 September, 2026 may cast their votes electronically. The remote e-voting module shall be disabled by CDSL for voting thereafter.

    To increase the efficiency of the e-voting process, SEBI, vide Circular No. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 09 December, 2020, intended to enable e-voting to all the demat account holders by way of a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants. Demat account holders should be permitted to cast their votes without having to register again with the e-voting service providers, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

    As required by this Circular, Individual shareholders holding securities in demat mode are allowed to vote through their demat accounts maintained with Depositories and Depository Participants. Hence, members are advised to update their mobile numbers and email IDs in their respective demat accounts to access e-voting facility.

    Pursuant to above said SEBI Circular, login procedure for e-voting and joining virtual meetings for Individual shareholders holding securities in demat mode is given below:
20. Instructions for Members for Remote e-Voting before AGM:
    i) As per the guidelines issued by the Ministry of Corporate Affairs (MCA) vide Circular No. 14/2020 dated April 8, 2020, Circular No.17/2020 dated April 13, 2020 and Circular No. 20/2020 dated May 05, 2020. The forthcoming AGM/EGM will thus be held through video conferencing (VC) or other audio visual means (OAVM). Hence, Members can attend and participate in the ensuing AGM/EGM through VC/OAVM.
    ii) 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) and Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended), and MCA Circulars dated April 08, 2020, April 13, 2020 and May 05, 2020 the Company is providing facility of remote e-voting to its Members in respect of the business to be transacted at the AGM/EGM. For this purpose, the Company has entered into an agreement with Central Depository Services (India) Limited (CDSL) for facilitating voting through electronic means, as the authorised e-Voting's agency. The facility of casting votes by a member using remote e-voting as well as the e-voting system on the date of the EGM/AGM will be provided by CDSL.

iii) The Members can join the EGM/AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the EGM/AGM through VC/OAVM will be made available to atleast 1000 members on first come first served basis. 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 EGM/AGM without restriction on account of first come first served basis.

iv) The attendance of the Members attending the AGM/EGM through VC/OAVM will be counted for the purpose of ascertaining the quorum under Section 103 of the Companies Act, 2013.

v) Pursuant to MCA Circular No. 14/2020 dated April 08, 2020, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM/EGM. However, in pursuance of Section 112 and Section 113 of the Companies Act, 2013, representatives of the members such as the President of India or the Governor of a State or body corporate can attend the AGM/EGM through VC/OAVM and cast their votes through e-voting.

vi) In line with the Ministry of Corporate Affairs (MCA) Circular No. 17/2020 dated April 13, 2020, the Notice calling the AGM/EGM has been uploaded on the website of the Company at www.kaynestechnology.co.in. The Notice can also be accessed from the websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively. The AGM/EGM Notice is also disseminated on the website of CDSL (agency for providing the Remote e-Voting facility and e-voting system during the AGM/EGM) i.e. http://www.evotingindia.com.

vii) The AGM/EGM has been convened through VC/OAVM in compliance with applicable provisions of the Companies Act, 2013 read with MCA Circular No. 14/2020 dated April 8, 2020 and MCA Circular No. 17/2020 dated April 13, 2020 and MCA Circular No. 20/2020 dated May 05, 2020.

viii) In continuation to this Ministry's General Circular No. 20/2020 dated 05.05.2020, General Circular No. 02/2022 dated 05.05.2022 and General Circular No. 10/2022 dated 28.12.2022 and after due examination, it has been decided to allow companies whose AGMs are due in the Year 2023 or 2024, to conduct their AGMs through VC or OAVM on or before 30th September, 2024 in accordance with the requirements laid down in Para 3 and Para 4 of the General Circular No. 20/2020 dated 05.05.2020.

THE INSTRUCTIONS OF SHAREHOLDERS FOR E-VOTING AND JOINING VIRTUAL MEETINGS ARE AS UNDER:

Step 1: Access through Depositories CDSL/NSDL e-Voting system in case of Individual shareholders holding shares in demat mode.

Step 2: Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

(i) The remote e-voting period commences on Monday, 14 September, 2026 at 09:00 A.M. (IST) and will end on Wednesday, 16 September, 2026 at 05.00 P.M. IST. (IST). During this period, Shareholders of the Company holding shares either in physical form or in dematerialized form, as on the cut-off date (record date) of Friday, 11 September, 2026 may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.

(ii) Shareholders who have already voted prior to the meeting date would not be entitled to vote at the meeting venue.

(iii) Pursuant to SEBI Circular No. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 09.12.2020, under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions. However, it has been observed that the participation by the public non-institutional shareholders/retail shareholders is at a negligible level.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to all the demat account holders, by way of a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

Step 1: Access through Depositories CDSL/NSDL e-Voting system in case of Individual shareholders holding shares in demat mode.

(iv) In terms of SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 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.

Pursuant to abovesaid SEBI Circular, Login method for e-Voting and joining virtual meetings for Individual shareholders holding securities in Demat mode CDSL/NSDL is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with **CDSL Depository**	1) Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login to Easi / Easiest are requested to visit cdsl website www.cdslindia.com and click on login icon & My Easi New (Token) Tab. 2) After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3) If the user is not registered for Easi/Easiest, option to register is available at cdsl website www.cdslindia.com and click on login & My Easi New (Token) Tab and then click on registration option. 4) Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders holding securities in demat mode with **NSDL Depository**	1) If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting 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 name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2) If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS "Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 3) Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/ Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting

Type of shareholders	Login Method
	4) 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 name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
Individual Shareholders (holding securities in demat mode) login through their **Depository Participants (DP)**	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. After Successful login, you will be able to see e-Voting option. Once you 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 name and you will be redirected to e-Voting service provider website 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. CDSL and NSDL

Login type	Helpdesk details
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
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 and 022 - 2499 7000

Step 2 : Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

(v) Login method for e-Voting and joining virtual meetings for **Physical shareholders and shareholders other than individual holding in Demat form.**

1) The shareholders should log on to the e-voting website www.evotingindia.com.
2) Click on "Shareholders" module.
3) Now enter your User ID
   a. For CDSL: 16 digits beneficiary ID,
   b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,
   c. Shareholders holding shares in Physical Form should enter Folio Number registered with the Company.
4) Next enter the Image Verification as displayed and Click on Login.
5) If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.
6) If you are a first-time user follow the steps given below:

	For Physical shareholders and other than individual shareholders holding shares in Demat.
PAN	Enter your 10 digit alpha-numeric *PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders) • Shareholders who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Dividend Bank Details **OR** Date of Birth (DOB)	Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records in order to login. • If both the details are not recorded with the depository or company, please enter the member id / folio number in the Dividend Bank details field.

(vi) After entering these details appropriately, click on "SUBMIT" tab.

(vii) Shareholders holding shares in physical form will then directly reach the Company selection screen. However, shareholders holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

(viii) For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.

(ix) Click on the EVSN for the relevant <Company Name> on which you choose to vote.

(x) On the voting page, you will see "RESOLUTION DESCRIPTION" and against the same the option "YES/NO" for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.

(xi) Click on the "RESOLUTIONS FILE LINK" if you wish to view the entire Resolution details.

(xii) After selecting the resolution, you have decided to vote on, click on "SUBMIT". A confirmation box will be displayed. If you wish to confirm your vote, click on "OK", else to change your vote, click on "CANCEL" and accordingly modify your vote.

(xiii) Once you "CONFIRM" your vote on the resolution, you will not be allowed to modify your vote.

(xiv) You can also take a print of the votes cast by clicking on "Click here to print" option on the Voting page.

(xv) If a demat account holder has forgotten the login password then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.

(xvi) There is also an optional provision to upload BR/POA if any uploaded, which will be made available to scrutinizer for verification.

(xvii) **Additional Facility for Non – Individual Shareholders and Custodians –For Remote Voting only.**

- Non-Individual shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the "Corporates" module.
- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.
- After receiving the login details a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
- The list of accounts linked in the login will be mapped automatically & can be delink in case of any wrong mapping.
- It is Mandatory that, a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
- **Alternatively,** Non Individual shareholders are required mandatory to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorised signatory who are authorised to vote, to the Scrutinizer and to the Company at the email address viz; kalaivani@vjkt.in and kaynestechcs@kaynestechnology.net , if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.

INSTRUCTIONS FOR SHAREHOLDERS ATTENDING THE AGM/EGM THROUGH VC/OAVM & E-VOTING DURING MEETING ARE AS UNDER:

1. The procedure for attending meeting & e-Voting on the day of the AGM/ EGM is same as the instructions mentioned above for e-voting.
2. The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for e-voting.
3. Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM/ EGM.
4. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.
5. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
6. 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.

7. Shareholders who would like to express their views/ ask questions during the meeting may register themselves as a speaker by sending their request in advance atleast **15 days prior to meeting** mentioning their name, demat account number/folio number, email ID, mobile number at (company email ID). The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance **15 days prior to meeting** mentioning their name, demat account number/folio number, email ID,, mobile number at (company email ID). These queries will be replied to by the company suitably by email.
8. Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting.
9. Only those shareholders, who are present in the AGM/ EGM through VC/OAVM facility and have not cast 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 available during the EGM/AGM.
10. If any votes are cast by the shareholders through the e-voting available during the EGM/AGM and if the same shareholders have not participated in the meeting through VC/OAVM facility, then the votes cast by such shareholders may be considered invalid as the facility of e-voting during the meeting is available only to the shareholders attending the meeting.

PROCESS FOR THOSE SHAREHOLDERS WHOSE EMAIL/ MOBILE NO. ARE NOT REGISTERED WITH THE COMPANY/ DEPOSITORIES.

1. For Physical shareholders- please provide necessary details like 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 **Company/RTA email ID.**
2. For Demat shareholders -, Please update your email id & mobile no. with your respective **Depository Participant (DP).**
3. **For Individual Demat shareholders – Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-Voting & joining virtual meetings through Depository.**

If you have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911.

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, AVP, (CDSL,) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.

Other e-voting Instructions

The remote e-voting period commences on Monday, 14 September, 2026 at 09:00 A.M. (IST) and will end on Wednesday, 16 September, 2026 at 05.00 P.M. IST. During this period, Shareholders of the Company, holding shares either in physical form or in dematerialized form, as on Friday, 11 September, 2026 (the Cut- Off date) may cast their vote electronically. The e-voting module shall be disabled for voting thereafter.

The voting rights of members shall be in proportion to their shares of the Paid-Up Equity Share Capital of the Company as on Friday, 11 September, 2026.

A person whose name is recorded in the Register of Members or in the Register of Beneficial Owners maintained by the depositories as on the Cut-Off date only shall be entitled to avail the facility of remote e-voting and voting during the AGM.

Mrs. Kalaivani S, Practicing Company Secretary (M. No. 57112 and CP No. 22158), has been appointed as the Scrutinizer to scrutinize the voting process (electronically or otherwise) in a fair and transparent manner.

The results declared along with the Scrutinizer's Report shall be placed on the Company's website at www.kaynestechnology.co.in within two working days of the AGM of the Company to be held on Thursday, 17 September, 2026 at 04:00 PM (IST). The contact details for Registrar and Transfer Agent:

MUFG Intime India Private Limited
Tel. No.: 022 4918 6270
E-mail: rnt.helpdesk@linkintime.co.in

ADDITIONAL INFORMATION ON DIRECTORS RETIRING BY ROTATION:

[Information pursuant to Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Secretarial Standards]

Item No. 02:

Name of the Director	**Mrs. Savitha Ramesh (DIN: 01756684)**
Age	54 years
Date of appointment on the Board	28 March, 2008
Qualification	Bachelor's degree in Commerce from the University of Madras
Brief profile and nature of their expertise in specific functional areas	Mrs. Savitha Ramesh is the Promoter and Executive Chairperson of the Company and has been a part of the Company since 1996. She holds a bachelor's degree in commerce from the University of Madras and has 31 years of experience in the Electronics Manufacturing Services industry. She is responsible for overall process implementation and controls across our Company.
Current Remuneration	₹ 18 Mn per annum
Details of Remuneration sought to be paid	Not applicable
Key terms and conditions of appointment	NA
Number of meetings of the Board attended during the year	Mrs. Savitha Ramesh attended 7 (Seven) meetings out of 9 (Nine) meetings during the Financial Year 2025-26.
Directorships in other Companies	• Kaynes Semicon Private Limited • Cheyyur Real Estates Private Limited • Nambi Reality Private Limited • Kemsys Technologies Private Limited • Kaynes International Design & Manufacturing Private Limited • Kaynes Circuits Private Limited • Kaynes Electronics Manufacturing Private Limited • Cheyyur Properties Private Limited • Zari Aura Hospitality Services Private Limited
Membership/ Chairmanships of Committees of other listed companies	NIL
Relationship with other Directors and KMP's	Spouse of Mr. Ramesh Kunhikannan, Executive Vice-Chairman and Whole-Time Director of the Company
Number of Equity shares held in the Company as on 07 August, 2026	19,800

By Order of the Board of Directors
For **Kaynes Technology India Limited**

Savitha Ramesh
Executive Chairperson and Whole-Time Director
DIN: 01756684

Date: 07 August, 2026
Place: Mysuru

EXPLANATORY STATEMENT PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013

Item No. 03: To appoint Messrs. Walker Chandiok & Co LLP (Firm Registration no. 001076N/N500013) as statutory auditors of the Company

Messrs. K.P. Rao & Co., Chartered Accountants (Firm Registration No. 003135S), were appointed as the Statutory Auditors of the Company at the 13th Annual General Meeting to hold office for a term of five consecutive years until the conclusion of the 18th Annual General Meeting to be held in the year 2026. Accordingly, they will complete their First term as Statutory Auditors upon the conclusion of this Annual General Meeting.

The Board of Directors of the Company ("the Board"), at its meeting held on 07th August 2026 has, considering the experience and expertise and on the basis of recommendation of the Audit Committee, proposed to the Members of the Company, the appointment of Messrs. Walker Chandiok & Co LLP , Chartered Accountants, (ICAI FRN: 001076N/ N500013), as Statutory Auditors of the Company in place of Messrs. K.P. Rao & Co., Chartered Accountants, for a term of 5 (five) consecutive years from the conclusion of 18th Annual General Meeting till the conclusion of the 23rd Annual General Meeting on payment of such remuneration as may be mutually agreed upon between the Board of Directors and the Statutory Auditors, from time to time.

Messrs. Walker Chandiok & Co LLP (Firm Registration no. 001076N/N500013) is a firm of Chartered Accountants registered with the Institute of Chartered Accountants of India (ICAI), Public Company Accounting Oversight Board (PCAOB) and empaneled with Comptroller and Auditor General of India (CAG). The firm was established in the year 1935 and its registered office is situated at New Delhi with Nineteen other offices across major cities in India. It has ninety-eight partners. It has a valid peer review certificate and is one of India's leading audit firms providing audit and assurance services to several large companies including some of the top one hundred listed entities in India.

In accordance with the provisions of Sections 139, 141 and other applicable provisions, if any, of the Act read with the Companies (Audit and Auditors) Rules, 2014 and Listing Regulations, Messrs. Walker Chandiok & Co LLP has provided their consent and eligibility certificate to that effect that, their appointment, if made, would be in compliance with the applicable laws.

The remuneration payable to the Statutory Auditors for the financial year 2026–27 has been determined by the Board of Directors of the Company, based on the recommendation of the Audit Committee, and has been mutually agreed upon with the proposed Statutory Auditors, taking into consideration the scope and extent of the statutory audit, the size and complexity of the Company's operations, and the time and resources required for the audit. In addition to the remuneration so determined, the Statutory Auditors shall be entitled to reimbursement of applicable taxes and out-of-pocket expenses actually incurred in connection with the statutory audit and such other permissible services, if any, rendered in accordance with the applicable provisions of the Companies Act, 2013 and other applicable laws.

The remuneration for the subsequent year(s) of their term shall be fixed by the Board of Directors of the Company based on the recommendation of the Audit Committee and in consultation with the Statutory Auditors, from time to time.

The Company may, from time to time, obtain certifications and other permissible non-audit services from Messrs. Walker Chandiok & Co LLP, in accordance with the provisions of Section 144 of the Act, and subject to the prior approval of the Audit Committee. The remuneration for such certifications and permissible non-audit services shall be determined and paid on mutually agreed terms.

None of the Directors, Key Managerial Personnel and their relatives is concerned or interested, financially or otherwise, in the resolution.

The Board recommends the Ordinary Resolution set out at Item No. 03 of the Notice for approval of the Shareholders.

Item No. 04: To ratify the Remuneration of Cost Auditor's for the Financial Year 2026-27.

In terms of Section 148 of the Companies Act, 2013 ('the Act') and the Rules made thereunder, the Company is required to maintain Cost Audit records and to have the same audited by a Cost Auditor. Further, Rule 14 of the Companies (Audit and Auditors) Rules 2014, requires that the remuneration payable to the Cost Auditor shall be ratified by the Shareholders.

Based on the recommendation of the Audit Committee, the Board of Directors at its Meeting held on 13 May, 2026, had re-appointed Messrs GA Associates as Cost Auditors, for conducting the Cost Audit for the Financial Year 2026-27 on Audit fee of ₹ 1,00,000/- (Rupees One Lakh only) plus applicable taxes and reimbursement of out-of-pocket expenses at actuals.

The Company has received a Certificate from the Cost Auditors confirming their independence and arm's length relationship with the Company and their willingness to act as Cost Auditors of the Company. Accordingly, consent of the Members is sought for passing an Ordinary Resolution as set out at Item No. 04 of the Notice.

None of the Directors or Key Managerial Personnel is concerned or interested financially or otherwise in this Resolution.

The Board recommends the Ordinary Resolution set out at Item No. 04 of the Notice for approval of the Shareholders.

Item No. 05: To re-appoint Mr. Jairam Paravastu Sampath (DIN: 08064368) as Whole-time Director of the Company

Mr. Jairam Paravastu Sampath (DIN: 08064368) was appointed as Whole-time Director w.e.f., 1 April, 2022 for a term of 5 (Five) years. The Board, on the recommendation of the Nomination and Remuneration Committee, at its Meeting held on 13 May, 2026 approved the re-appointment of Mr. Jairam Paravastu Sampath (DIN: 08064368), for a further period of 5 years with effect from April 1, 2027 to March 31, 2032 as the Whole-Time Director of the Company, subject to the approval of the members in this Annual General Meeting.

Information about the appointee:

Mr. Jairam Paravastu Sampath, is the Whole-Time Director and Chief Financial Officer of your Company. He has been a part of our Company since 2011 and is currently leading the finance and strategy functions of the Company. He holds a Bachelor's degree in Mechanical Engineering from the Indian Institute of Technology, Madras and a post graduate diploma in management from the Indian Institute of Management, Ahmedabad. He has over 30 years of experience in manufacturing, operations, finance and sales and marketing.

Terms and Conditionsof Appointment:

I. Remuneration: ₹ 15 Mn per annum.

II. Benefits, Allowances & Perquisites: Nil

III. Variable Component including Bonus: Nil.

IV. Other terms and conditions: As per Human Resource Policy of the Company.

The Board recommends the resolution set forth in item no. 5 for the approval of members.

Information pursuant to Regulation 36 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 is given below:

Director Identification Number	08064368
Date of re-appointment on the Board	01 April, 2027 (Effective date)
Brief profile and nature of their expertise in specific functional areas	Mr. Jairam Paravastu Sampath, is the Whole-Time Director and Chief Financial Officer. He has been a part of our Company since 2011 and is currently leading the finance and strategy functions of the Company. He holds a Bachelor's degree in mechanical engineering from the Indian Institute of Technology Madras and a post graduate diploma in management from the Indian Institute of Management Ahmedabad. He has over 30 years of experience in manufacturing, operations, finance and sales and marketing.
Names of listed entities in which the person also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Nil
Relationship with other Directors and KMPs	None
Number of Equity shares held in the Company	Nil

He is not debarred from holding the office of Director pursuant to any Order issued by the Securities and Exchange Board of India (SEBI) or any other authority.

Mr. Jairam Paravastu Sampath, being an appointee, is concerned or interested in the Resolution set out at item no. 5 of the Notice. None of the other Directors and Key Managerial Personnel of the Company and their relatives is concerned or interested, financially or otherwise, in the said Resolution.

Item No. 06: To re- appoint Mr. Alexander Koshy (DIN: 07896084) as an Independent Director of the Company

Mr. Alexander Koshy (DIN: 07896084) was appointed as an Independent Director of the Company pursuant to Section 149 of the Companies Act, 2013, read with the Companies (Appointment and Qualification of Directors) Rules, 2014, by the members on February 21, 2022, to hold office up to February 20, 2027. The Nomination and Remuneration Committee, at its meeting held on May 12, 2026, after taking into account the performance evaluation of Mr. Alexander Koshy (DIN: 07896084) during his first term of five years and considering his knowledge, acumen, expertise, experience and substantial contribution and time commitment, has recommended to the Board his reappointment for a second term of five years.

In view of the above, the Board is of the view that Mr. Alexander Koshy (DIN: 07896084) possesses the requisite skills and capabilities, which would be of immense benefit to the Company, and hence, it is desirable to reappoint him as an Independent Director. Based on the recommendation of the Nomination and Remuneration Committee, the Board, at its meeting held

on May 13, 2026, has recommended the reappointment of Mr. Alexander Koshy (DIN: 07896084) as an Independent Director, not liable to retire by rotation, for a second term of five years effective from February 21, 2027 to February 20, 2032. In accordance with the provisions of Section 149 of the Companies Act, 2013, an Independent Director may hold office for two terms up to five consecutive years each.

The Company has received all statutory disclosures / declarations from Mr. Alexander Koshy (DIN: 07896084), including:

(i) consent in writing to act as director in Form DIR-2, pursuant to Rule 8 of the Companies (Appointment & Qualification of Directors) Rules, 2014 ("the Appointment Rules"),

(ii) intimation in Form DIR-8 in terms of the Appointment Rules to the effect that he is not disqualified under sub-section (2) of Section 164 of the Act, and

(iii) a declaration to the effect that he meets the criteria of independence as provided in sub-section (6) of Section 149 of the Companies Act, 2013.

In the opinion of the Board and based on its evaluation, Mr. Alexander Koshy (DIN: 07896084) fulfils the conditions specified in the Companies Act, 2013 and Rules made thereunder and LODR Regulations for his reappointment as an independent director of the Company and he is independent of the Management of the Company. Terms and conditions of appointment of Independent Directors is available on the Website of the Company. Further, he is not debarred from holding the office of Director pursuant to any Order issued by the Securities and Exchange Board of India (SEBI) or any other authority.

The resolution seeks the approval of members for the reappointment of Mr. Alexander Koshy (DIN: 07896084) as an Independent Director of the Company effective from February 21, 2027 to February 20, 2032, pursuant to Sections 149, 152 and other applicable provisions of the Act and the Rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof) and his office shall not be liable to retire by rotation. No director, key managerial personnel or their relatives except Mr. Alexander Koshy (DIN: 07896084), to whom the resolution relates, is interested in or concerned, financially or otherwise, in passing the proposed resolution set out in item no. 6.

The Board recommends the resolution set forth in item no. 6 for the approval of members.

Information pursuant to Regulation 36 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 is given below:

Director Identification Number	07896084
Date of re-appointment on the Board	21 February, 2027
Brief profile and nature of their expertise in specific functional areas (In case of independent directors, the skills and capabilities required for the role and the manner in which the proposed person meets such requirements)	Mr. Alexander Koshy is a Fellow Member of the Institute of Chartered Accountants of India, having passed CA, securing the 19th and 16th all India ranks in the CA Inter and Final examinations, respectively. Completed B. Com from Bangalore University with 2nd Rank, a post-graduate in Commerce and a degree in Law from Bangalore University. He has served as Director (Finance) & Chief Financial Officer of Navaratna Public Sector Undertaking Bharat Electronics Ltd., (BEL) under the Ministry of Defence, Government of India until 31st July 2020. He was also the Chairman of BEL-Thales Systems Ltd, Director of BEL Optronic Devices Limited and Director of GE BE Pvt Ltd. Have versatile Board experience and part of many Board Committees. Played a key role in integration of technology in the business process, innovation and sustainable profitability. Managed the financials of major Defence contracts, investment decisions, sustainable growth and profit of business, regulatory compliances, etc., In the course of the career since June 1986, He served as Finance Head of many of BEL's Strategic Business Units: Military Radars, Naval Systems and Components in Bangalore. Also headed Finance of BEL's Ghaziabad Unit and Audit at corporate level. With prudent financial management, he has left behind a financially strong and profitable company. Functional Areas /Roles: • Finance, Accounting and Treasury Management. • Corporate Governance, Audit and Regulatory Compliance. • Strategic Planning and Business Leadership. • Risk Management and Investment Decision-Making. • Defence and Public Sector Enterprise Management. • Technology Integration and Sustainable Value Creation.

Names of listed entities in which the person also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Nil
Relationship with other Directors and KMP's	None
Number of Equity shares held in the Company	Nil

Mr. Alexander Koshy, being an appointee, is concerned or interested in the Resolution set out at item no. 8 of the Notice. None of the other Directors and Key Managerial Personnel of the Company and their relatives is concerned or interested, financially or otherwise, in the said Resolution.

Item No. 07: To re-appoint Mrs. Poornima Ranganath (DIN: 00349450) as an Independent Director for Second Term

Mrs. Poornima Ranganath (DIN: 00349450) was appointed as an Independent Director of the Company pursuant to Section 149 of the Companies Act, 2013, read with the Companies (Appointment and Qualification of Directors) Rules, 2014, by the members at the EGM held on April 1, 2022, to hold office up to March 30, 2027. The Nomination and Remuneration Committee, at its meeting held on May 12, 2026, after taking into account the performance evaluation of Mrs. Poornima Ranganath (DIN: 00349450) during her first term of five years and considering her knowledge, acumen, expertise, experience and substantial contribution and time commitment, has recommended to the Board her reappointment for a second term of five years.

In view of the above, the Board is of the view that Mrs. Poornima Ranganath (DIN: 00349450) possesses the requisite skills and capabilities, which would be of immense benefit to the Company, and hence, it is desirable to reappoint her as an Independent Director. Based on the recommendation of the Nomination and Remuneration Committee, the Board, at its meeting held on May 13, 2026, has recommended the reappointment of Mrs. Poornima Ranganath (DIN: 00349450) as an Independent Director, not liable to retire by rotation, for a second term of five years effective from 31st March, 2027 till 30th March, 2032. In accordance with the provisions of Section 149 of the Companies Act, 2013, an Independent Director may hold office for two terms up to five consecutive years each.

Mrs. Poornima Ranganath (DIN: 00349450) fulfils the requirements of an independent director as laid down under Section 149(6) of the Companies Act, 2013, and Regulation 16 of the LODR Regulations.

The Company has received all statutory disclosures/ declarations from Mrs. Poornima Ranganath (DIN: 00349450), including:

(i) consent in writing to act as director in Form DIR-2, pursuant to Rule 8 of the Companies (Appointment & Qualification of Directors) Rules, 2014 ("the Appointment Rules"),

(ii) intimation in Form DIR-8 in terms of the Appointment Rules to the effect that she is not disqualified under sub-section (2) of Section 164 of the Act, and

(iii) a declaration to the effect that he meets the criteria of independence as provided in sub-section (6) of Section 149 of the Companies Act, 2013.

In the opinion of the Board and based on its evaluation, Mrs. Poornima Ranganath (DIN: 00349450) fulfils the conditions specified in the Companies Act, 2013 and Rules made thereunder and LODR Regulations for her reappointment as an independent director of the Company and she is independent of the Management of the Company. Terms and conditions of appointment of Directors is available on the Website of the Company. Further, she is not debarred from holding the office of Director pursuant to any Order issued by the Securities and Exchange Board of India (SEBI) or any other authority.

The resolution seeks the approval of members for the reappointment of Mrs. Poornima Ranganath (DIN: 00349450) as an Independent Director of the Company effective from 31st March, 2027 till 30th March, 2032, pursuant to Sections 149, 152 and other applicable provisions of the Act and the Rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof) and her office shall not be liable to retire by rotation. No director, key managerial personnel or their relatives except Mrs. Poornima Ranganath (DIN: 00349450), to whom the resolution relates, is interested in or concerned, financially or otherwise, in passing the proposed resolution set out in item no. 7.

The Board recommends the resolution set forth in item no. 7 for the approval of members.

Information pursuant to Regulation 36 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 is given below:

Director Identification Number	00349450
Date of re-appointment on the Board	31 March, 2027
Brief profile and nature of their expertise in specific functional areas (In case of independent directors, the skills and capabilities required for the role and the manner in which the proposed person meets such requirements)	Mrs. Poornima Ranganath is an Independent Director on the Board of our Company. She is a law graduate from the National Law School of India University, Bangalore. She has over 30 years of experience in corporate and commercial laws, human resource laws & management, women issues and matters relating to harassment of women at workplace & assisting the management in dealing with such issues, general contract laws, assistance in contract negotiations, real estate deals, general legal advice. She is the Founder and Managing Partner at Law Assist, a full-service law firm advising clients on corporate laws, contract negotiations, human resource laws with special focus on foreign companies operating in India. Functional Areas /Roles: • Corporate and Commercial Laws. • Contract Management and Negotiations. • Human Resources and Employment Laws. • Corporate Governance and Regulatory Advisory. • Prevention of Sexual Harassment (POSH) and Workplace Ethics. • Legal Strategy and Dispute Prevention.
Names of listed entities in which the person also holds the directorship and the membership of Committees of the board along with listed entities from which the person has resigned in the past three years	Nil
Relationship with other Directors and KMP's	None
Number of Equity shares held in the Company	Nil

Mrs. Poornima Ranganath, being an appointee, is concerned or interested in the Resolution set out at item no. 7 of the Notice. None of the other Directors and Key Managerial Personnel of the Company and their relatives is concerned or interested, financially or otherwise, in the said Resolution.

Item No. 8: To grant loans and guarantees to any bodies corporate and persons and investments in any body corporate pursuant to section 186 of the Companies Act 2013

In order to make optimum use of funds available with the Company and also to achieve long term strategic and business objectives, the Board of Directors of the Company proposes to make use of the same by making investment in other bodies corporate or granting loans, giving guarantee or providing security to other persons or other body corporate as and when required.

Pursuant to the provisions of Section 186(3) of the Companies Act, 2013 and rules made there under, the Company needs to obtain prior approval of shareholders / members by way of Special Resolution passed at the General Meeting in case the amount of investment, loan, guarantee or security proposed to be made is more than the higher of sixty percent of the paid up share capital, free reserves and securities premium account or one hundred percent of free reserves and securities premium account.

Accordingly, the Board of Directors of the Company proposes to obtain approval of shareholders by way of Special Resolution as contained in the notice of the Annual General Meeting upto an amount of ₹ 7,000/- (Rupees Seven Thousand Crores Only) over and above the limits mentioned under Section 186 of the Companies Act, 2013.

Considering the industry growth in the business of semiconductor, Circuits, Electronic Manufacturing services, Railways, Metering, space Technology etc., Company proposes to invest in the expansion of its subsidiaries and scale up the business.

None of the Directors, Key Managerial Personnel and their relatives is concerned or interested, financially or otherwise, in the resolution, except to the extent of their shareholding in the Company.

The Board recommends the Special Resolution set out at Item No. 08 of the Notice for approval of the Shareholders.

By Order of the Board of Directors
For **Kaynes Technology India Limited**

Savitha Ramesh
Executive Chairperson and Whole-Time Director
DIN: 01756684

Date: 07 August, 2026
Place: Mysuru, Karnataka

Corporate Information

Board of Directors

Mrs. Savitha Ramesh
Chairperson and Whole-Time Director

Mr. Ramesh Kunhikannan
Executive Vice-Chairman and Whole-Time Director

Dr. Muthukumar Narayanaswamy
Managing Director

Mr. Jairam Paravastu Sampath
Whole-Time Director and Chief Financial Officer

Mr. Seeplaputhur Ganapathiramaswamy Murali
Independent Director

Mr. Alexander Koshy
Independent Director

Mrs. Poornima Ranganath
Independent Director

Mr. Heinz Franz Moitzi
Independent Director
(ceased w.e.f. 31 May, 2026)

Mr. Rajesh Balkrishna Mittal
Additional Independent Director
(appointed w.e.f. 13 May, 2026)

Dr. Mylswamy Annadurai
Additional Independent Director
(appointed w.e.f. 13 May, 2026)

Company Secretary and Compliance Officer

Mrs. Sudha Sri Addepalli
(appointed w.e.f. 11 March, 2026)

Audit Committee

Chairperson

Mr. Seeplaputhur Ganapathiramaswamy Murali

Members

Mr. Alexander Koshy

Mr. Ramesh Kunhikannan

Nomination and Remuneration Committee

Chairperson

Mrs. Poornima Ranganath

Members

Mr. Alexander Koshy

Mr. Seeplaputhur Ganapathiramaswamy Murali

Stakeholders' Relationship Committee

Chairperson

Mr. Alexander Koshy

Members

Mr. Seeplaputhur
Mr. Ganapathiramaswamy Murali

Mr. Jairam Paravastu Sampath

Corporate Social Responsibility Committee

Chairperson

Mrs. Savitha Ramesh

Members

Mr. Seeplaputhur
Mr. Ganapathiramaswamy Murali

Mrs. Poornima Ranganath

Risk Management Committee

Chairperson

Mrs. Poornima Ranganath

Members

Mrs. Savitha Ramesh

Mr. Ramesh Kunhikannan

Mr. Jairam Paravastu Sampath

Mr. Alexander Koshy

Mr. Seeplaputhur Ganapathiramaswamy Murali

Mrs. Poornima Ranganath

Mr. Heinz Franz Moitzi

Statutory Auditors

K.P. Rao & Co.
Chartered Accountants
Bengaluru

Internal Auditors

Brahmayya & Co.
Chartered Accountants
Bengaluru

Secretarial Auditors

Mr. Vijayakrishna K.T.
Practising Company Secretary
Bengaluru

Cost Auditors

GA & Associates
Cost Accountants
Bengaluru

Bankers

Axis Bank Limited
Canara Bank
HDFC Bank Limited
ICICI Bank Limited
Kotak Mahindra Bank Limited
HSBC Bank India
State Bank of India
CSB Bank Limited
Federal Bank Limited
Royal Bank of Canada
Bank of America Corporation

Registered Office

#23-25, Belagola Food Industrial Estate,
Metagalli PO, Mysuru - 570 016.

Share Registrar and Transfer Agent

MUFG Intime India Private Limited
C 101, 247 Park, L.B.S. Marg,
Vikhroli (West), Mumbai - 400 083
Email ID: rnt.helpdesk@in.mpms.mufg
Tel: 022 4918 6270

KAYNES

REGISTERED OFFICE
23-25 Belagola Food Industrial Estate,
Metagalli PO, Mysuru - 570016
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